Asset Plan
2025–2035

City of Moonee Valley

Acknowledgment

Moonee Valley City Council gagook ngarrgooyn Wurundjeri Woi-wurrung ngarrgoo noogal biik-al, ya-noonoong-al, doon-ngorrm-al ba ngoorrak-al Moonee Valley-al.

Ngarrng-adha yanayi wirratj ngiya balit-oo ngarrng-al marrening-dhana nanggit-al, yadagoonar yoorroonga goorrkwoodjil tanderrum-a, Woorroong ba goonga-dhoomba.

Ngal-al Wurundjeri Woi-wurrung ngiya girrip-djerring-a boorndap yooma-dhan ba ngaboo yalingboo breng-garr-al dhagoong berrbang-al ba goongnoorradhoo-wal. Yooma-nganyin gagook berrbang biik-ooth yana ngarrak woordiyalyal woodhanoo birring ngawayn ba girrip-inganyin dandawoorring dhagoong yoowang, Council dooliyn marragayil moorroop yoorronga yirramboi.

Moonee Valley City Council respectfully acknowledges Wurundjeri Woi-wurrung as the Traditional Owners of the land, waterways, valley and hills of Moonee Valley

Our Reconciliation journey is built on the power of listening to stories of the Elders, supporting the continuation of culture through ceremony, language and truthtelling.

Our commitment to Wurundjeri Woi-wurrung is based on friendship and admiration for their resilience and courage through times of hardship, disconnect and dispossession.

We respect connection to Country which goes back tens of thousands of years and is a relationship like no other, Council honours this spiritual link which continues into the future.

Translation for this Acknowledgement was provided by Wurundjeri Woi-wurrung Elder Aunty Gail Smith, language keeper.

Asset Plan 2025-2035

Document control

Council business unit	Asset Management
Responsible officer	Manager Assets, EPMO and Procurement
Approval authority	Council
Date approved	TBC

The Asset Plan is owned and managed by:

Moonee Valley City Council
PO Box 126 Moonee Ponds
Melbourne Victoria 3039

Table of Contents

1. Introduction

1.1 About Moonee Valley

Moonee Valley is located on Wurundjeri Wo-wurrung Country in the inner and middle north-western suburbs of Melbourne, situated between the Melbourne CBD and Melbourne Airport. The city covers 43 square kilometres and encompasses the suburbs of Aberfeldie, Airport West, Ascot Vale, Avondale Heights, Essendon, Essendon Fields, Essendon North, Essendon West, Flemington, Keilor East, Moonee Ponds, Niddrie, Strathmore, Strathmore Heights and Travancore.

Moonee Valley is a well-established, diverse community, characterised by mostly residential development interspersed by an eclectic mix of retail strips and activity centres, combined with offices, some industrial areas and Essendon Fields Airport. The main industries include professional, scientific and technical services, retail, construction, rental, hiring and real estate services, health care and social assistance.

The population of Moonee Valley is forecast to increase from 122,950 residents in 2021, to around 158,398 in 2041. This is an increase of almost 29 per cent over 20 years. (Source: Australian Bureau of Statistics, Region Population Growth. Compiled and presented by.id).

1.2 The Purpose of the Asset Plan

This Asset Plan has been prepared in accordance with Section 92 of the Local Government Act 2020. It forms a key component of Council's "Integrated Planning and Reporting Framework", introduced by the Act. The plan outlines the approach to maintaining, renewing, acquiring, expanding, upgrading, disposing of, and decommissioning infrastructure assets under Council's control over a minimum 10-year period (source: Section 92, Local Government Act 2020).

This version is an update of the Asset Plan adopted by Council in 2022. It reflects evidence-based renewal demand, identified renewal and funding gaps, and provides insights to support transparent decision-making aligned with target service levels for the ongoing delivery of Council's services. The Plan also presents an outlook on projected asset conditions by the end of the 10-year period (2034/35), and discusses emerging priorities, future challenges and opportunities, and asset investment considerations aligned with Council's updated vision—shaped through recent community engagement.

In line with the enabling intent of the Act, the purpose of this Asset Plan is to:

- improve the transparency around asset value and performance
- better inform the community on the type of assets under Council management and the financial impost
- embed responsible asset management practices into the "Integrated Strategic Planning and Reporting Framework" (ISPRF)*.
- contribute to Council's long-term objectives, strategic intent, and finances
- improve the efficiency and effectiveness of asset management practices through a more engaged community and informed Council
- better align decisions around assets to community needs, service levels and standards, and financial sustainability
- articulate and communicate the challenges on service levels, costs, risks, and the considerations for the decisions made.
  (*Source: Asset Plan Guidance 2022, Jobs, Precincts and Regions, State Government of Victoria)*

This asset plan is based on the current understanding of asset performance and associated assumptions, which are expected to evolve over time.

1.3 Scope of the Asset Plan

As custodians of a diverse asset portfolio valued at approximately $3.616 billion, this includes:

- Non-depreciable land and land under roads, valued at $2.171 billion, and
- Plant, machinery, other infrastructure, and work-in-progress, valued at $85 million.

This Asset Plan focuses on physical infrastructure assets valued at around $1.36 billion. These are the assets primarily governed under Section 92 of the Local Government Act. They directly support the delivery of the majority of services experienced by the community.

Asset class	Description	Replacement Cost ($ millions)
Buildings	139 buildings and structures which support services such as libraries, leisure centres, sporting pavilions, community halls, civic centres and aged care facilities.	**$286**
Parks and open Space	168 playgrounds, 44 sports fields, 80km of fencing, minor structures, public lighting, signs, retaining walls and park furniture etc.	**$151**
Stormwater drainage	482km of underground pipes, 3.9km of open drains, 23,253 pits and stormwater quality improvement devices.	**$244**
Transport	411km of roads, 50.8km of right of ways, 832.9km kerb and channel, 51 bridges, 103 off street carparks and 885km of pathways.	**$679**
Total Value		**$1,360**

Table 1 - Summary of Council infrastructure assets (Source: Annual Report FY 2024/25)

2. Strategic Context

Council is committed to sustainably planning for the future of Moonee valley. We do this by working directly with our community to understand their vision for the city and our community.

This vision is delivered through a set of integrated strategic plans including this Asset Plan. These plans inform and guide our decision making and set out the outcomes and priority initiatives that compel action towards a thriving future and sustainable services.

2.1 Strategic Planning Principles

Our strategic plans are developed in accordance with the integrated approach to planning and reporting driven by the Local Government Act 2020.

The "Integrated Strategic Planning and Reporting Framework", (ISPRF)[1] outlines Council's commitment to building a strategic planning and reporting system that is connected, inter-dependent, and outcomes focused to strategic decision-making through:

- Recognising that planning and consequently decision making should be holistic, and data driven with sound principles informed by community needs.
- Providing a comprehensive view of our available resources and commitments.
- Enabling alignment of our objectives and capabilities.
- Supporting an understanding of medium to long-term implications of our decisions on resource allocation and performance.

The framework is designed to give Council and the community a clear picture of:

- The long-term vision for our city – Community Vision
- What we will deliver to get there – Council Plan
- The resources we need to deliver – Financial Plan and Asset Plan
- How progress towards the vision is measured - Annual Reporting

Strategic planning provides us with clear direction, informs our resource planning, and helps ensure that we deliver on our commitments.

Asset Plan fits together with the other strategic planning documents, all working together toward reaching our Community Vision, and how we track our progress achieving our goals.

Appendix **A.1** outlines Council's key strategic planning documents and how they relate to this Asset Plan.

2.2 Related Strategic Documents

Council's asset management goals are guided or support by following documents:

Asset Management Strategy	MV2040 Action Plan -Community Facilities
Open Space Strategy	Road Management Plan
Integrated Transport Strategy	Disability Access Plan
Asset Management Plans	

[1] The Integrated Strategic Planning and Reporting Framework is used by local government to plan, document, and report on the long-term strategies and goals. This framework ensures that planning is holistic, driven by community needs, and integrated various plans and resources to achieve a sustainable outcome.

3. Asset Management Planning

3.1 What is Asset Management?

Asset management in short

The right assets, in the right place, at the right time, managed by the right people.

Asset management is a coordinated series of activities that monitor and maintain items of high value and significance — in this case, infrastructure assets. This involves balancing risk, cost and performance to realise the value of an asset fully and effectively over its entire lifespan.

Asset management aligns strategic planning with infrastructure and service delivery. It helps determine what assets community need now and how those assets can be made to last over the long term and

3.2 Why is Asset Management Important?

Infrastructure provides a platform for majority of Council's services to community. As infrastructure assets can provide services over extended periods of time, the choices we make today can impact the quality of life for future generations. Asset management provides us with the ability to understand the immediate, medium and long-term impacts of our decisions and provide solutions on how to mitigate the risks.

The benefits of good asset management include:

- Improving cost efficiency by analysing costs of assets over their entire lifecycle
- Targeting critical assets to ensure performance is maintained and risks are managed
- Improved understanding of service levels achievable at different costs supports optimised decision-making
- Ensuring critical infrastructure networks such as roads and drains are appropriately funded for the long-term
- Improving community experience by matching the services and assets we provide to meet their expectations and willingness to pay.
- Allows the Council to make the right investment decisions driven by data.

3.3 Asset Management Policy Statement

Council acknowledges its responsibilities under the Local Government Act 2020 (Sections 89 and 92) to adopt an integrated approach to asset planning, monitoring, and performance reporting ensuring financial sustainability and informed, responsible decision making.

Council is committed to coordinated governance and management of assets to optimise service delivery, minimise risk, and manage lifecycle costs. This is achieved through shared responsibility, active participation, and the authority to implement asset management improvements under the oversight of the Asset Management Steering Group.

3.4 Asset Lifecycle Management

Council's infrastructure is managed through a structured and evolving integrated Asset Lifecycle Management approach. This ensures our assets effectively support service delivery, respond to changing community needs, and remain financially and environmentally sustainable. Lifecycle decisions are informed by identified service needs, strategic objectives, population growth, risk, asset performance, and financial constraints. This approach applies to both Council-funded capital projects and assets contributed through land development.

Decisions around decommissioning and disposal are guided by policies, and performance-based assessments—particularly where assets are underutilised, obsolete, or no longer meet service requirements. Council's Non-Current Asset Recognition and Disposal Procedure ensures consistent financial categorisation and reporting throughout the lifecycle.

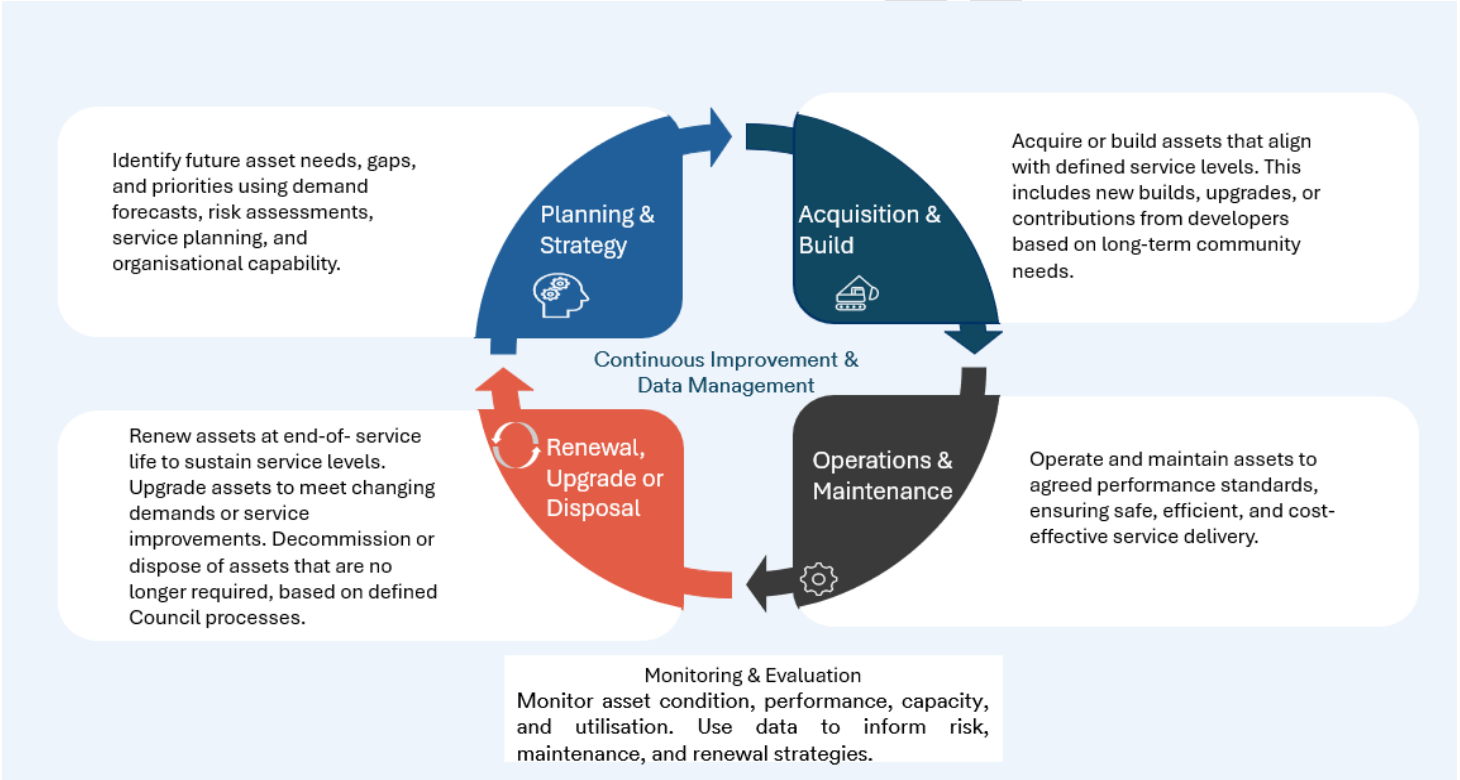


Figure 1 - Asset lifecycle

3.5 Council's Asset Management Planning Framework

The objective of managing assets is to meet the level of service delivery in the most cost-effective way for the community's benefit, both present and future.

Asset management planning commences with defining stakeholder and legal requirements and needs. These needs inform Council's planning priorities which in turn help develop asset management policies, strategies and plans. Asset management planning provides inputs for Council's Asset Plan, Financial Plan and Annual Budget.

