





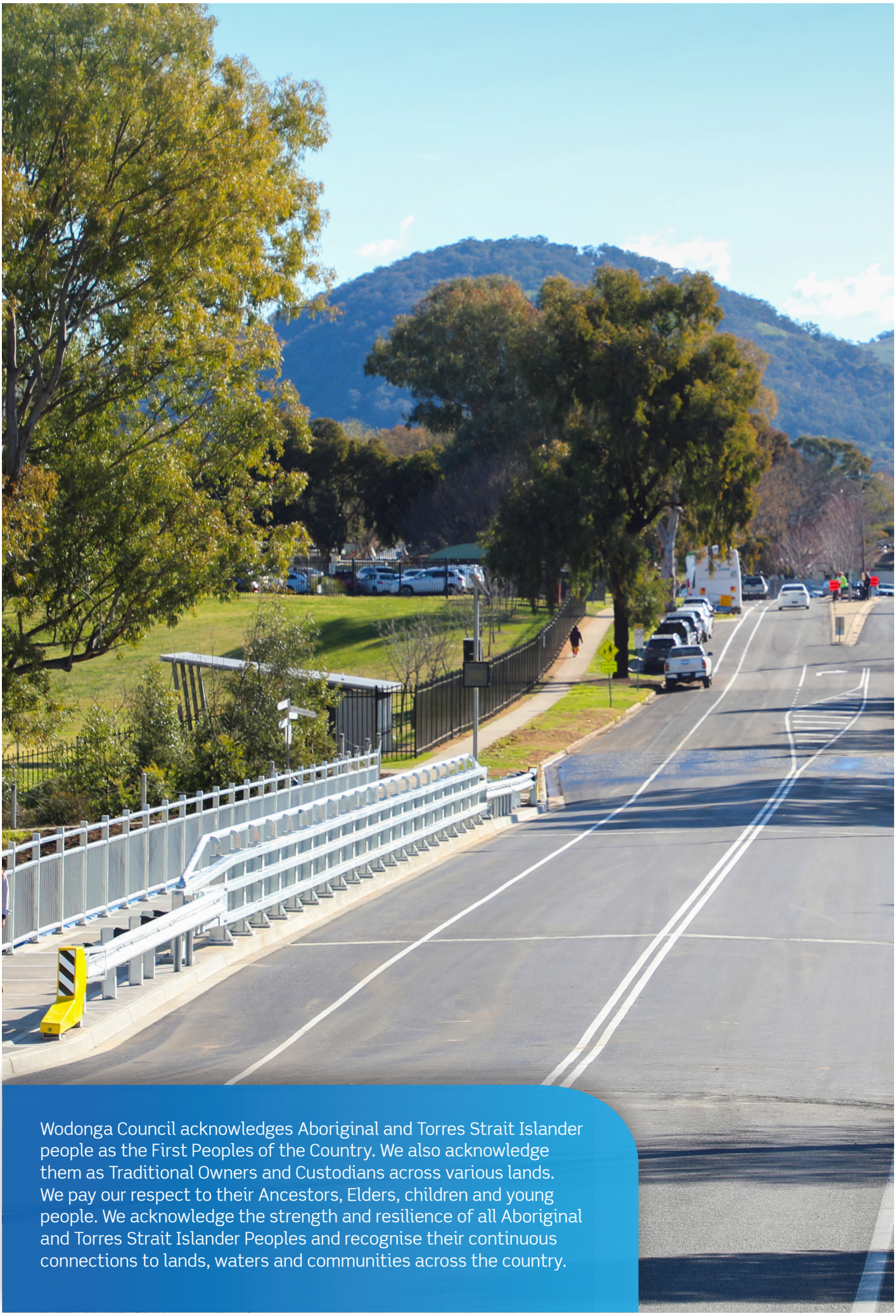






Draft Asset Plan

2025



Wodonga Council acknowledges Aboriginal and Torres Strait Islander people as the First Peoples of the Country. We also acknowledge them as Traditional Owners and Custodians across various lands. We pay our respect to their Ancestors, Elders, children and young people. We acknowledge the strength and resilience of all Aboriginal and Torres Strait Islander Peoples and recognise their continuous connections to lands, waters and communities across the country.