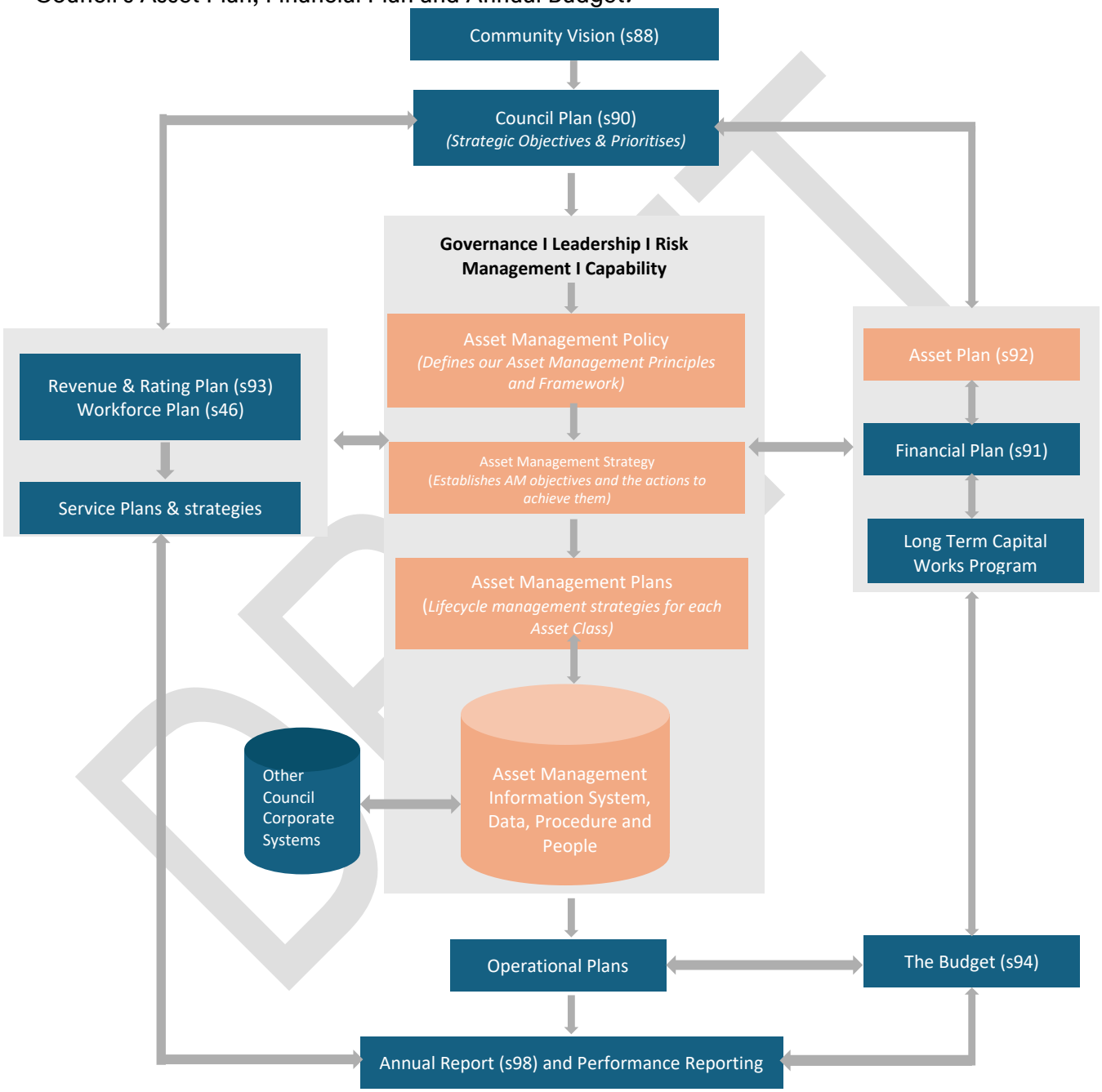


Figure 2 - Asset management planning framework

Elements highlighted in orange represent key components of the Asset Management System, including governance documents and the management of asset-related systems.

3.6 Asset Management Planning Principles

Council is committed to responsible, sustainable, and transparent management of community assets. These principles guide how we plan, invest in, maintain and dispose of our infrastructure to meet current and future community needs, informed by community engagement and future challenges.

Principles	
Community and Stakeholder Engagement	Council engages the community in shaping asset-related decisions, particularly around service level expectations and major projects. This ensures that planning reflects local priorities and community values and transparency.
Continuous Improvement	Council continuously review and improve our asset management practices, systems, and workforce capability. This enables us to adapt to emerging challenges, new technologies, and changing community needs.
Data-Driven and Evidence-Based Planning	Reliable asset data—including condition, performance, and usage—underpins our decision-making. A centralised asset management system supports both operational activities and long-term strategic planning.
Delivering Community Value	Council manages assets to deliver services that reflect community priorities, providing levels of service and risk the community is willing and able to support, enhancing liveability and wellbeing across Moonee Valley
Integrated and Collaborative Approach	Asset management is coordinated across departments through steering group and working groups to deliver consistent and holistic efficient outcomes, enabling better alignment between services, finance, risk and infrastructure planning
Leadership and Capability Commitment	Executive leadership team is committed to supporting asset management through adequate systems, resources, and skilled staff. This ensures we have the capabilities to implement best-practice asset management across the organisation.
Planning and Renewal Needs	Council develops and maintains Asset Management Strategy and detailed Asset Management Plans for key infrastructure assets, outlining at least a 10-year planning horizon. These plans identify renewal requirements to meet approved service levels and improvement plans.
Risk-Based and Prioritised Decision Making	Council manages assets over their full lifecycle—planning, construction, maintenance, renewal, and disposal—based on lifecycle cost and performance.
Strategic and Legislative Alignment	Council asset decisions are aligned with Council's strategic documents (Council Plan, Asset Plan, and Financial Plan) and comply with relevant legislative, political, economic, social, and environmental requirements.
Sustainable and Affordable Investment	Council prioritises maintaining and renewing existing assets to preserve current service levels before committing to new or significantly upgraded infrastructure. Investment decisions are guided by affordability and long-term financial sustainability.
Whole-of-Life Asset Management	Assets are planned, maintained, renewed, upgrade, repurpose and dispose with full consideration of lifecycle costs.

4. State of Council Assets

This Plan provides an overview of the current condition of Council's assets. Asset conditions are assessed in accordance with the Institute of Public Works Engineering Australasia (IPWEA) condition ratings and measurement standards. Regular condition audits and defect inspections are undertaken to monitor asset deterioration over time, ensuring that service levels are maintained within acceptable cost and risk thresholds, as guided by Council's risk management framework.

Council utilises a suite of interrelated system solutions to manage asset-related services, connecting key functions such as customer request management, asset data, maintenance planning, financial tracking, lifecycle management, and capital works planning. Our Asset Management System supports data and logic-driven scenario development to determine the optimal timing and type of asset renewal or replacement. This approach aims to minimise the long-term costs of asset ownership and operation by applying a whole-of-lifecycle perspective.

When modelling asset renewal needs, we apply varying intervention levels and treatment techniques based on asset hierarchy, condition, and risk exposure. Assets identified for renewal remain in safe and functional service through ongoing maintenance until renewal works are undertaken.

Figure 3 below illustrates the current asset condition profile across all infrastructure asset classes. Based on this data, Buildings, Parks & Open Space and Transport asset groups are generally in good condition while Drainage assets are mostly in fair condition.

The condition of Buildings, Parks & Open Space, and Transport assets is assessed based on their physical condition. In contrast, Drainage asset conditions are derived from asset age and design life, which have known limitations — for example, assets that have reached their design life may still have remaining service life, and vice versa.

Although significant investment in a few major facilities has improved the average condition of buildings, many older facilities still fall short of community expectations. Similarly, while stormwater assets are in fair condition, substantial investment is required to enhance flood resilience—driven by aging infrastructure, increased urbanisation, and climate change.

Overall, while asset conditions currently range from good to fair (Figure 3), actual service levels may be lower when other performance measures, such as functionality and capacity, are considered.

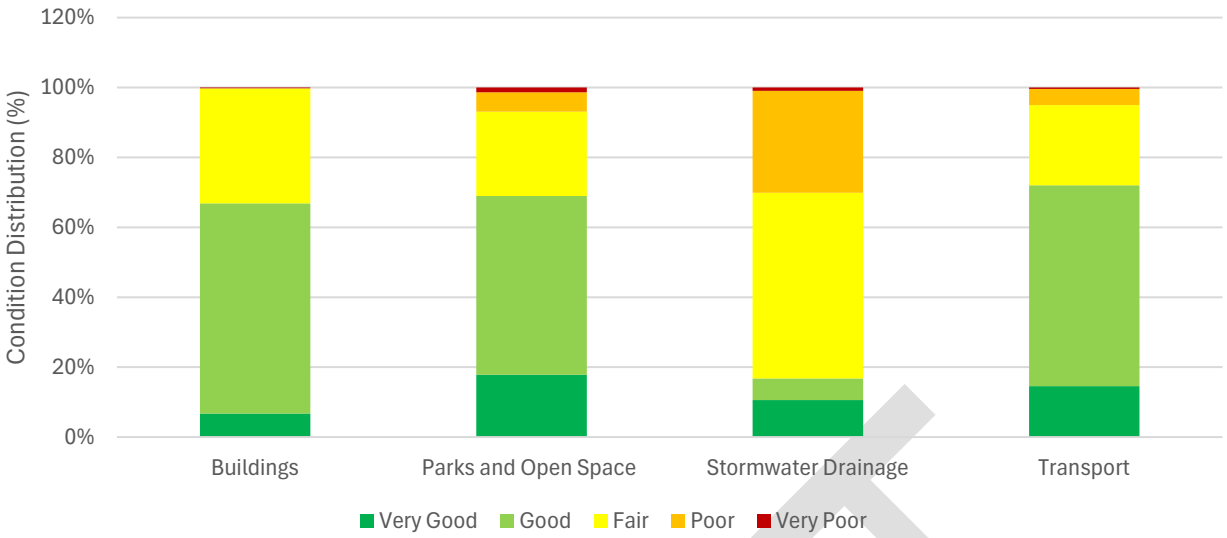


Figure 3 - Asset class current condition profile

5. Our Services

Council services are designed to meet a range of competing community priorities. The capital and operating investments outlined in this Asset Plan are focused on maintaining service levels that help achieve these community goals—both now and into the future.

5.1 Council Services Supported by Assets

Our assets are essential to delivering the wide range of services that benefit our community. Effective asset management directly influences the quality and reliability of these services. The alignment between Council services, strategic objectives, and their supporting assets is critical in guiding sound asset management decisions. This ensures that assets contribute meaningfully to service delivery while maintaining cost-efficiency for the community.

The table below outlines our vision, services and assets, illustrating how assets support service delivery and align with our Community Vision.

We are committed to continually improving our services. This includes ensuring that services remain aligned with our strategic goals, have clear and measurable outcomes, and respond to both community expectations and long-term affordability. As strategic goals or funding positions evolve, corresponding changes in service provision and standards will follow.

<table>
<tr><th>Community Vision</th><th>Strategic Direction and Themes</th><th>Our Services</th><th colspan="2">Supporting Asset Class</th></tr>
<tr><td rowspan="5">In 2040, Moonee Valley is a healthy, vibrant and welcoming community where everyone is visible and valued. Good planning has created beautiful, inclusive neighbourhoods.

Acknowledging the climate emergency, we value environmental sustainability and embrace our green open spaces. We support our diverse community to live, work, shop, create and play locally, independently and safely.

Together, we make community-focused decisions guided by a bold Council that leads with transparency, fairness, integrity, honesty and accountability.</td><td>Beautiful</td><td>Building services
Community facilities and property management
Permits
Statutory planning
Strategic land use planning</td><td rowspan="5">  </td><td rowspan="5">Buildings
Buildings such as community centres, libraries, community halls, aquatic centres, recreation and leisure centres, civic centres, childcare and kindergarten facilities, community arts, and theatres provide spaces for community programs, events, governance, and service delivery.</td></tr>
<tr><td>Connected</td><td>Our systems and knowledge</td></tr>
<tr><td>Fair</td><td>Animal management
Children and family services
Community development
Home care and community support
Public health and safety
Reconciliation
Youth development</td></tr>
<tr><td>Thriving</td><td>Arts and culture
Economic and business development
Leisure, sport and recreation
Libraries</td></tr>
<tr><td>Trusted</td><td>Civic services
Community information, education, advocacy and engagement
Our finances
Our people</td></tr>
</table>

Table 2 - Services supported by our assets

Community Vision	Strategic Direction and Themes	Our Services	Supporting Asset Class
First Peoples and their culture are thriving. This connection is centred on the prominent visibility and inclusion of the continuing culture and community of the Traditional Owners, the Wurundjeri Woi-wurrung people, who are valued and respected leaders in the community. Moonee Valley is a place for all to belong.	Beautiful	Strategic land use planning Permits	 **Parks and Open Space** Open spaces, sports fields, playgrounds, and reserves offer areas for recreation, events, cultural celebration, community connection, and environmental stewardship.
	Connected	Our systems and knowledge	
	Green	Environment and sustainability Parks, garden and open space management Waste and recycling	
	Trusted	Our finances Our people	
	Beautiful	Strategic land use planning Permits	 **Stormwater Drainage** Pipes, pits, culverts, and wetlands manage stormwater flow, prevent flooding, protect road infrastructure, and support environmental outcomes like water-sensitive design.
	Connected	Traffic, transport, pedestrian & drainage network Our systems and knowledge	
	Green	Environment and sustainability	
	Trusted	Our finances Our people	
	Beautiful	Strategic land use planning Permits Neighbourhood & Street Cleaning	 **Transport Assets** Roads, bridges, bike lanes, and footpaths enable movement, waste collection, street cleaning, and access to local businesses.
	Connected	Traffic, transport, pedestrian & drainage network Our systems and knowledge	
	Thriving	Economic and business development	
	Trusted	Our finances Our people	

5.2 Levels of Service

Levels of service
Levels of Service are used to define the quality of assets and services it delivers. Key performance indicators are used to measure service performances (Some of the measures we use to monitor financial performance are included in Appendix II.)

Service planning defines the balance between service quality, associated risks, and the cost of delivery. This balance is assessed in consultation with the community to identify the minimum acceptable levels of service that residents are willing to support—whether through general rates or user charges.

Clearly defined levels of service form the foundation for effective asset management. They guide the development of lifecycle management strategies and work programs. By setting measurable service levels, Council can monitor performance, report transparently on outcomes, and make informed decisions to support long-term community needs.

5.3 Level of Service Relationship to Asset Management Planning

Levels of service describe the performance standards we expect from our assets. These standards can range from general community expectations—such as "I want safe roads"—to specific, technical measures outlined in formal management plans. For example, a community desire for safe roads may translate into a technical asset management target such as: “Inspect and respond to potholes deeper than 75mm and wider than 500mm on our roads within 10 working days” or “Maintain a Surface Condition Index above a specified threshold to ensure riding quality.” This Asset Plan is informed by our current understanding of how service levels relate to asset performance. It reflects the ongoing commitment of Council to provide reliable infrastructure that meets community needs now and into the future.

5.4 Recent Progress and Future Direction

Council has made recent progress in strengthening its service planning practices. This includes:

- Establishing asset renewal measures to maintain the quality of the majority of infrastructure and ensure the continuity of non-discretionary services.
- Improving maintenance planning based on asset condition and performance data.
- Developed service plans for 26 services and 107 sub-services, including defined levels of service, performance indicators, staff resources, and budget integration based on current operations.

Looking ahead, Council recognises that future service levels must be shaped through deeper community engagement. These levels must be clearly defined, measurable, achievable, and aligned with asset performance, service objectives, and long-term financial sustainability.

5.5 Linking Service Levels to Asset Performance, Cost, and Risk

Strengthening the connection between service levels, asset performance, cost, and risk across all asset classes is essential to advancing Council’s service planning maturity. This integrated approach will

- Validate assumptions using real-world data and performance results
- Maximise the value delivered to the community
- Assess the affordability and sustainability of achieving the Community Vision
- Align service standards with community values and willingness to pay

6. Our Community and Stakeholders

Council assets are integral to the daily lives of our residents, visitors, businesses, and service providers. While many people use these assets directly, others have a shared or vested interest in how they are managed, maintained, and improved. Our stakeholders include a diverse range of individuals, community groups, businesses, and government agencies

6.1 Community Engagement

Understanding the expectations and needs of our community and stakeholders is essential to managing our assets effectively and sustainably. We use a variety of engagement tools and platforms to encourage community feedback on projects, programs, and policies—allowing people to shape decisions that impact their daily lives and future outcomes.

6.2 Our Approach to Meeting Community Needs

This Asset Plan has been developed alongside the Community Vision and Council Plan, with input from the community through a deliberative engagement process. From March 2024 to February 2025, we sought to understand:

- What matters most to the community now?
- What will matter most into the future?

A Community Panel, reflective of our municipality's diversity, was established to explore key issues and provide guidance on long-term priorities. Through a deliberative process, the panel helped identify priorities and aspirations to guide the way Council manages assets over the next decade.

6.3 Community Led Decision Making Priorities

The Community Panel's recommendations supported the development of key outcomes to achieve the MV2040 Vision. These insights enable Council to:

- Balance competing priorities,
- Allocate resources fairly, and
- Make evidence-based decisions in a financially constrained environment.

Council considered these recommendations in alignment with community values and expectations, while ensuring long-term financial sustainability. Asset management responses to community priorities have been mapped below and are embedded in this Asset Plan to guide future investment decisions.