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Executive summary

The *Wodonga Council Asset Plan 2025* (Asset Plan or the Plan) is a strategic document mandated by the *Local Government Act 2020*, outlining the management of council assets to serve the community both now and in the future. This updated plan aligns with the council's strategic objectives, long-term financial plan and infrastructure strategies and plans. The Asset Plan provides a comprehensive view of the whole-of-life costs needed over the next decade to ensure Wodonga Council continues to meet the required levels of service. The Asset Plan underscores the council's commitment to suitable asset management.

The Asset Plan is intended to be an accessible public facing document that communicates the significance of the infrastructure assets under council stewardship. This fosters informed community engagement and shared understanding of effective whole-of-life asset management. The assets in this Plan includes roads and kerb, pathways, buildings, bridges and major culverts, stormwater drainage and park and public spaces. The combined replacement value of these assets is more than 1.17 billion.

Over the next 10 years, Wodonga Council is planning on spending on average over $17 million on asset renewals, over $5 million on new assets and over $1 million on upgrading assets per year. In addition to the capital investments into the asset base, the council plans on spending on average almost $17 million per year on the operation and maintenance of these assets.

The Asset Plan reflects Wodonga Council's dedication to balancing service delivery, financial sustainability and community priorities through strategic asset management.







Introduction

What is an Asset?

In the context of Wodonga Council, an asset is anything that brings potential or actual value to our community and organisation. Assets provide services, benefits or potential economic, social and environmental value, now or in the future.

This Asset Plan focuses on infrastructure assets, which are a type of tangible asset. These are the physical things you can see and use, such as the barbecues in local parks, the footpaths along the river and the bridges and stormwater drains that help keep our city safe and connected.

This Asset Plan focuses on the tangible community infrastructure that the council manages on behalf of the people of Wodonga.

What is Asset Management?

Asset management is the coordinated activity of an organisation to realise value from its assets, in line with its organisational objectives. It is a structured approach that covers the entire life cycle of each asset from planning, acquisition and operation, through to maintenance, renewal and eventual disposal, ensuring assets remain safe, functional and cost-effective.

At Wodonga Council, this means managing community assets in a way that delivers the agreed levels of service, supports long-term financial sustainability and meets the needs of both current and future residents. The council plans strategically so that its infrastructure not only serves the community today but will also adapt as Wodonga grows and as community expectations, technologies and environmental conditions change.

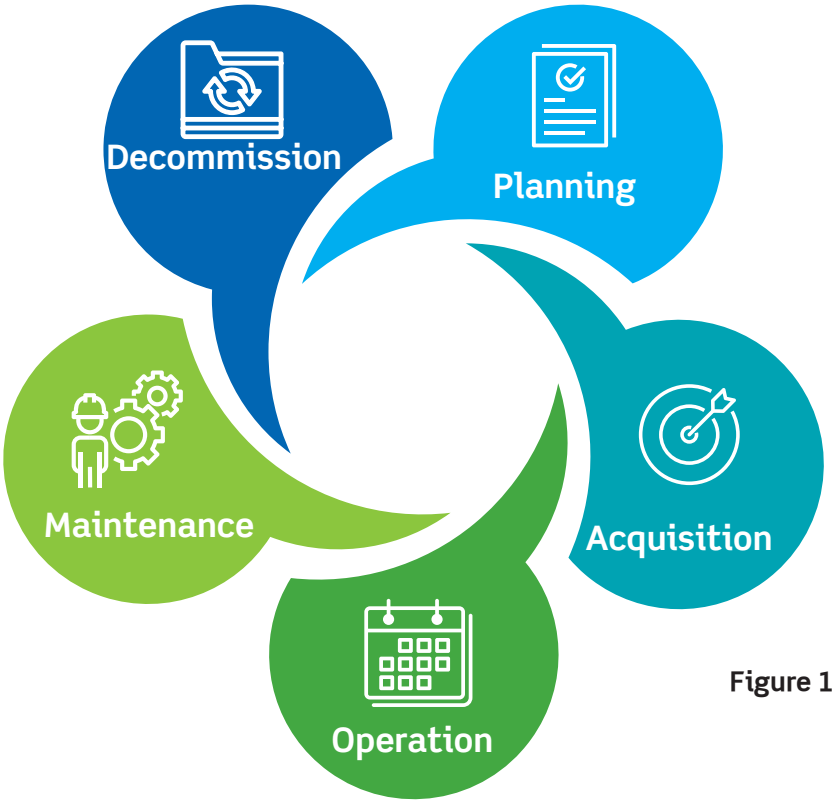


Figure 1: Asset lifecycle

What do we do to maintain and optimise asset performance?