6.4 Our Commitment

We are committed to making future asset and service delivery decisions that are transparent, evidence-based, and community-led. The Asset Management Principles outlined in this plan have been directly shaped by the community priorities through extensive engagement and will guide Council's investment in infrastructure and services over the life of this plan.

6.5 Community Priorities and Asset Management Alignment

Engagement Theme	Community Priorities	Asset Management Alignment	Shaped Asset Management Principles
Accessible and Sustainable Transport Infrastructure	▪ Improved public transport ▪ Safer pedestrian and cycling infrastructure ▪ Parking management and traffic calming	▪ Prioritise multimodal and active transport networks ▪ Design for equitable access and mobility ▪ Integrated traffic and parking planning	▪ Community & stakeholder engagement ▪ Risk-based prioritised decision-making ▪ Delivering community value
Green and Open Spaces	▪ Tree canopy, parks, and nature strips ▪ Equitable access to open space ▪ Climate resilience and biodiversity	▪ Invest in urban greening and ecological assets ▪ Distribute open spaces equitably ▪ Design for long-term environmental resilience	▪ Sustainable, affordable investment ▪ Whole-of-life asset management ▪ Strategic legislative alignment
Inclusive and Accessible Community Facilities	▪ Libraries, playgrounds, leisure centres, and community hubs are highly valued ▪ Universal design and intergenerational use ▪ Disability access and cultural inclusivity	▪ Adopt universal design standards ▪ Ensure lifecycle upgrades support inclusivity ▪ Co-locate services for multi-user benefit	▪ Delivering community value ▪ Integrated and collaborative approach ▪ Leadership & capability commitment
Well-Maintained, Fit-for-Purpose Assets	▪ Focus on maintaining existing infrastructure ▪ Manage whole-of-life costs ▪ Evidence-based planning and prioritisation	▪ Emphasise renewal over new builds ▪ Use data-driven condition assessments ▪ Apply lifecycle cost modelling	▪ Data-driven and evidence-based planning ▪ Planning renewal needs ▪ Continuous improvement
Accountable and Transparent Asset Governance	▪ Transparent and ethical decision-making ▪ Community involvement in setting priorities ▪ Clear communication of trade-offs and outcomes	▪ Embed participatory decision-making ▪ Clearly communicate rationale for investment ▪ Monitor and report on asset performance	▪ Community & stakeholder engagement ▪ Strategic legislative alignment ▪ Integrated and collaborative approach

7. Our Changing City

7.1 Challenges and Opportunities

Local, national and global trends are continually shaping the outlook of our city. We need to understand these trends, harness their benefits and adaptively respond to preserve the health, vibrancy and resiliency of Moonee Valley. Understanding these trends allows us to harness their benefits and respond adaptively preserving the health, vibrancy, and resilience of Moonee Valley. This informs how we shape our asset management principles and investment approach.

We have identified several key areas that may significantly influence our ability to meet the evolving needs of our community. While these pose challenges, they also present opportunities for innovation, collaboration, and strategic investment. Appendix A.2 outlines the key influencing factors on Council's service delivery capacity, along with our adaptive and resilient approach to addressing them.

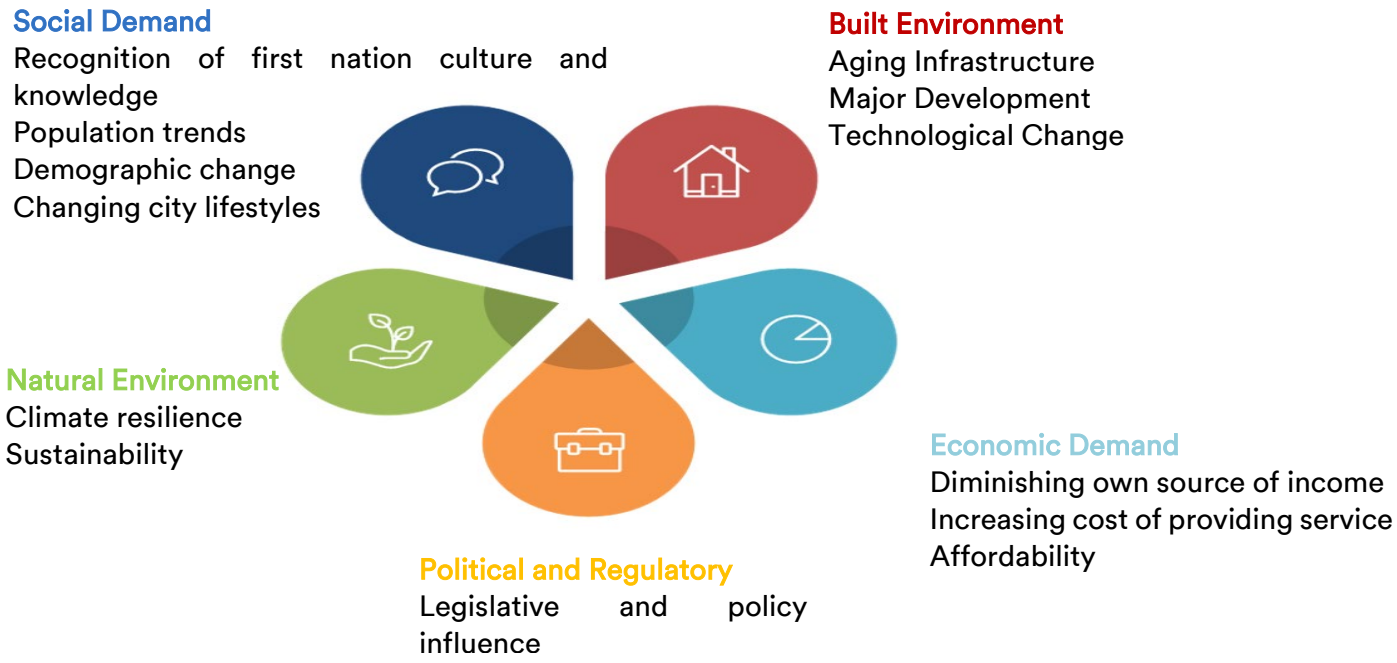


Figure 4 - Key demand drivers

8. Funding for Long-Term Sustainability

The foundation of our Asset Plan and broader asset management principles is a commitment to responsible stewardship while ensuring our assets are underpinning services to meet community needs. This approach acknowledges the complex and interrelated factors influencing the delivery of our community's infrastructure.

Some of these challenges stem from legacy issues, while others reflect the demands of a progressive society striving for continuous improvement.

Regardless of their origins, delivering sustainable services through our infrastructure assets requires balancing service levels, managing risks, forecasting expenditures and aligning funding to achieve financial sustainability. This ensures our community assets enhance health and well-being while fostering a connected city with accessible and sustainable services.

8.1 Asset Investment Approach

Looking ahead to the next 10-financial years, we are committed to making prudent investment decisions guided by a holistic, lifecycle approach to asset management. Our strategy seeks to balance investment in asset maintenance and renewal with funding for new and upgraded assets that meet both current and future community needs across the municipality.

We will plan for our assets to support high-quality living, enable economic growth, and preserve the long-term environmental integrity of our city.

Our asset investment approach aligns with community-informed decision-making priorities and asset management principles. It prioritises funding for non-discretionary maintenance, operation, and renewal before allocating resources to discretionary growth-related investments, while also addressing emerging challenges of climate change, promoting accessibility, equity and inclusion.

Recognising that community needs and asset priorities will continue to evolve, our investment approach will remain flexible and responsive over the life of this plan, with a focus on the key result areas outlined in the investment strategy in Appendix **A.3**.

8.2 Life Cycle Costing and Funding Allocation

Life-cycle costing helps us understand the total amount of money needed to manage an asset throughout its useful life. This includes expenses from acquisition or construction through its operational phase until it is eventually replaced or decommissioned.

The cost of building and maintaining assets accumulates over time, making it essential to forecast future expenses to ensure long-term financial sustainability. Proper budgeting allows us to plan effectively for the years ahead.

When making funding decisions across both operational and capital programs, we aim to balance sustaining existing services with meeting the demands of future growth to deliver best overall outcome for the community. Our approach is guided by the goals outlined in our Community Plan (MV 2040) and Council Plan, ensuring alignment with our asset investment approach.

There are several ways for allocating funds to cover an asset's life-cycle costs of our assets. Our principal led top priority remains the renewal and maintenance of existing infrastructure to support long-term community needs.

Figure 5 illustrates our approach to prioritising available funding across both capital and operational programs, categorising expenditures as discretionary or non-discretionary.

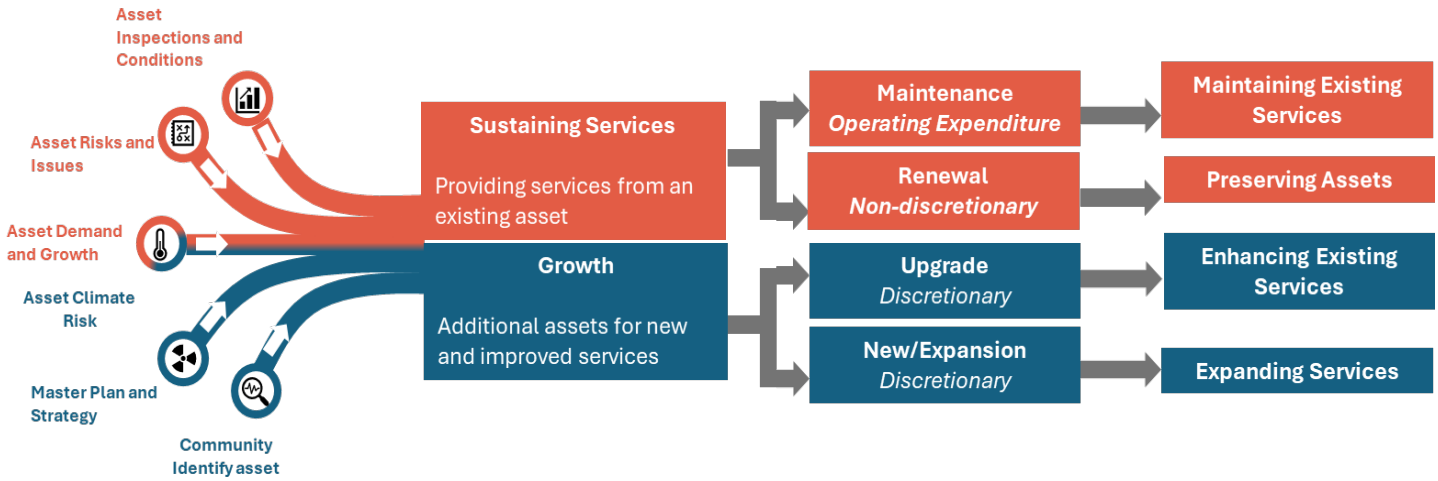


Figure 5 - Lifecycle costing

Tabel 3 shows our approach for determining lifecycle cost funding category.

Funding Category	Criteria for determining Lifecycle Cost Funding Category
Non-Discretionary Maintenance & Operations (Operating)	Maintenance costs—such as pothole patching, mowing, and painting—are determined based on agreed service levels. Operational costs—such as street sweeping, cleaning, rubbish removal, and utility bills—are determined by the frequency of service delivery, asset usage patterns, and historical expenditure trends
Non-Discretionary Renewal	Renewal costs—such as resurfacing, playground equipment replacement, and floor renewals—are assessed using asset analysis software that forecasts when an asset requires renewal or replacement. This is complemented by field inspections, considering current condition, rate of deterioration, and the potential loss of service over time.

Discretionary Growth	Funding for upgrades (e.g., accessibility improvements, signal control enhancements), expansions (e.g., cycle lane additions, building extensions), or new assets is driven by strategic plans, community expectations, and growth projections. These projects must undergo a detailed investment evaluation process before inclusion in the capital works program.

Table 3 – Asset lifecycle funding requirements

8.3 Expenditure Categories used for Funding

For fund planning, classification of expenditure helps us plan our budgets and monitor how we spend our money on our assets and services. For the purposes of this Asset Plan, our expenditures on infrastructure are classified into these main categories.

Funding Category	Expenditure type	Description
Non-Discretionary Maintenance & Operations (Operating)	**Maintenance**	Ongoing expenditure required to keep our assets performing at the required levels of service and to prevent premature asset failure.
	Operations	Recurrent expenditure that is continuously required to provide a service.
Non-Discretionary Renewal	**Renewal**	Works required to replace existing assets with assets of modern equivalent capacity or performance to sustain existing service levels.
Discretionary Growth	**Upgrade**	Improvements or enhancements to an existing asset which improve an existing asset beyond its existing capacity or performance.
	Expansion	Extends or expands an existing asset at the same standard as is for existing users, to a new group of users.
	New	Work that creates a new asset that does not currently exist.

Table 4 – Expenditure types

8.4 Financial Summary

Figure 6 below illustrates our planned and forecasted expenditure across infrastructure assets included in this Asset Plan over the next 10 financial years, in today's dollar values.

The bar graph represents the funding planned to be available from our Financial Plan, while the line graph indicates the forecasted funding required to achieve the lowest lifecycle costs.

The required funding allocations in the line graph is based on the best available asset data and planning undertaken to develop our capital works program on a lowest life cycle basis, which is forecasted to be $638.9 million, in line with adoption of the Financial Plan and review of the Long-Term Capital Works Program.

This includes our planned maintenance, upgrades, expansions and new assets expenditure from the long-term capital works planning process to maintain our expected service level based on the affordability assessments made in our Financial Plan, along with required renewal funding of $253 million from renewal modelling.

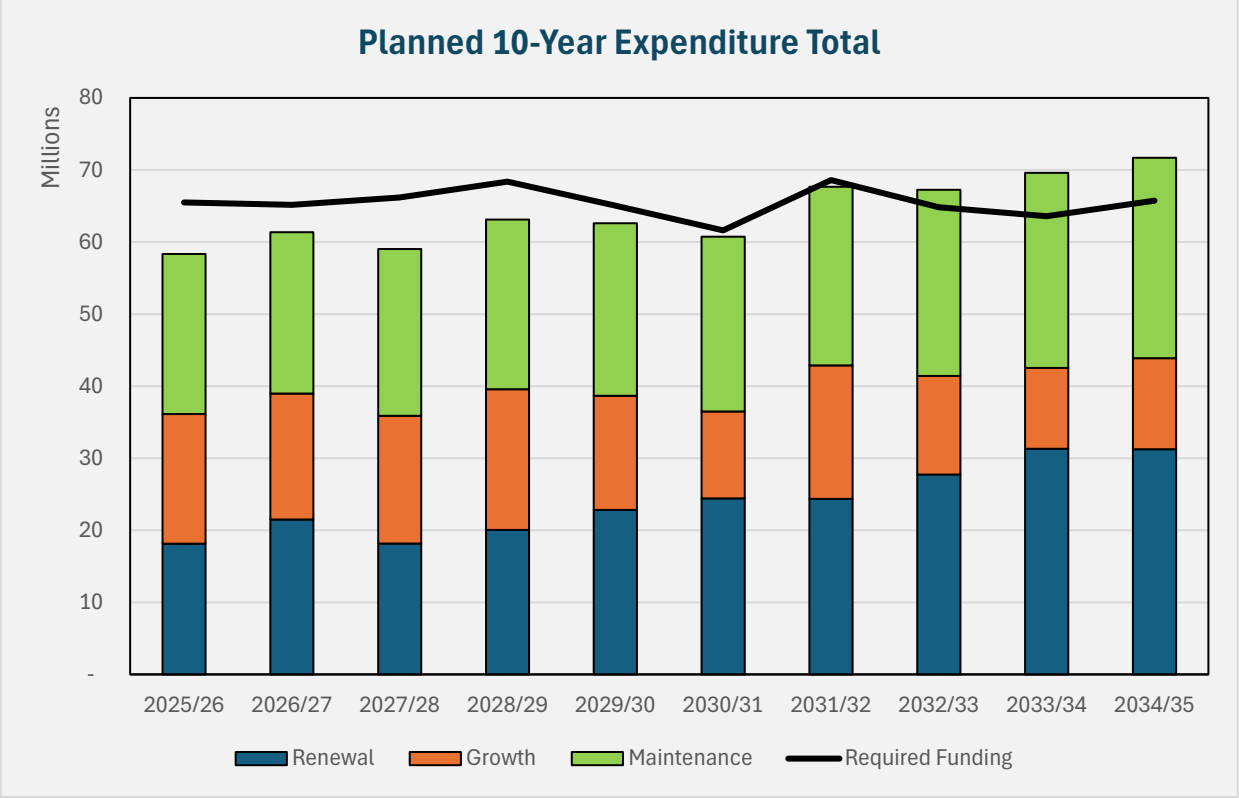


Figure 6 – Projected total asset expenditure

Table 5 summarises the total planned expenditure related to capital investments (i.e.: renewal, upgrade, new and expansions), and operating activities (i.e., maintenance) over the next 10 years for each asset class, based on FP.

Asset Class	Maintenance ($M)	Renewal ($M)	Upgrade ($M)	Expansion ($M)	New ($M)	Total ($M)
Buildings	$52.2M	$51.9M	$15.5M	$11.5M	$28.3M	$159.4M
Parks & Open Space	$140M	$59.5M	$34.2M	$0.5M	$14.9M	$249.3M
Stormwater Drainage	$19.3M	$39.7M	$11.2M	$0	$2.6M	$57.1M
Transport	$33.5M	$88.6M	$27.8M	$3.1M	$6.8M	$159.8M
Total	**$245.0M**	**$239.8M**	**$88.7M**	**$15.2M**	**$52.6M**	**$625.7M**

Table 5 - Planned expenditure by asset class

We plan to invest an estimated total of $625.7 million on our assets over the next ten 10 years to ensure our infrastructure remains safe, fit-for-purpose, capable of supporting service delivery to our diverse and growing community.

- Around *38%* ($245.0 million) will be allocated to ongoing maintenance to ensure assets remain safe and functional.
- Around *37%* ($239.8 million) will be invested in renewing assets that are reaching the end of their useful lives.

- Around *24%* ($156.6 million) will be directed towards meeting growth or additional future demand.

This represents a significant Council investment made on behalf of the community, which is essential for meeting evolving needs and safeguarding the future use of our infrastructure.

Figure 6 highlights the gap between planned funding and the required forecasted funding levels, guiding renewal gap discussions around balancing service levels, financial constraints, and risk management to deliver the best value outcomes. It should be noted however that this scenario is likely to become very different following consideration of the challenges with respect to Council's drainage network and buildings functionality.

As our asset data and processes improve, these financial forecasts will be refined and incorporated into future versions of this Asset Plan and the Financial Plan. Forecasted allocations may shift due to changing priorities, emerging issues, or new funding opportunities or constraints.

Our Asset Plan is designed to remain flexible and responsive to ensure continued alignment with community needs, strategic priorities, and financial sustainability.

Appendix II provide a detailed breakdown of the planned and required expenditure for each asset class over the next 10 years.

8.5 Financial Performance Indicators

The following performance indicators demonstrate our commitment to financially sustainable asset management and maintaining community service levels.

Measure	Definition	Industry Target	Result[1]
Asset Renewal Funding Ratio (ARFR)	Indicates financial capacity to fund forecast asset renewal demands over the next 10 years. $ARFR = \frac{Planned\ capital\ renewal\ expenditure}{Required\ capital\ renewal\ expenditure}$	90 - 110%	95%
Capital Investment Ratio (CIR)	Measures whether assets are being renewed or upgraded at the rate they are wearing out. $CIR = \frac{\text{Asset Renewal and Upgrade expenditure}}{\text{Annual Depreciation}}$	> 100%	105%

Table 6 - Asset Management Financial Performance Indicators

Our performance measures emphasise a financially sustainable approach to asset management, ensuring appropriate allocation of maintenance and renewal funding to preserve existing community service levels.
They also reflect council's commitment to delivering additional infrastructure investments at an appropriate rate to support growth while adapting to future needs.

8.6 Managing the Funding Gap

Our projections indicate that we will need to spend approximately $482.3 million over the next 10

years to maintain and renew our infrastructure. When compared to our Financial Plan's allocated expenditure of $469.1 million for the same period, we face a total funding gap of $13.2 million. This gap represents the difference between the necessary investment in our assets and our current financial capacity.

A significant portion of this shortfall is attributed to drainage renewal. This drainage forecast is based on asset age data, which has inherent limitations. Older pipes may have inaccurate recorded ages and assets that have reached their theoretical intervention age may still have remaining service life, leading to potential inaccuracies in projections.

Considering these forecasting limitations, the projected renewal gap remains within a manageable range, allowing us to maintain current service standards over the next decade.

Potential risks if the gap is unaddressed:

- Accelerated deterioration of infrastructure
- Increased asset failures and service disruptions
- Higher long-term renewal costs
- Public dissatisfaction and reduced trust
- Increased safety risks and liability exposure
- Reduced economic and operational resilience

8.7 Strategies to Address the Renewal Gap

We are progressively implementing several proactive measures to manage the renewal gap, reduce long-term costs, and ensure efficient service delivery:

- Improving Data Quality: Enhancing asset condition and usage data for more accurate forecasting.
- Defining Service Levels: Engaging with the community to align investment decisions with service expectations.
- Improving Operational Efficiency: Streamlining maintenance and planning practices to reduce costs.
- Seeking External Funding: Pursuing grants, developer contributions, and partnership opportunities.
- Maximising Asset Utilisation: Consolidating or adapting underused assets to optimise value.
- Strengthening Strategic Partnerships: Exploring non-asset solutions to reduce capital and operating costs.
- Optimising Internal Funding Allocation: Prioritising high-impact investments within existing financial constraints.

8.8 Future Planning and Integration

While maintaining safe and functional infrastructure to support current service levels remains a priority, we also recognise the importance of strengthening our service planning to guide discretionary investment decisions. These decisions are essential to improving community living standards and ensuring long-term asset resilience in the context of climate change and growth.

We acknowledge that further work is required to better understand emerging infrastructure needs driven by growth, along with critical public health and safety upgrades -particularly within the drainage network and aging community buildings that fall short of community expectations. Many of these assets were constructed around the same timeframe, highlighting the need to phase investment and ensure intergenerational equity.

This includes assessing the funding required to support these investments and ensuring that asset funding reserves are equitably utilised in line with asset consumption, thereby maintaining intergenerational funding fairness.

Achieving strategic alignment between service delivery objectives, asset needs and financial planning is essential. It will lay the foundation for future updates to this Asset Plan—shifting the focus from addressing the immediate renewal gap to broader considerations such as funding shortfalls, asset rationalisation, and investment prioritisation. These areas will form a central part of future engagement with the community and stakeholders as we develop the next iteration of the Asset Plan.

9. Monitoring and Review

This Asset Plan was reviewed following the Council elections, in accordance with the Local Government Act 2020. Interim reviews of the Asset Plan may be undertaken periodically as improvements are implemented, or major financial decisions are made. This is to make sure that it retains consistent with our strategic goals and objectives relating to:

- Our available financial resources.
- Long term capital works programs that are reviewed annually.
- The consideration of any external factors that are likely to influence the Asset Plan.

9.1 Reporting

Reporting on Asset Plan performance measures will be undertaken as part of the Annual Report.

9.2 Improving our Evidence Base

This Asset Plan has been developed using our existing processes, practices, data and standards.

We recognise that managing and maintaining our existing infrastructure requires significant annual investment. This underscores the importance of strong asset management practices to ensure services are delivered efficiently, economically and sustainably.

Prioritising renewal must come before consideration of any new assets. We are committed to applying best-practice, principles-based asset management throughout the life of this Asset Plan. We continuously enhance our organisational capability, refine our understanding of our assets and improve the tools we use to manage them.

The financial expenditure plans outlined in this Asset Plan are based on our current data and systems. However, we are actively working to enhance the quality and maturity of our data, systems and processes to support more informed decision-making.

Future iterations of this plan will build upon our ongoing improvements, incorporating a stronger evidence base and more advanced analysis. A key aspect of this will be engaging with our community to establish optimised service levels that are both sustainable and financially viable ensuring our asset planning adapts to evolving revenue streams, demand pressures and external influences.

The implementation of our capability improvements is detailed in our respective Asset Management Plans.

10. Appendix I

A.1 Strategic Planning Documents

Key element	Description	Relationship to this Asset Plan
Asset Plan (s92)	Outlines our asset management priorities for the next 10-years and how we will manage our portfolio of assets to deliver services effectively and realise our Community Vison.	It provides a strategic and financial view of how Council proposes to manage the full portfolio of infrastructure assets it owns and controls.
Financial Plan (s91)	Provides a long-term view of the resources that we expect to be available to us and how these will be used, allocated and prioritised over the next 10-years. Our Financial Plan identifies our current and projected financial capacity to continue delivering high quality services, and infrastructure spending. It also identifies critical new capital investment to support our community's prosperity and to respond to our future challenges	The Asset Plan and Financial Plan are intrinsically linked. Asset funding is identified in the Asset Plan with the inputs from renewal programs and capital work program evaluations. Available funding is guided by the Financial Plan. The risks of any variance between the funding that is needed and what is available are addressed in the Asset Plan.
Workforce Plan	Specifies the projected staffing requirements to deliver the outcomes outlined in the Council Plan.	Identifies the human resources required to implement organisational asset management and deliver services.
Community Vision (s88)	The MV2040 Community Vision identifies the aspirations and goals the community wants to achieve in the long term. It considers where we are, where we want to be and how we will get there.	Helps us understand and prioritise our long-term asset needs (more than 10 years).
Council Plan (s90)	The Council Plan outlines the community outcomes and strategic priorities that the Council aims to contribute to during its four-year term (strategic focus areas).	The Council Plan outlines the specific strategic objectives for Council action, which provides a basis for setting asset management objectives and determining asset requirements over the next four years.
Annual Budget (s94)	Outlines the budget for each financial year with an outlook of at least four years outlining how resources will be allocated across all services and income to be derived.	Provides a basis for setting asset maintenance, renewal, acquisition and growth (upgrade /new and expansion) requirements over the medium term (four years).
Strategies and plans	Helps us understand the specific initiatives and actions we need to achieve our medium to long term objectives. They shape our services and identify the assets we need.	Informs future asset requirements that provide input into the long-term asset costs that inform the Asset Plan.

Key element	Description	Relationship to this Asset Plan
Annual Report (s98)	This report enables public access to regular and transparent information about how we are performing.	Provides a mechanism to monitor and report on asset related performance indicators promoting accountability and transparency.

Table 7 – Strategic planning elements

A.2 Summary of Key Challenges and Opportunities

Social demand

Issue	*What will this mean for asset management and service delivery?*
Recognition of first nation culture and knowledge There is a growing recognition of the need to integrate First Nations culture, history and knowledge into the management of natural and built assets. This includes acknowledging the deep connection between the land and its traditional custodians while ensuring asset design, energy efficiency and material choices align with both heritage values and future needs.	We will continue to plan for and manage assets in a way that respects and reflects First Nations heritage, fostering strong connections between past, present and future. Assets should incorporate culturally significant design elements while remaining adaptable to evolving community needs, legislative requirements, environmental standards, emerging technologies and best practices observed in other regions.
Population trends Our current population is 122,950 (2021 census) and is forecast to grow to 158,398 by 2041. (Source: Compiled and presented by.id)	We will need to expand (new/expansion and upgrade capital expenditure) our services and assets to cater for our growing community. We will need to invest in infrastructure, so our assets are of a suitable capacity to cater for growth and exemplary urban renewal is achieved. We will also need to optimise the use of our assets and consider partnerships for non-asset service delivery solutions, where possible.

Social demand

Issue	*What will this mean for asset management and service delivery?*
Demographic change Between 2021 and 2040, the workforce age structure forecasts for Moonee Valley indicate a 47 per cent increase in the population of retirement age (65+), a 16 per cent increase in the population under working age (0–14) and a 25 per cent increase in the population of working age (15–64). (https://www.id.com.au)	Change in the age structure of the population will mean it is critical for us to plan age-based community assets and associated facilities and services. We will need to focus on providing assets that promote access and equity for community health, and wellbeing and social outcomes.
Changing city lifestyles Community expects us to be able to quickly respond to their emerging needs, without knowing the implication.	Lifestyle choices will influence the types and standards of the services and assets we provide. We will plan for responsive and adaptable assets to meet shifting community needs, such as multipurpose facilities.
Access, Equity & Inclusion Community expects ensuring that all community members—regardless of age, ability, background, or socioeconomic status—have fair and equitable opportunities to access and benefit from public assets, services, and spaces.	Council continues to review service delivery ensures that public facilities and services are designed and maintained to be accessible and welcoming to all community members. This includes several initiatives such as: ▪ Council facilities are designed or upgraded using universal design principles, ensuring they are accessible to people of all ages, abilities, and backgrounds. ▪ Facilities are built or upgraded to accommodate diverse needs, ensuring compliance with accessibility standards and promoting universal design principles. In alignment with our Disability Action Plan and the Victorian Government's Fair Access Policy Roadmap, the Council is exploring ways to support and improve opportunities for community participation in civic life, addressing barriers that some individuals face in these activities. Our Libraries provide accessible resources, including e-books, large print materials, and home library services.

Social demand

Issue	*What will this mean for asset management and service delivery?*
	▪ Services and programs are tailored to address the specific needs of various community groups, ensuring fair distribution of resources and opportunities. The Council runs programs and services targeting specific population groups at community hubs, aiming to improve community connection and cohesion. ▪ Conducting Accessibility Audits for consideration against the Capital Works Program. ▪ By fostering an inclusive environment, the Council encourages broader community participation, leading to services that are more responsive to the needs of all residents.

Built environment

Issue	*What will this mean for asset management and service delivery?*
Ageing infrastructure One of the biggest financial challenges facing Council is the cost of renewing our ageing infrastructure. Many of Council's assets were built and developed 50 to 100 years ago, while many newer assets were built as a part of large developments. Many years on, this wave of developments has resulted in a significant peak in demand for asset maintenance and renewal.	As an established inner municipality, some of our assets are now 50 to 100 years old. More investment in maintenance, renewal and improvements is necessary to ensure that current standards enjoyed by the community continue to be delivered in a sustainable manner and maintains intergenerational equity. There is a fundamental need to implement robust lifecycle management practices – both systems and processes - to ensure our spending on existing assets is optimised.
Major development Major developments contribute to an increasing population and dwelling density.	We will ensure that development projects enhance our ability to create diverse, well-connected neighbourhoods through infrastructure. Our vision is to establish community hubs with integrated sustainable transport options and multipurpose facilities, fostering a strong sense of local living.
Increasing density Increasing density of dwellings resulting from subdivision of residential lots and government policy. The number of dwellings in Moonee Valley is forecast to grow from around 55,057 in 2021 to 61,308 in 2031. This is a forecast increase of 19 percent on the number of dwellings in Moonee Valley in 2021. (https://www.id.com.au)	An increase in demand is expected for all types of assets such as roads, facilities, stormwater and open space, community centres, sports and recreational facilities. We plan to: ▪ Implement climate adaptation strategies and sustainable design solutions to meet increased stormwater runoff from developed properties which leads to increase pressure on our stormwater network. ▪ Accommodate higher-density residential and mixed-use developments in our activity centres ensure they are vibrant, economically viable and meet the day-to-day needs of our community.

Built environment

Issue	*What will this mean for asset management and service delivery?*
Technological change The world is becoming more digitally connected. People, businesses and governments are increasingly moving online to connect, deliver and access services, obtain information and perform day-to-day activities. These changes will affect how Council delivers services and how we manage our assets.	We are preparing for changing work habits as the global economy becomes more digitised. We will also have the capability to share our asset information with others enabling them to interact with our services digitally and remotely. We plan to implement more mobile solutions to deliver services and inform outcomes. New technologies are emerging at a rapid rate and offer possibilities for our city that we may not have thought of yet. We are expected to make more use of available and emerging technology to make asset information and services more accessible. We have started to use emerging technologies such as Artificial Intelligence and machine learning techniques to optimise data collection, planning and decision-making spanning over large network of assets we are managing. We plan to share the benefits of technology with everybody in our community through implementing a SMART city and other emerging technologies to manage assets and services.