Wodonga Council takes a proactive and strategic approach to ensure its assets continue to deliver a safe, reliable and cost-effective service to residents. The council does this through lifecycle planning, which ensures preparation for each stage of the asset's life from the initial concept through to decommissioning or replacement. Each stage is briefly described below.

Planning	The current and future needs of the community are assessed to determine what, where and when infrastructure is required. This step involves analysing population growth trends, identifying changes in community expectations and reviewing the condition of existing assets. These factors are used to develop long-term strategies and investment plans to support the sustainable growth of the city.
Acquisition	The council acquires assets when a new asset is built, or when an existing asset is upgraded or replaced in a like-for-like manner, considered a renewal. During this phase, it is ensured that the acquired asset meets the required design standards, environmental guidelines and long-term performance goals of the city. Wodonga Council works closely with engineers, planners and contractors to ensure the required service levels are met from day one.
Operation	Once the asset is in service, it is operated in the correct manner to ensure it delivers upon its intended function safely and effectively.
Maintenance	Maintenance is performed on assets to ensure they remain in operation for their entire useful life, as well as to avoid unexpected failures. Maintenance can be either planned or unplanned in nature, with the council aiming to complete most maintenance activities in a planned manner, demonstrating safer and maturing asset management maturity. Activities that typically form part of this phase include pothole repairs and the servicing of mechanical equipment.
Decommission/ Disposal	When an asset reaches the end of its useful life, planning commences for the safe removal or replacement of the asset. This allows for reinvestment in new, more efficient assets and reduces the risk from ageing assets.

The cycle then starts again at the planning phase, as asset management is not a one-time task but rather a continuous iterative process where plans are continuously reviewed and updated.

Asset Plan purpose

The Asset Plan is a community facing document that demonstrates how council assets will be managed and maintained, while meeting the community's needs and interests. The Asset Plan will also communicate the importance and magnitude of the infrastructure assets for which the council is the custodian. This will result in better informed community engagement and a mutual understanding of the best use of council assets in the interest of the community.

The *Local Government Act 2020* introduced the Asset Plan in order to:

- Improve 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;
- Contribute to the 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 relating to service levels, costs, risks and the considerations for the decisions made.

This Asset Plan also demonstrates how Wodonga Council's assets are managed to achieve the objectives set out in the Council Plan and Community Vision statements.

Community perspective

From a community perspective, the Asset Plan is a strategic public facing document that outlines what infrastructure assets the council manages, and how it does so responsibly to ensure its assets continue to meet community need and expectation.

This is demonstrated by showing what steps the council intends on taking during the lifecycle of assets. This Plan also aims to facilitate better community engagement and develop a mutual understanding of how to optimise the use of council assets.

Wodonga Council is committed to meaningful community engagement in developing and reviewing the Asset Plan, aligning with the principles outlined in the *Community Engagement Policy* and the *Local Government Act 2020*. This ensures transparent, inclusive processes that empower residents to influence how the council manages over $856 million in infrastructure assets, balancing performance, costs and long-term sustainability.

Informed by community input collected through the development of the Council Plan, Financial Plan and Community Vision, the Asset Plan reflects shared priorities, such as climate resilience and equitable service delivery. Feedback from initial consultation highlighted a need for items such as pathway expansions and building upgrades, informing a 10-year strategy. Future deliberative processes will explore asset risks, costs and opportunities, ensuring decisions are accountable and responsive to Wodonga's growing population. Outcomes will be shared via the council's website and direct updates, promoting ongoing dialogue for sustainable asset stewardship.