Economic demand

Issue	*What will this mean for asset management and service delivery?*
Diminishing own source income We are experiencing considerable challenges for our own source of revenue. This had previously contributed to the consolidated revenue of Council and was able to be used for the cross-	The loss of own-source income due to rate capping, shifting usage patterns, and reductions or withdrawals of state and federal government funding will significantly impact Council's financial sustainability. This will affect how we invest in assets and services in the future, as well as our approach to public and private partnerships.

Economic demand

Issue	*What will this mean for asset management and service delivery?*
subsidy of other services or had minimised the impact of the net cost to the community.	
Increasing cost of providing services Our cost of services will continue to increase (such as power, petrol, and raw materials). For Council, this results in an expectation of doing more with less or improving our efficiency to ensure more can be achieved with less money. This is compounded by significant limitations on our ability to generate our own source revenue from rates due to rate capping.	We will continually investigate more efficient ways to maximise service delivery within our funding constraints while balancing the affordable provision of services and assets against the needs of our community. This will help make sure that Council's financial sustainability remains intact. Our advocacy efforts will continue to other levels of government for support in meeting the current and future needs of the community.
Affordability There is ongoing pressure from the community for higher quality assets and services to be provided such as better roads, modern technology and convenience. The expectation is for a higher level of service for the same amount of money – in other words, doing more with less.	Community expectations can be influenced by various factors, such as legislation, environmental standards, experiences with facilities elsewhere, population and demographic changes, and new technology. Our assets are built and maintained to meet community expectations, ensuring they are accessible, well-maintained, and fit for purpose. These expectations require increased investment and ongoing maintenance, which must be balanced and prioritised against building our city's future *(asset performance)* and the community's ability to pay *(affordability).*

Political and regulatory influence

Issue	*What will this mean for asset management and service delivery?*
Legislative and policy influence We operate in a complex legislative and policy environment that directly influences the way we do business: ▪ There is an expectation that Council will continue to deliver services, even when state and federal government funding is withdrawn or reduced. ▪ The cap on rate increases means our ability to control revenue is constrained. ▪ Compliance and reporting requirements are increasing.	We are required to meet our statutory and legislative obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to manage competing funding demands across a broad range of projects, programs and services. We will work towards making our processes and systems as fair, transparent, easy to access and understand as possible. As a continuously improving organisation, we strive to provide services that matter to the diverse needs of our community through an effective engagement framework. We will ensure that our assets are inspected regularly and that a sound risk management framework is implemented to monitor all infrastructure risks and implement appropriate risk mitigation measures.

Natural environment

Issue	*What will this mean for asset management and service delivery?*
Climate resilience By 2050, average temperatures in Victoria are likely (66% probability) to increase by 1.1°C (range: 0.5°C–1.5°C) compared to 1986–2005 under a low-emission scenario. Under a high-emission scenario, temperatures are projected to rise by approximately 1.5°C (range: 1.1°C–1.9°C) and Rainfall Data: Since, 1994, the southeast of Australia has experienced an average 9% decrease in cool season rainfall, in relation to the 1900-1993 average. (Source - Victoria's Climate Science Report, 2024)	Climate change will lead to an increased need for reactive maintenance for storm and flood damage repair. Some assets could also be damaged by heat waves, overland and riverine floodings. There is a need to make use of sustainable energy sources and to provide environmentally efficient assets. We plan to improve our designs to consider how we can efficiently manage water bodies as temperatures rise, and rain becomes less frequent. We plan to transition to low carbon and transform the way we live in, move around, design and build our city. Since 2019/20, Council has been certified as a Carbon Neutral Organisation under the Australian Government's Climate Active Carbon Neutral Standard. This means Council's operations, including powering Council's buildings, facilities, streetlights, and fleet have a zero-carbon footprint. Carbon neutrality means reducing emissions where possible and compensating for the remainder, by investing in carbon offset projects to achieve overall net zero emissions. Asset renewal and upgrade need to minimise or reduce carbon emissions for Council to cost effectively meet our Carbon Neutral status and avoid costly offsets. We plan to educate, advocate and facilitate our community participation and collaboration to support the community to reduce emissions and incorporate sustainable design in investments in long lived infrastructure. Assets will need to be built and renewed to a standard that can withstand at least 1.5 degrees of temperature increase. This may require different materials, methods of asset construction and other

Natural environment

Issue	*What will this mean for asset management and service delivery?*
	innovative approaches. Changing climate will lead to increased need for reactive maintenance and asset repair to mitigate asset deterioration and weathering.
Environmental sustainability We are facing increasing environmental pressures due to climate change, whilst greater demand for sustainable transport options, biodiversity conservation, and resource-efficient infrastructure. Addressing these interconnected challenges requires a shift in how we plan, deliver, and manage assets—moving towards a model that prioritises sustainability, resilience, and long-term community value.	We are committed to adopting an integrated, environmentally conscious approach to managing infrastructure and open space assets. This includes: ▪ Designing infrastructure for climate resilience and sustainability, embedding green infrastructure and adaptive features. – Integrated Water Management (IWM) in Queens Park helps manage stormwater and reduce urban heat. ▪ Prioritising asset upgrades and reuse over new construction to reduce emissions and support the transition to circular economy-contributing to Council's goal of reducing waste to landfill by 90% by 2040. – Retrofitting of community buildings and park infrastructure extends asset life, minimise resource use, and aligns with circular economy principles ▪ Enhancing and protecting biodiversity through sensitive design and planning. – The Habitat Corridor Program incorporates native vegetation and low-impact lighting to support local ecosystems. ▪ Implementing water-sensitive urban design (WSUD) and stormwater harvesting in open spaces and streetscapes.

Natural environment

Issue	*What will this mean for asset management and service delivery?*
	– Stormwater harvesting at Ormond Park reduces potable water demand and supports sustainable irrigation. ▪ Supporting active and low-emission transport options, including walking, cycling, and public transport. – Upgrades to the Moonee Ponds Creek Trail improve safety and promote active transport.

Figure 7 - Summary of key challenges and opportunities

A.3 Key Result Areas of Our Investment Approach

Investment Approach	Key Result Areas
Sustaining Service Levels	▪ We will continue refining service expectations for different asset classes, ensuring funding aligns with service levels. ▪ Asset performance data, community feedback and affordability assessments will guide informed and transparent decision-making. ▪ In recent years, we have enhanced performance data quality and staff capabilities. Building on this, we will continue to improve scenario modelling to determine the optimal funding mix required to sustain existing services.
Applying a Lifecycle-based Approach	▪ Our approach integrates a whole-of-lifecycle perspective, ensuring that asset-based services remain sustainable through evidence-based funding decisions that guide long-term service delivery.
Ensuring Compliance with Legislative Requirements	▪ We are committed to adhering to all legislated standards in infrastructure planning and development. ▪ Our decision-making processes will remain transparent and equitable, with clear communication ensuring community understanding and engagement.
Prioritising Essential Maintenance and Renewal	▪ We prioritise funding for routine and preventive maintenance to extend asset life, reduce lifecycle costs and optimise service delivery. ▪ Given rate-capping constraints, our focus is on maintaining and renewing aging assets to ensure safety and functionality before considering new assets. ▪ We will enhance our operations and maintenance practices by adopting performance-based management approaches leveraging advanced technology to drive efficiency.
Managing the Impacts of growth	▪ Our strategic plans (MV2040 and the Council Plan), along with planning controls, guide future asset needs by identifying the location and scale of growth. ▪ Development contributions will be leveraged to partially fund essential infrastructure required for growth, ensuring costs are not unfairly shifted onto existing communities. ▪ We will Identify underutilised or surplus assets for potential repurposing, divestment, or disposal. ▪ An affordable funding plan will be established to accommodate new assets to support growth and evolving needs, support local living where residents can access essential services and recreational facilities close to home.

Investment Approach	Key Result Areas
Enhancing Asset Resilience to Climate Change	▪ We will proactively assess and mitigate climate-related risks to infrastructure by incorporating adaptation strategies into asset planning and management. ▪ Resilience measures will be embedded in asset design, renewal and maintenance to ensure long-term sustainability in the face of changing environmental conditions.
Promoting Accessibility, Equity, and Inclusion	▪ Through initiatives like community engagement, the Council actively involves residents in planning and decision-making processes, ensuring infrastructure developments reflect diverse community needs. ▪ We are dedicated to providing fair and inclusive services, ensuring all community members have access to necessary infrastructure and resources.
Driving data-informed decision making and leveraging Technology	▪ Our asset renewal and upgrade decisions will continue to be informed by asset performance data, including condition assessments, fitness for purpose, capacity and maintenance history. ▪ As asset management practices evolve, we will refine the selection and timing of renewal and upgrade treatments, ensuring data-driven decisions that improve transparency and maximise asset lifespan. ▪ We will continue to leverage smart technologies, data analytics and modern asset management software & systems to enhance efficiency and decision-making
Delivering sustainable and affordable services	▪ We will continuously review and refine our Financial Plan, which defines our fiscal boundaries and informs the Council Plan, Asset Plan, related policies, strategies and budget processes. ▪ The Financial Plan reflects our commitment to balancing planned investments with ratepayer affordability while addressing community needs and long-term aspirations.

Figure 8 - Asset investment approach

11. Appendix II

The following appendices present 10-year financial projections, including both the current and anticipated asset conditions following proposed investments, based on the best available information. The appendices also outline the key asset management activities, challenges, decision points, and the financial performance for four key asset groups: transport, buildings, stormwater, and parks and open space.

Projections for discretionary upgrades, expansions, and new assets are based on Council's current long-term capital works program. These projections reflect affordability assessments undertaken through the Financial Plan (FP). However, funding allocations may evolve in response to shifting priorities, emerging or urgent issues, new grant opportunities, funding constraints, or enhanced service planning

B.1 Transport Assets

B.1.1 Service Objective

To provide safe, accessible, connected and sustainable transport network to facilitate the efficient movement of people, vehicles and goods.

B.1.2 Current State of Assets

Asset	Quantity	Replacement Cost ($)	Condition
Roads	411 km	$410,911,000	Good
Kerb & Gutter	833 km		Good
Right of Ways	51 km	$37,374,000	Good
Footpaths & Cycleways	885 km	$162,331,000	Good
Carparks	474 No.	$23,286,000	Very Good
Bridges & structures	58 no.	$44,904,000	Good
Total		$678,806,000	

Table 8 – Current state of transport assets

The replacement value of our transport assets is estimated to be approximately $678.8 million and are generally in "good" condition.

Our transport network is one of our most valuable assets, not only in terms of its financial value but also its contribution to connectivity and overall community prosperity.

For that reason, we place a strong emphasis on monitoring the performance of transport assets through structured inspection and maintenance programs. This is to inform our evidence-based planning and to make sure that we are investing sufficient funds in key activities to maintain current service levels over the long-term.

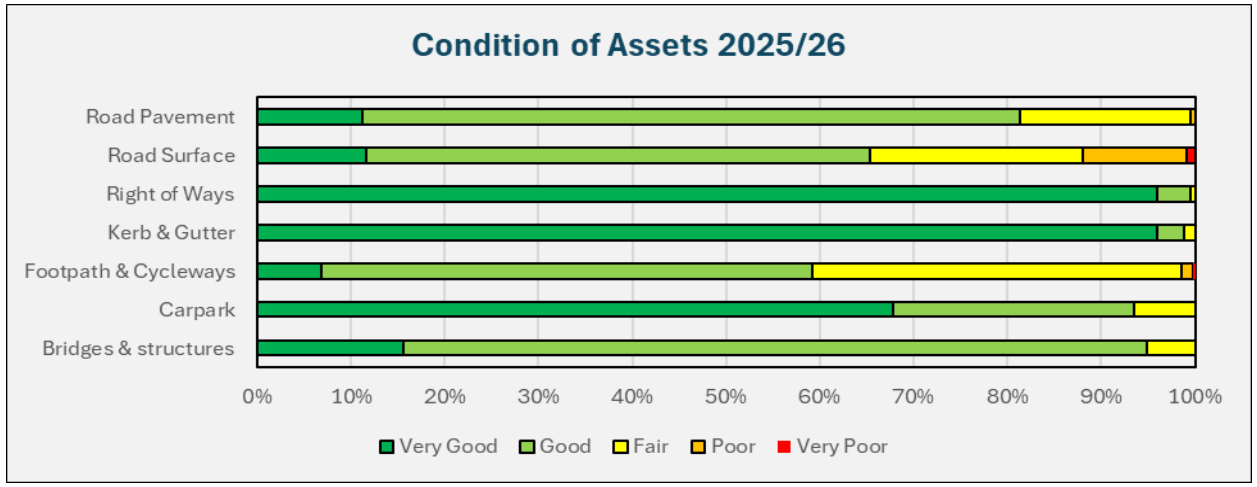


Figure 9 – Current condition of transport assets

B.1.3 Key Activity Types

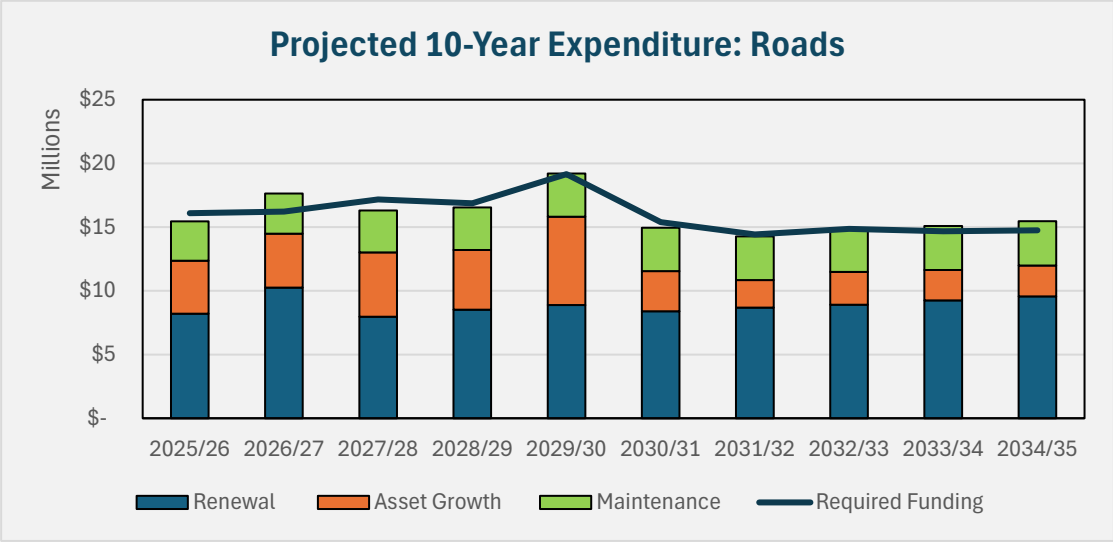
Operating	Renewal	Growth (New/upgrade/expansion)
▪ Reporting and removal of hazards ▪ Scheduled inspections of the road network ▪ Street sweeping ▪ Vegetation control ▪ Reactive and planned maintenance including pothole repairs, crack sealing, line marking	▪ Resurfacing or resealing of existing roads ▪ Road reconstruction or major patching of road failures ▪ Replacement of kerb and channel, carparks, pathways & bridges	▪ Road safety improvements ▪ Widening or duplication of existing roads ▪ Traffic calming treatments ▪ Construction of a new road ▪ Extension of the pathway network to address gaps in connectivity. ▪ Strengthening or widening of an existing bridge.