Compliance with the *Local Government Act 2020* and Regulations

From a regulatory perspective, section 92 of the *Local Government Act (2020)* (Victoria) (the Act) requires that councils complete an Asset Plan that is in alignment with the council's other planning and reporting documents.

In order for councils to meet the obligations of the Act in regard to an Asset Plan, a council must:

1. Develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices;
2. Ensure the scope of an Asset Plan is a period of at least the next 10 financial years;
3. Ensure the plan contains information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the council;
4. Develop or review the Asset Plan in accordance with its deliberative engagement practices and adopt the Asset Plan by October 31 in the year following a general council election; and,
5. Ensure the Asset Plan references the relevant parts of the Act.

Local Government (Planning and Reporting) Regulations 2020 require councils to record their compliance with section 92 of the Act by completing the Governance and Management Checklist. This checklist will continue to be published on the Know Your Council website and in the council's Annual Report. and will remain as the key instrument to demonstrate transparency and accountability, in turn reassuring the public that their assets are being responsibly managed.

Strategic context

The Plan is an important component of the council's strategic documents which help guide council decision-making and provide a link between long-term community aspirations, strategic priorities and financial sustainability.

The *Wodonga 2050 Community Vision* aims for the city to be "a unique, vibrant and thriving community that is inclusive, accessible, well-connected and safe for all". The Vision outlines a future where Wodonga's infrastructure assets support active lifestyles, access to green spaces and resilient, future ready services.

The *Council Plan 2025 - 2029* outlines themes such as Liveable and Connected Communities, a Thriving Local Economy, Resilient Infrastructure and Environment, and Effective Leadership for a Sustainable Future.

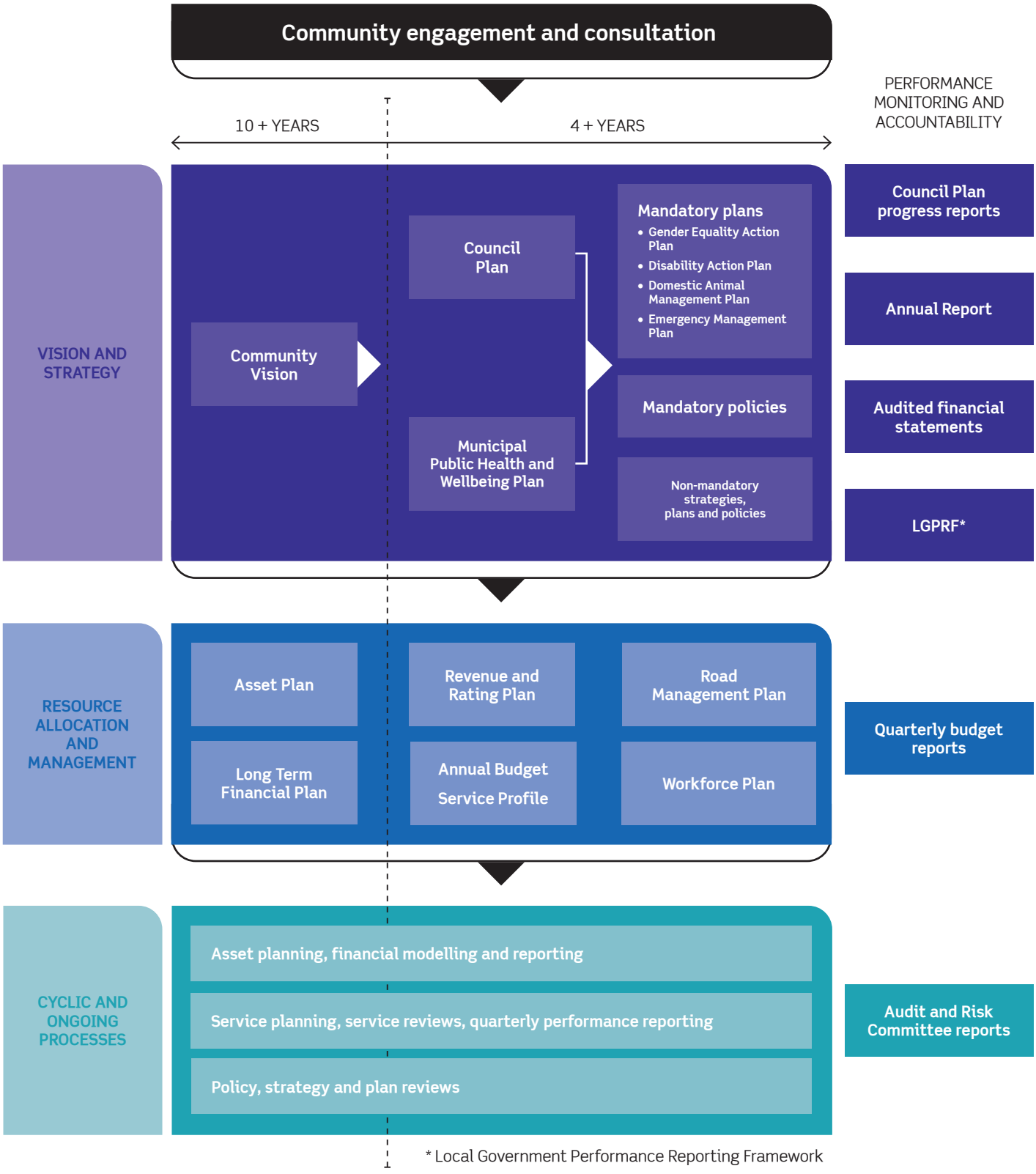
Specifically, the council will focus on the following initiatives, in relation to asset infrastructure, to drive delivery of the Council Plan outcomes:



- Develop and adopt an *Integrated Transport Strategy* to enhance accessibility
- Continue to improve strategic asset management
- Advocate and plan for residential development targets
- Develop an *Economic Development and Investment Attraction Strategy*
- Undertake a comprehensive review of the *Workforce Plan* to ensure alignment with future needs, organisational priorities and industry best practices
- Increase the effectiveness of digital systems through integration, process improvement and user-centred design

Figure 2: The Council Plan 2025 - 2029 Themes

The Asset Plan supports the long-term *Wodonga 2050 Community Vision*, the medium-term Council Plan and the medium- to short-term Financial Plans. It is a key document in the Asset Management Framework of the council and together, these documents ensure that Wodonga's asset management approach is forward-looking, financially sustainable and responsive to the evolving needs of the community. The council's Integrated Planning and Reporting Framework is shown in Figure 3 below.



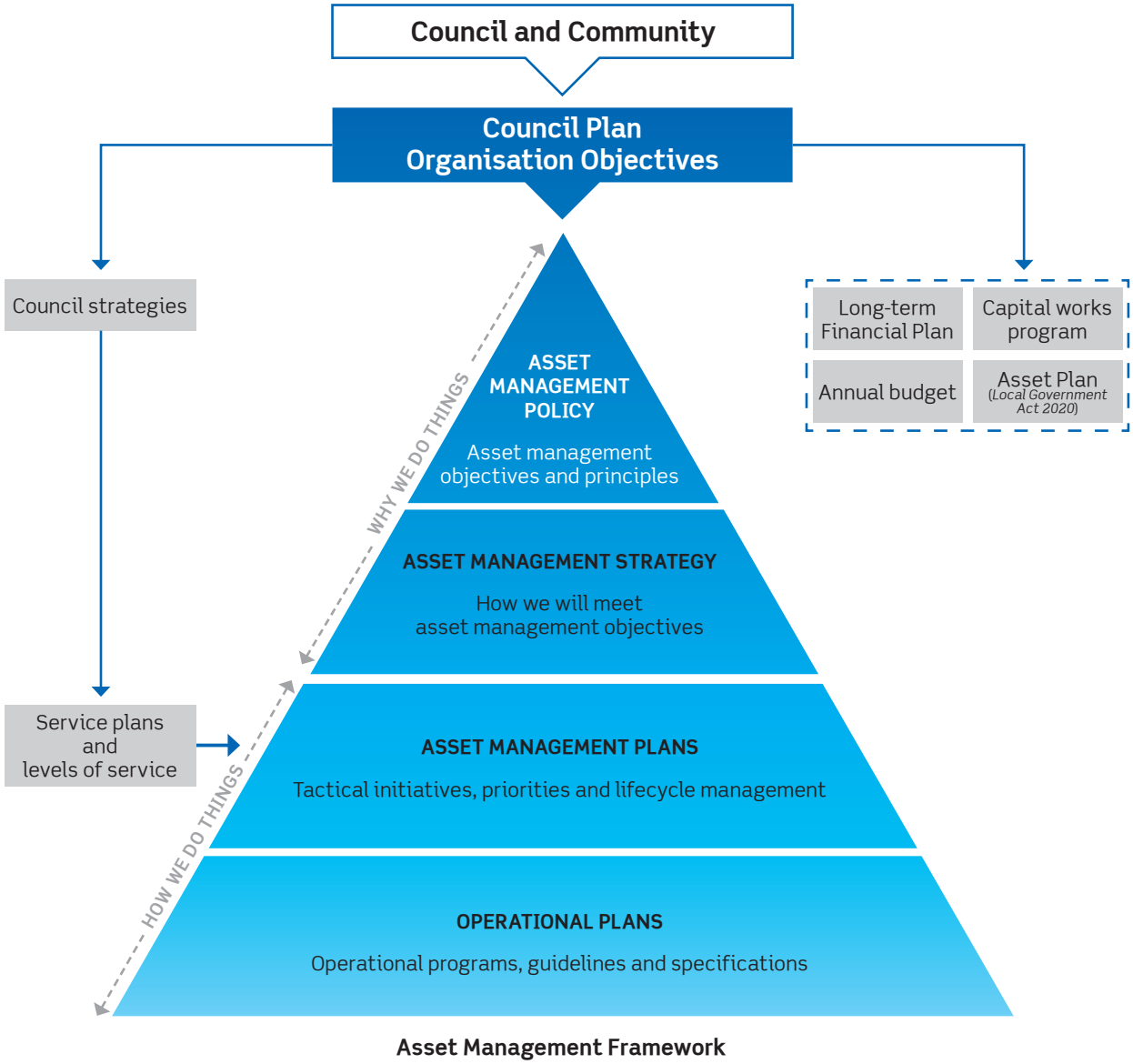


Figure 3: The council's Integrated Planning and Reporting Framework (page 10) and Asset Management Framework (above)

Asset Plan scope