B.1.4 Key Challenges and Choices

Sustainable & Active Transport	Urban Development	Transport Safety
The urban constraints of our city require a progressive move to alternative forms of transport to accommodate population growth whilst placing emphasis on improving active transport options, such as walking and cycling to encourage a healthy and sustainable community Improvements will be required to our pathways and road networks to accommodate electric vehicles, bikes and driverless vehicles. We will also need to continue to explore opportunities where we can use sustainable materials for the construction of our roads, pathways and bridges.	We need to manage increasing demands for on street parking while also addressing parking issues in and around key activities centres. We are faced with continued challenges in managing the impacts of urban development which can damage our roads, paths and kerbs during construction.	Population growth and increased dwelling density will ultimately lead to increased traffic, pedestrian and cyclist movements through the city. This will not only impact the condition of our transport network but may also highlight other issues like congestion and safety issues. Universal access requirements will necessitate further improvements to pathways to provide accessibility for all.

B.1.5 Financial Projections

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Expenditure ($'000)	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	33/35	($'000)
Renewal	$8,212	$10,255	$7,969	$8,518	$8,890	$8,399	$8,683	$8,906	$9,255	$9,559	$88,646
Upgrade	$2,537	$3,693	$3,374	$3,463	$4,267	$1,917	$1,983	$2,118	$2,199	$2,245	$27,795
New	$1,446	$438	$10	$1,103	$2,493	$1,063	$0	$280	$0	$0	$6,832
Expansion	$174	$102	$1,661	$120	$168	$171	$175	$178	$182	$185	$3,115
Total Capital	$12,368	$14,488	$13,014	$13,205	$15,817	$11,549	$10,841	$11,482	$11,635	$11,989	$126,389
Total Maintenance	$3,089	$3,146	$3,289	$3,345	$3,388	$3,403	$3,426	$3,442	$3,458	$3,475	$33,459
Total Expenditure	$15,458	$17,633	$16,303	$16,549	$19,205	$14,952	$14,267	$14,924	$15,093	$15,464	$159,848
Required Renewal	$8,843	$8,843	$8,843	$8,843	$8,843	$8,843	$8,843	$8,843	$8,843	$8,843	$88,430



Our lifecycle cost projections indicate that we are sufficiently funding over the next 10-years. The transport asset class includes our local road network, footpaths, kerb and channel, bridges and major structures, traffic management devices (e.g., roundabouts, speed humps). This complex array of assets all works together to allow residents and others to move around our city in a safe and efficient way.

These projected allocations are informed by lifecycle modelling analysis that predicts deterioration patterns of our transport assets and allows us to identify what treatments are required. while also considering the impacts of various renewal funding scenarios on asset condition, risks & costs. Our approach to timely investments in maintenance and renewal of our transport infrastructure is likely to enhance our practices while maintaining current service levels at lower cost in the long-term.

Predicted Condition in 2035 for Proposed Funding

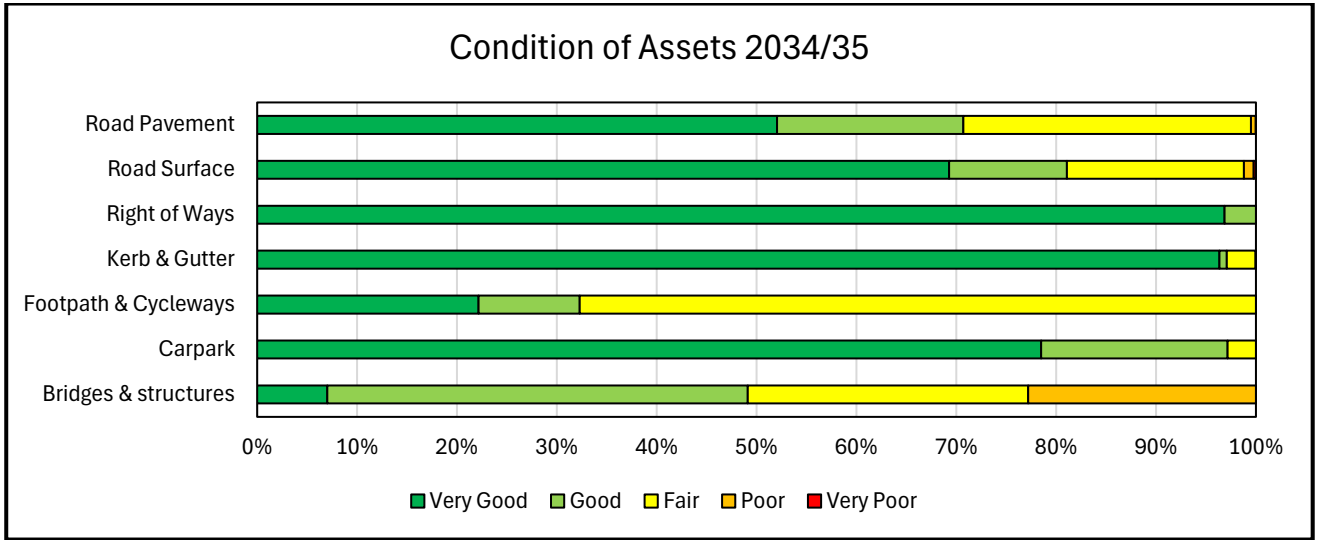


Figure 10 -Future condition of transport assets

B.1.6 Performance Indicators

Measure	Definition	Industry Target	Result
Asset Renewal Funding Ratio (ARFR)	Indicates financial capacity to fund forecast asset renewal demands over the next 10 years. $ARFR = \frac{\text{Planned capital renewal expenditure}}{\text{Required capital renewal expenditure}}$	90 - 110%	100%
Capital Investment Ratio (CIR)	Measures whether assets are being renewed or upgraded at the rate they are wearing out. $CIR = \frac{\text{Asset Renewal and Upgrade expenditure}}{\text{Annual Depreciation}}$	> 100%	105%

Our performance measures highlight a financially sustainable approach to transport asset management, ensuring adequate maintenance and renewal funding to keep transport assets functional and safe for the community. They also reflect our commitment to investing in infrastructure improvements at an appropriate rate to enhance accessibility, safety, and connectivity in the years ahead

This proactive approach ensures the network continues to meet community needs well into the future.

B.2 Stormwater Drainage Assets

B.2.1 Service Objective

To protect our community from flooding and enhance our natural environment by improving the quality of stormwater discharge.

B.2.2 Current State of Assets

Asset	Quantity	Replacement Cost ($)	Condition
Drainage Pipes	486 Km	$244,577,000	Average
Drainage Pits	23,256 No		Average
Gross Pollutant traps	16 No		Very Good
Total		**$244,577,000**	

Table 9 Current state of Drainage Assets

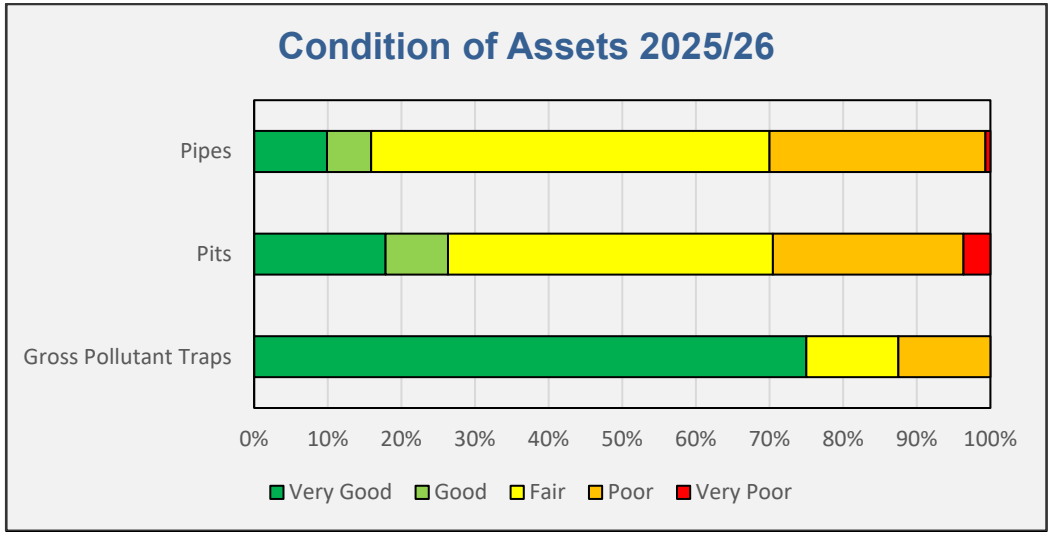


Figure 11– Current condition of Drainage Assets

The replacement value of our Stormwater assets is estimated to be approximately $244.6 million and are generally in 'fair' condition.
In the absence of having condition information to make network level assessment, we have made some estimates on the condition of our drainage assets-based on their age, which have a low reliability.

The majority of our drainage assets are currently replaced by small to medium scale drainage upgrade projects identified from flood modelling studies, maintenance inspections and complaints to minimise impact of property flooding from overland flows.

We recognise Water Sensitive Urban Design (WSUD) as essential for managing flooding within the municipality. Our new drainage design enhances water infiltration into the soil, promoting healthier trees and improved soil conditions. This approach also helps recharge underground water layers, ensuring more stable flows into creeks, streams, and rivers. By improving soil moisture levels, these measures support a thriving tree canopy and other vegetation, contributing to our goal of achieving 30% canopy cover by 2040

B.2.3 Key Activity Types

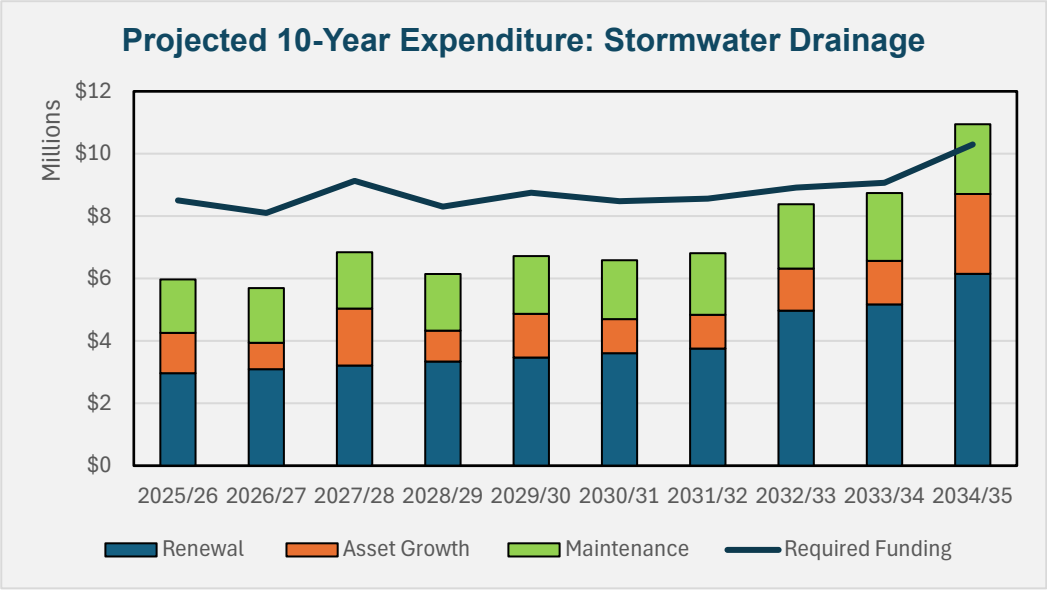
Operating	Renewal	Growth (New/upgrade/expansion)
▪ Drainage maintenance and minor repairs ▪ Clearing pits and underground pipes of debris ▪ Cleaning water quality improvement devices ▪ Laneway cleansing ▪ Scheduled inspections	▪ Pipes replacement ▪ Pits replacement ▪ Gross Pollutant Trap replacement ▪ Minor culvert replacement	▪ Upgrade of existing pipes to increase hydraulic capacity ▪ Extension of stormwater drainage network ▪ Installation of new infrastructure to improve the quality of or harvest stormwater for reuse

B.2.4 Key Challenges & Choices

Substandard old infrastructure	Increased Urbanisation	Climate Change
Older substandard stormwater assets do not meet stormwater run-off capacity levels to protect properties from flooding and may require upgrade to improve flood immunity. Older stormwater assets require relining or renewal and upgrade to ensure they continue to provide effective conveyance of stormwater run-off and flood protection.	With the increase in high and medium density developments in our city this will require change to existing drainage system with increased capacity. Further growth and development areas may be subject to conditions requiring the installation of additional stormwater treatment devices, which will increase ongoing maintenance and renewal costs to sustain these new assets.	More frequent and intense storm events will pose an increased risk of flooding and highlight capacity issues of the stormwater system. Increase pressure and demand to treat stormwater prior to it entering the Moonee Ponds Creek, Steele Creek, Five Mile Creek and the Maribyrnong River. This may result in further water harvesting and water sensitive urban design assets being needed.

B.2.5 Financial Projections

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Expenditure ($'000)	**25/26**	**26/27**	**27/28**	**28/29**	**29/30**	**30/31**	**31/32**	**32/33**	**33/34**	**34/35**	**($'000)**
Renewal	$2,966	$3,094	$3,214	$3,339	$3,471	$3,609	$3,754	$4,971	$5,173	$6,151	$39,742
Upgrade	$1,185	$845	$879	$914	$951	$990	$1,031	$1,340	$1,395	$1,645	$11,176
New	$105	$0	$945	-	$445	$99	$55	$10	$0	$914	$2,573
Expansion	-	-	-	-	-	-	-	-	-	-	$0
Total Capital	**$4,256**	**$3,939**	**$5,038**	**$4,254**	**$4,867**	**$4,698**	**$4,840**	**$6,321**	**$6,568**	**$8,709**	**$53,490**
Total Maintenance	**$1,716**	**$1,756**	**$1,808**	**$1,817**	**$1,854**	**$1,890**	**$1,973**	**$2,063**	**$2,175**	**$2,239**	**$19,291**
Total Expenditure	**$5,972**	**$5,696**	**$6,846**	**$6,071**	**$6,722**	**$6,588**	**$6,813**	**$8,383**	**$8,743**	**$10,948**	**$72,781**
Required Renewal	**$5,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**	**$5,500**	**$55,000**



Predicted Conditions in 2035 for Proposed Funding

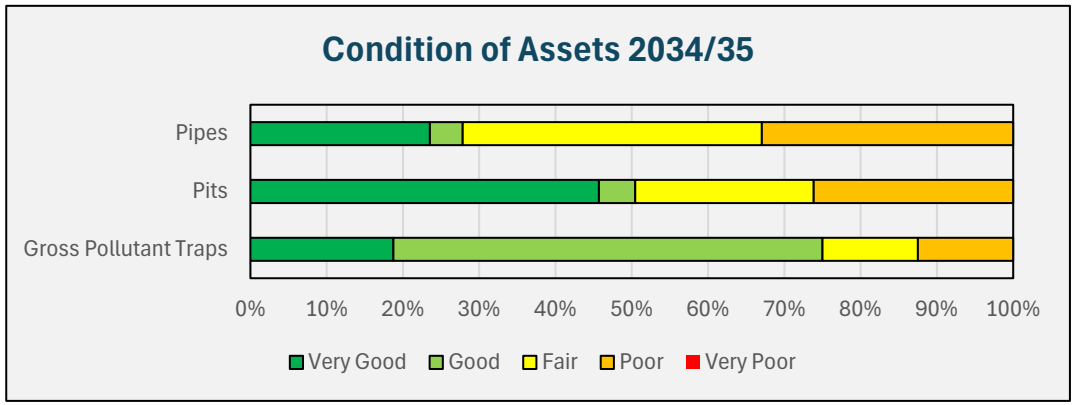


Figure 12– Future condition of Drainage Assets

We acknowledge that more work is needed to fully understand the performance of our stormwater drainage network and to ensure funding is adequate and effectively allocated.

To support long-term asset resilience in the face of climate change, Council is partnering with Melbourne Water to update our stormwater modelling. This modelling incorporates the latest climate data, which forecasts more frequent and intense localised storm events. It will help identify projects for renewal, upgrade, or expansion, alongside developing improved insight into asset condition. These findings will inform future revisions of the Asset Plan and Financial Plan, forming the foundation for long-term financial projections in stormwater asset management.

Identified projects—supported by improved asset condition data—are prioritised based on flooding risk, extent of impact, disruption to the transport network, and effects on private property and critical infrastructure. Additional considerations include funding availability, deliverability, alignment with other asset priorities, and integration with the broader capital works program. This strategic framework enables proactive funding allocation, ensuring that upgrades and replacements target the most critical parts of the network. Ongoing improvements will continue to respond to the demands of a growing city and the increasing impacts of climate change.

B.2.6 Performance Indicators

Measure	Definition	Industry Target	Result
Asset Renewal Funding Ratio (ARFR)	Indicates financial capacity to fund forecast asset renewal demands over the next 10 years. $$ARFR = \frac{\text{Planned capital renewal expenditure}}{\text{Required capital renewal expenditure}}$$	90 - 110%	72%
Capital Investment Ratio (CIR)	Measures whether assets are being renewed or upgraded at the rate they are wearing out. $$CIR = \frac{\text{Asset Renewal and Upgrade expenditure}}{\text{Annual Depreciation}}$$	> 100%	315%

Current performance measures reflect a reliance on asset age data, which has known limitations. Assets identified for renewal based on age may still have remaining useful life, leading to forecasting inaccuracies and highlighting the need for improved condition data.

While Council is making a fair investment to enhance flood immunity—beyond addressing basic wear and tear—we recognise the importance of gaining a deeper understanding of asset performance, particularly in relation to flood risks.

This knowledge will inform future updates to the Asset Plan and Financial Plan, ensuring that investment decisions remain targeted, evidence-based, and sustainable in the context of climate change and the city's ongoing growth.

B.3 Building Assets

B.3.1 Service Objective

Our buildings accommodate various services that Council supply to the community. Our objective to make them safe, fit for purpose and easily accessible for all users and promote social connectedness as community focal points.

B.3.2 Current State of Assets

Asset	Quantity	Replacement Cost ($)	Condition
Buildings	193	$285,619,000	Good
Total		$285,619,000	

Table 10 - Current state of Building Assets

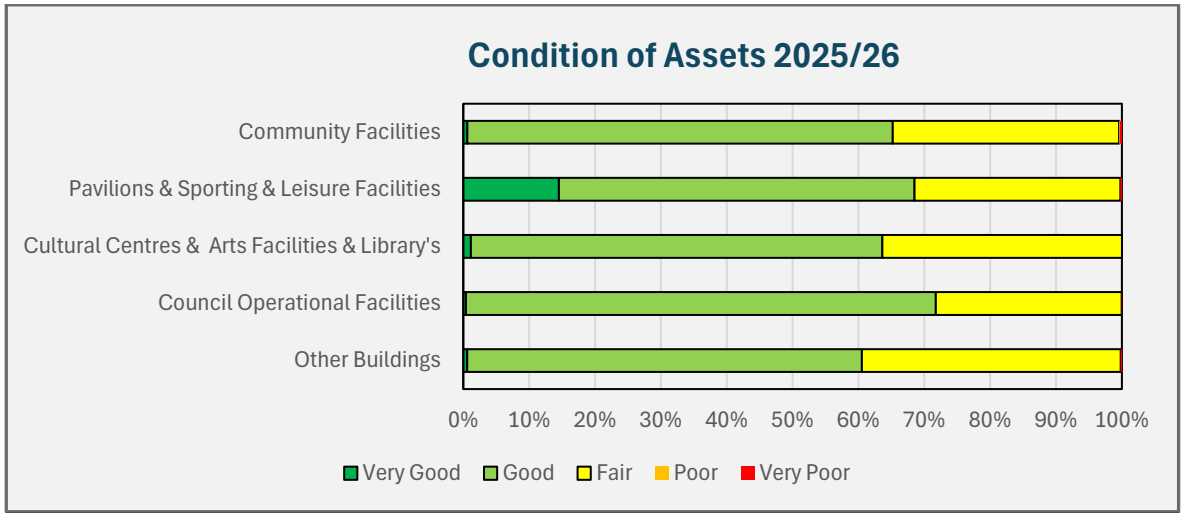


Figure 13-Current condition of Building Assets

The estimated replacement value of our building assets—excluding land—is approximately $285 million. Based on component-level minor renewal assessments, these assets are generally in "good" physical condition

Building maintenance and renewal programs enable Council to renew and replace building elements as they fall due for renewal.

A number of Council's buildings will require upgrade or extensions to meet contemporary standards and requirements such as provision for required spaces for kindergartens and female friendly change rooms and facilities at sporting pavilions and accessibility improvements.

B.3.3 Key Activity Types

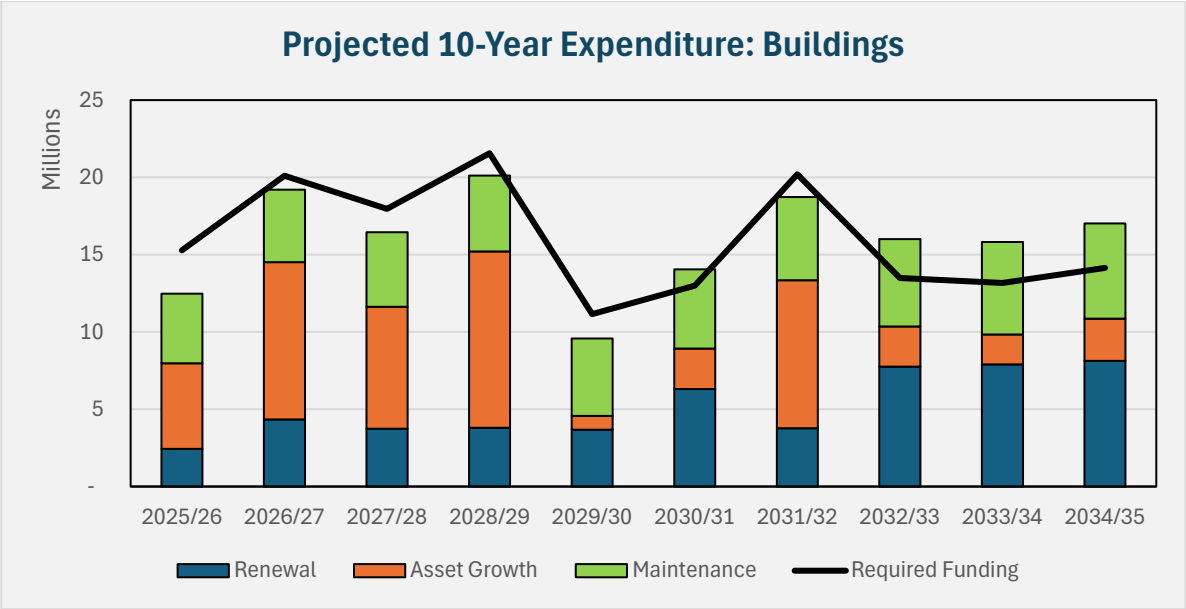
Operating	Renewal	Growth (New/upgrade/expansion)
▪ Cleaning and removal of debris from gutters and downpipes, floor covering repairs & painting. ▪ Safety, compliance and condition inspections ▪ Servicing electrical, mechanical and HVAC ▪ Minor repairs to building components due to failure, vandalism, etc.	▪ Major structural repairs ▪ Replacement of roof or wall cladding ▪ Replacement of heating and cooling systems	▪ Extension of building spaces ▪ Construction of new buildings to cater for growth such as new sporting pavilions ▪ Environmental sustainability enhancements such as water harvesting and reuse, sustainable improvements such as solar panels ▪ Installation of new electric heating, ventilation & Air conditioning (HVAC). ▪ Building adaptable multi use facilities with improved accessibility and resilient for future climate shocks

B.3.4 Key Challenges and Choices

Increasing Population & Changing Use	Climate Change Adaptation	Aging Infrastructure & Investment Choices
We will need to provide new buildings and adapt existing facilities towards multi-use spaces and co-located services to respond to and accommodate evolving demands. Effort will be needed to improve access for all genders, abilities and for other under-represented communities. Demand for universally accessible facilities can be expected to increase as our population continues to age.	More frequent and intense weather events will increase the risk of facility damage. Council considers climate risks in prioritising building renewals and upgrades. For instance, Replacement of gas equipment is prioritised for renewal over existing electric. Ensuring that Council meets its zero net emissions target as set out in Green in MV2040 Strategic Directions 13. We are working towards reducing our dependence on energy derived from fossil fuels and making our buildings more energy efficient.	Our planning and investment in facilities expect to balance priorities across compliance, accessibility, sustainability and functional serviceability. The potential divestment of underperforming assets will be explored alongside non-asset-based service solutions to help reduce ongoing costs. While the Council's average building condition ranges from "good" to "fair", due to significant investments in major facilities, a considerable number of older facilities no longer meet current community expectations. To address this, the Council is planning a systematic replacement of aging assets to align with current service needs, while also exploring external funding and Public Private Partnerships (PPP) opportunities.

B.3.5 Financial Projections

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Expenditure ($'000)	**25/26**	**26/27**	**27/28**	**28/29**	**29/30**	**30/31**	**31/32**	**32/33**	**33/34**	**34/35**	**($'000)**
Renewal	$2,439	$4,343	$3,740	$3,804	$3,680	$6,307	$3,776	$7,762	$7,901	$8,132	$51,883
Upgrade	$956	$2,401	$863	$842	$890	$2,621	$913	$2,156	$1,942	$1,948	$15,532
New	$4,500	$1,785	$2,640	$9,469	$0	$0	$8,662	$440	$0	$779	$28,275
Expansion	$84	$5,987	$4,382	$1,100	$0	$0	$0	$0	$0	$0	$11,553
Total Capital	$7,979	$14,517	$11,625	$15,215	$4,570	$8,929	$13,351	$10,357	$9,843	$10,858	$107,244
Total Maintenance	$4,493	$4,684	$4,831	$4,897	$5,013	$5,121	$5,376	$5,645	$5,975	$6,161	$52,195
Total Expenditure	$12,472	$19,200	$16,455	$20,112	$9,583	$14,050	$18,727	$16,002	$15,818	$17,020	$159,439
Required Renewal	$5,252	$5,252	$5,252	$5,252	$5,252	$5,252	$5,252	$5,252	$5,252	$5,252	$52,522



Our lifecycle cost projections indicate that we are expected to marginally underfund our buildings by a cumulative total of $640 thousand over the next 10-years.

This shortfall is driven by an under investment in asset renewal within the Financial Plan when it is compared to what we need to spend as represented by the renewal demand. Along with maintaining the condition of our buildings as they age and deteriorate, we plan to upgrade or expand our buildings to meet contemporary standards, ensuring they are accessible and meet the service needs of our growing and evolving population.

Predicted Conditions in 2035 for Proposed Funding

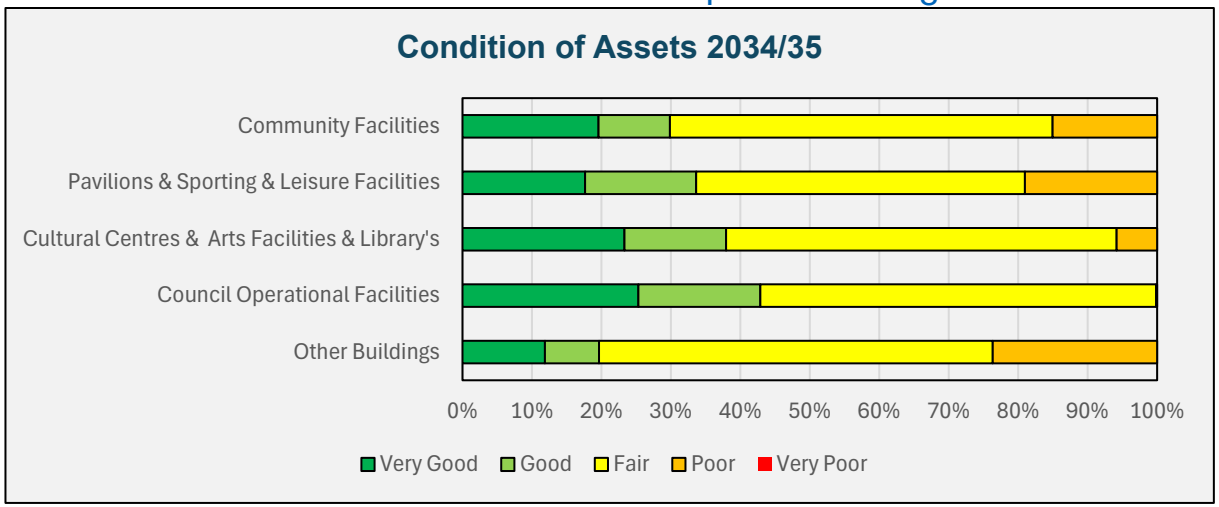


Figure 14 – Future condition of Building Assets

B.3.6 Performance Indicators

Measure	Definition	Industry Target	Result
Asset Renewal Funding Ratio (ARFR)	Indicates financial capacity to fund forecast asset renewal demands over the next 10 years. $ARFR = \frac{\text{Planned capital renewal expenditure}}{\text{Required capital renewal expenditure}}$	90 - 110%	99%
Capital Investment Ratio (CIR)	Measures whether assets are being renewed or upgraded at the rate they are wearing out. $CIR = \frac{\text{Asset Renewal and Upgrade expenditure}}{\text{Annual Depreciation}}$	> 100%	66%

Our performance measures highlight Council's commitment to maintaining and renewing existing asset components through minor renewal works, ensuring assets remain functional and safe in line with current service standards. However, they also indicate that building replacements and upgrades are not keeping pace with asset wear and tear.

To address this, we have recently developed a property strategy and are revising the Community Infrastructure Action Plan—an evidence-based approach to identifying priority building upgrades, repurposing opportunities, and potential asset disposals. This aligns with our goal of ensuring that community facilities are modern, accessible, environmentally sustainable, and suited to the needs of our growing and evolving community.

B.4 Parks & Open Space Assets

B.4.1 Service Objective

We strive to foster physically active, engaged and healthy communities by providing parks, recreation reserves and natural bushland that support both active and passive recreation. These spaces serve as common platforms for community interaction and enhance the overall quality of life. Additionally, we prioritise streetscapes and street trees to improve amenity and expand canopy cover.

B.4.2 Current State of Assets

Asset	Quantity	Replacement Cost ($)	Condition
Public Lighting	1775 No	$151,427,000	Good
Sport Infrastructure	606 No		Good
Street & Park Furniture	5150 No		Good
Playground & Equipment	1192 No		Good
BBQ	57 No		Good
Shelters	286 No		Good
Other Open Space Assets	8715 No		Good
Total	17,781 No	$151,427,000	

Table 11 - Current state of Parks & Open Space Assets

The replacement value of our parks & Open Space assets is estimated to be approximately $151.4 million and are generally in" Good" condition. Significant investment in park upgrades at key locations has ensured a high level of service, however equitable access to quality parks may varied across the city.