The council manages a range of assets on behalf of the residents of Wodonga. The combined replacement value of these assets is over $1.17 billion and comprises road, bridge, pathway, buildings, stormwater and park assets.

Some key facts about these asset groups are listed below.

Roads, Kerbs and Car Parks	
Sealed Roads	493 km
Unsealed Roads	65.8 km
Kerb	662 km
Bridges and Major Culverts	
Full Reinforced Concrete Construction	13
Road Bridges	19
Pedestrian Bridges	29
Pedestrian Underpass	11
Road Culverts	10
Abandoned Bridges	2
Pathways	
Concrete Pathways	438 km
Paved Pathways	6 km
Asphalt Pathways	32 km
Gravel Pathways	25 km
Buildings	
Long life Buildings	137
Total Buildings	374
Highest value building - Municipal offices $20 million	

Stormwater	
Pipework	452.1km
Pits	14,902
Headwalls	665
Basins - covering a combined area of more than 132,000m2	78
Wetlands - covering a combined area of more than 5800m2	5
Park, Public Space and Recreation	
Parks	88
Bus Shelters	115
Solar Lights	276
Barbecues	19
Tennis Courts	53
Netball Courts	12
Ovals	18

Table 1: City of Wodonga Asset Breakdown

The diagram below shows the percentage that each asset class represents. Each individual asset class is described in detail in the subsequent sections.