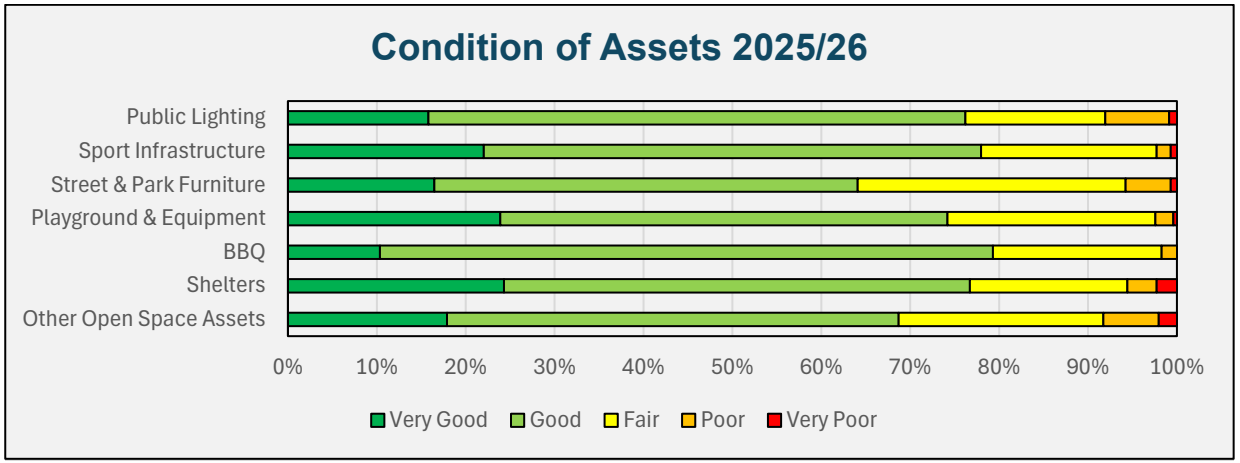


Figure 15 – Current condition of Parks & Open Space Assets

B.4.3 Key Activity Types

Operating	Renewal	Growth (New/upgrade/expansion)
▪ Mowing, vegetation/weed control ▪ Litter removal & cleaning ▪ Safety and compliance inspections ▪ Graffiti removal ▪ Maintenance of irrigation system, tree and garden beds, playgrounds and turf areas	▪ Replacement of play equipment and park furniture ▪ Lighting and sign replacement ▪ Rejuvenation or replacement pf playing courts or playing fields to an equivalent standard	▪ Development of new parks and recreation reserves ▪ Replacing sports fields or playing equipment's to a higher standard ▪ Playing courts extension ▪ Acquisition of new open space (land)

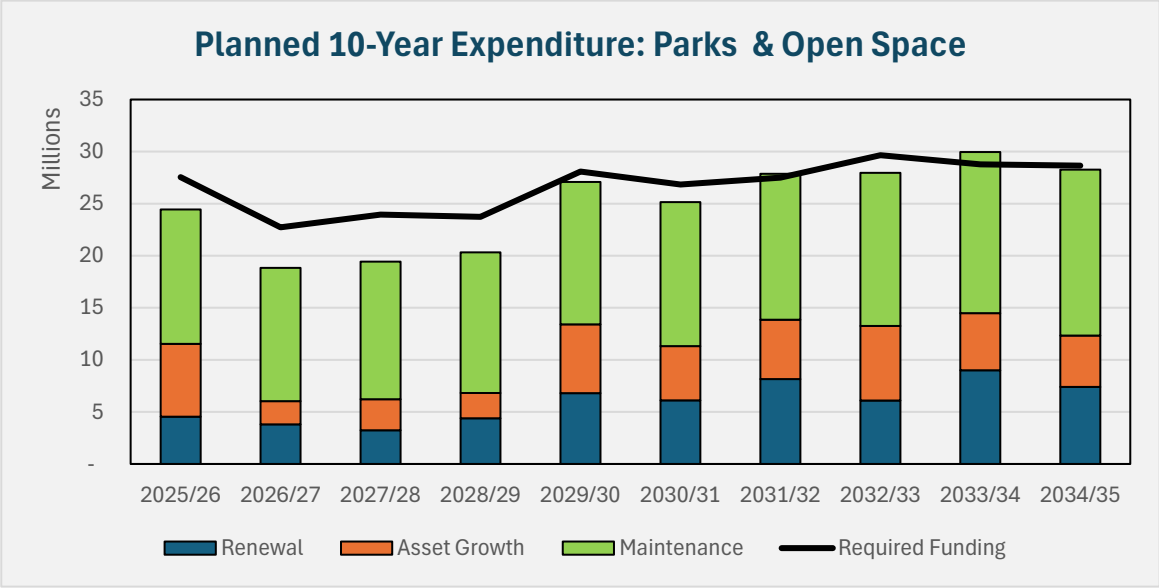
B.4.4 Key Challenges and Choices

Open Space Demand	Changing Demographics and Use	Quality of Open Space, Climate Change and Sustainability
In our landlocked urban municipality, higher density living, population growth, and increased demand for open spaces call for innovative design solutions and a new approach to active spaces. This includes integrating bushland areas into open space planning and enhancing existing open spaces to maximise their use and accessibility. New and expanded open spaces will be prioritised along waterway corridors and other areas of high environmental value, supporting habitat connectivity, access to nature, climate resilience and active transport links- particularly in high-density areas. As new assets are developed, additional funding for maintenance and renewal will be essential to ensure these spaces continue to meet community needs and uphold service	As our population grows, the demand for specific outdoor recreation spaces, facilities and landscapes will continue to evolve. Shifting sporting trends may require the reconfiguration of open spaces and sporting assets to better align with community needs. Traditional recreation areas may transition towards bike pump tracks, skate parks, and exercise stations providing more diverse and accessible recreational opportunities for all ages. To balance the community's diverse open space needs, our strategy will priorities adaptable, inclusive, and multi-functional spaces with varied facilities. Updated service standards will account for population density, accessibility, and diverse recreational preferences to ensure	Our open spaces currently feature over 50,000 native and exotic trees. However, there is a growing need to increase indigenous vegetation, including trees, shrubs, and ground covers to better support local biodiversity and ecological connectivity. Enhancing these natural areas is vital for providing habitats for native species and enriching community experiences. Our Open Space Strategy focuses on strengthening the resilience of open spaces, the urban forest, habitat areas, waterways, and their corridors. As part of this effort, we are planning to assess and upgrade infrastructure and natural areas to better withstand the impacts of climate change. This includes adapting open spaces to be more sustainable,

standards.	a consistently high quality of open space.	environmentally responsive, and resilient for future generations.

B.4.5 Financial Projections

Expenditure ($'000)	Year 1 25/26	Year 2 26/27	Year 3 27/28	Year 4 28/29	Year 5 29/30	Year 6 30/31	Year 7 31/32	Year 8 32/33	Year 9 33/34	Year 10 34/35	Total ($'000)
Renewal	$4,538	$3,804	$3,237	$4,393	$6,800	$6,110	$8,160	$6,099	$8,991	$7,403	$59,537
Upgrade	$2,787	$1,263	$1,649	$2,178	$5,674	$3,615	$4,017	$2,796	$5,405	$4,837	$34,222
New	$4,003	$928	$1,281	$252	$930	$1,585	$1,575	$4,351	$0	$0	$14,905
Expansion	$207	$29	$53	$0	$0	$4	$94	$4	$86	$89	$565
Total Capital	$11,535	$6,025	$6,219	$6,823	$13,404	$11,313	$13,846	$13,250	$14,482	$12,330	$109,228
Total Maintenance	$12,904	$12,812	$13,215	$13,497	$13,686	$13,839	$14,019	$14,702	$15,478	$15,931	$140,084
Total Expenditure	$24,439	$18,837	$19,434	$20,320	$27,090	$25,152	$27,865	$27,952	$29,960	$28,261	$249,312
Required Renewal	$5,707	$5,707	$5,707	$5,707	$5,707	$5,707	$5,707	$5,707	$5,707	$5,707	$57,071



Our lifecycle cost projections indicate that we are expected to sufficiently fund our Parks & Open Space renewals over the next 10-years.

We have developed an Open Space Strategy and implementation plan to enhance community access to open space and nature. Our Open Space Strategy along with other plans for outdoor sports infrastructure improvements, guide us in identifying gaps and prioritising areas where we need to enhance and improve our parks, playgrounds and recreation facilities particularly in areas with higher population density. This includes considering the affordability of longer-term spending on managing current assets and major changes to existing offerings.

Predicted Conditions in 2035 for Proposed Funding

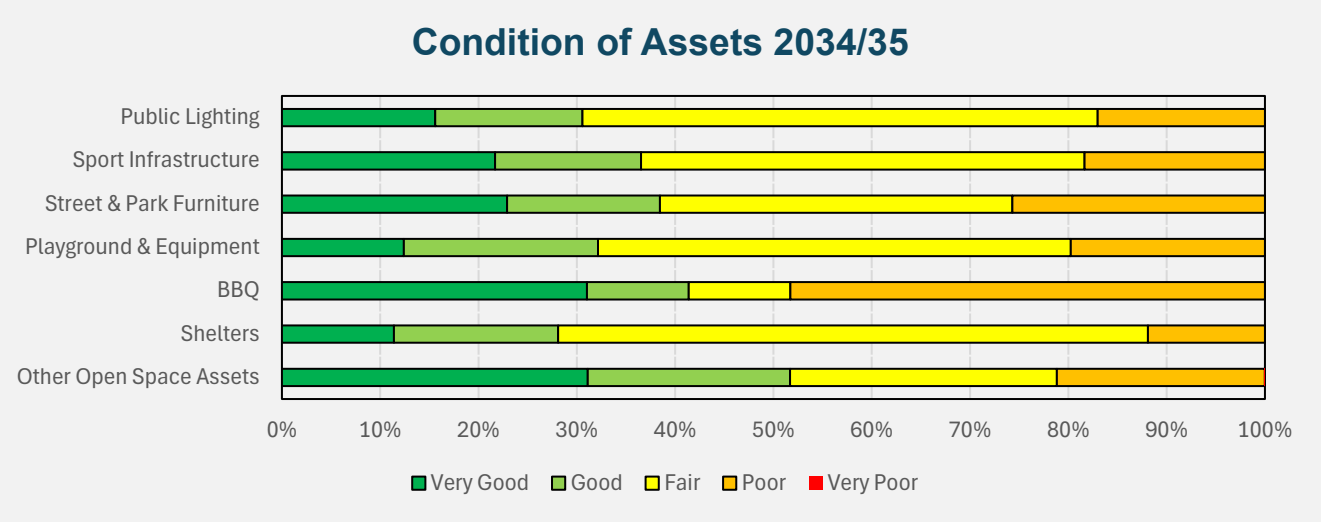


Figure 16 – Future condition of Parks & Open Space Assets

Our performance measures reflect a financially sustainable approach to parks and open space asset management, ensuring adequate maintenance and renewal funding to keep these areas well-managed, safe, and enhancing the community's quality of life.

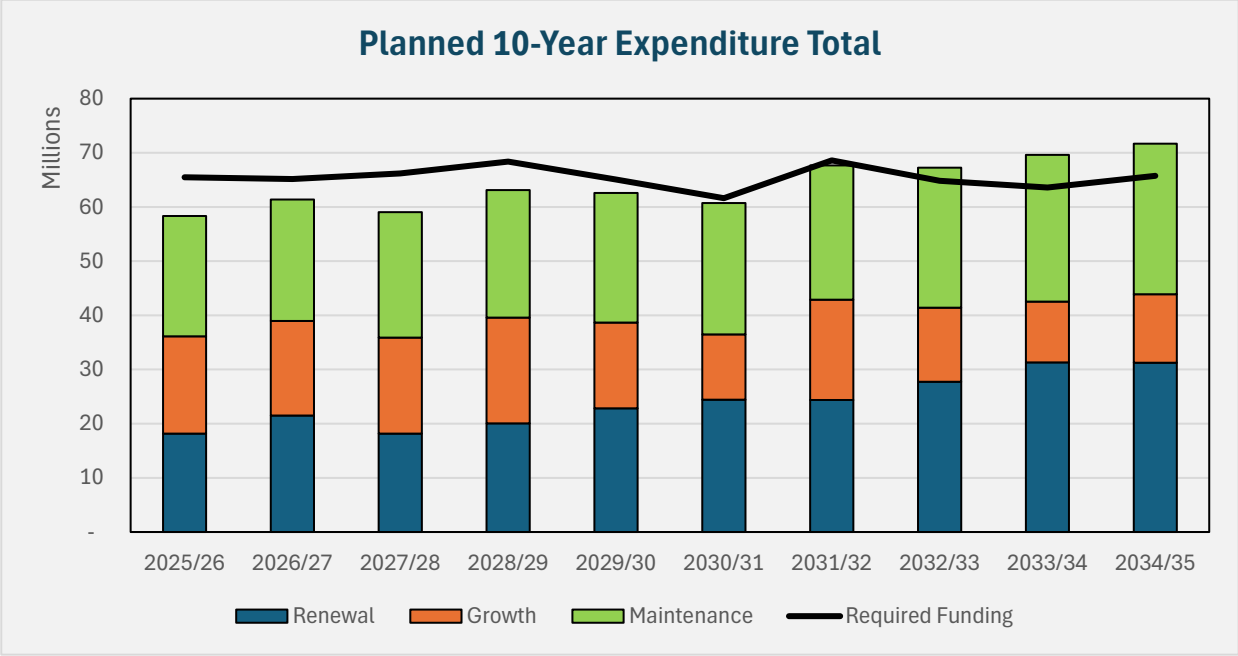
They also highlight our commitment to investing in additional infrastructure and upgrades necessary to further enhance community lifestyles. By continuing to invest in parks and recreation reserves, the Council aims to foster physically active, engaged, and healthy communities in the years ahead.

B.4.6 Performance Indicators

Measure	Definition	Industry Target	Result
Asset Renewal Funding Ratio (ARFR)	Indicates financial capacity to fund forecast asset renewal demands over the next 10 years. $ARFR = \frac{\text{Planned capital renewal expenditure}}{\text{Required capital renewal expenditure}}$	90 - 110%	104%
Capital Investment Ratio (CIR)	Measures whether assets are being renewed or upgraded at the rate they are wearing out. $CIR = \frac{\text{Asset Renewal and Upgrade expenditure}}{\text{Annual Depreciation}}$	> 100%	112%

B.5 Summary of all Infrastructure Asset Classes

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Expenditure ($'000)	**25/26**	**26/27**	**27/28**	**28/29**	**29/30**	**30/31**	**31/32**	**32/33**	**33/34**	**33/35**	**($'000)**
Renewal	$18,155	$21,497	$18,160	$20,054	$22,841	$24,425	$24,373	$27,738	$31,320	$31,245	$239,808
Upgrade	$7,466	$8,203	$6,765	$7,398	$11,783	$9,144	$7,944	$8,409	$10,940	$10,674	$88,725
New	$10,054	$3,151	$4,876	$10,899	$3,867	$2,746	$10,292	$5,081	$0	$1,693	$52,659
Expansion	$465	$6,118	$6,095	$1,220	$168	$175	$268	$182	$267	$274	$15,233
Total Capital	**$36,139**	**$38,969**	**$35,896**	**$39,572**	**$38,658**	**$36,490**	**$42,878**	**$41,410**	**$42,528**	**$43,886**	**$396,426**
Maintenance	$22,201	$22,397	$23,142	$23,555	$23,941	$24,253	$24,795	$25,852	$27,087	$27,806	$245,029
Total Maintenance	**$22,201**	**$22,397**	**$23,142**	**$23,555**	**$23,941**	**$24,253**	**$24,795**	**$25,852**	**$27,087**	**$27,806**	**$245,029**
Total Expenditure	**$58,340**	**$61,366**	**$59,039**	**$63,127**	**$62,599**	**$60,743**	**$67,673**	**$67,262**	**$69,614**	**$71,692**	**$641,455**
Modelled Renewal	**$25,302**	**$25,302**	**$25,302**	**$25,302**	**$25,302**	**$25,302**	**$25,302**	**$25,302**	**$25,302**	**$25,302**	**$253,023**



The allocated funding shown in the figure is informed by our Financial Plan, which considers our planned investment for infrastructure asset class over the next 10-years, along with forecasted renewals.

Our infrastructure asset class includes

- Transport network
- Stormwater drainage
- Buildings and services
- Parks and open Space

Our approach of timely investments in maintenance and renewal of our infrastructure is likely to result in further enhancements of our practices and unlock hidden capital while maintaining current service levels at lower cost in a long-term.

Moonee Valley Language Line

العربية	Arabic	9280 0738	Ελληνικά	Greek	9280 0741	Español	Spanish	9280 0744
廣東話	Cantonese	9280 0739	Italiano	Italian	9280 0742	Türkçe	Turkish	9280 0745
Hrvatski	Croatian	9280 0740	Somali	Somali	9280 0743	Viêt-ngu	Vietnamese	9280 0746

All other languages 9280 0747
National Relay Service 13 36 77 or relayservice.com.au
This publication is available in alternative accessible formats on request.

mvcc.vic.gov.au

City of Moonee Valley