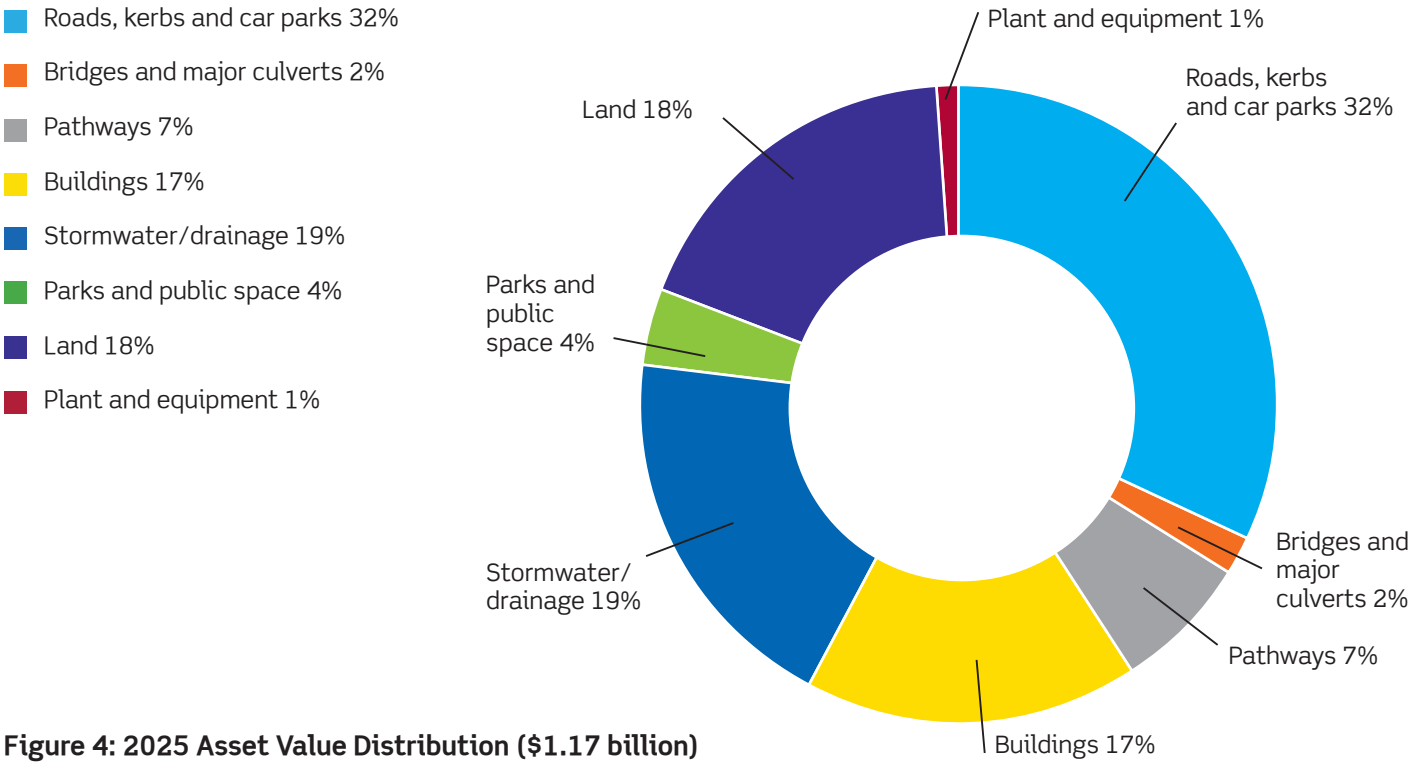


Figure 4: 2025 Asset Value Distribution ($1.17 billion)

What isn't in the Asset Plan?

- All non-council owned assets are excluded from this plan. This includes assets such as road owned and operated by the Department of Transport and Planning and main roads such as highways and arterial roads and land, parks and reserves maintained by the Department of Energy, Environment and Climate Action;
- Assets not capitalised in accordance with the council's *Asset Valuation Policy*;
- Non-fixed assets such as furniture or IT equipment;
- Land, plant and equipment and fleet assets; and,
- Natural assets such as trees have also been excluded from the Asset Plan as these are not captured as tangible assets.

Challenges and opportunities in managing assets

Like many councils in Australia, Wodonga faces a dynamic and evolving infrastructure environment that brings both challenges and opportunities. Limited finances and resources mean it is more important than ever for councils to act in a responsible manner to ensure maximum benefit is achieved with these finite resources.

Some of the challenges and opportunities that the council faces are discussed in the section below.

Meeting community cxpectations

Funding and affordability remain key constraints facing the council as the cost of maintaining, renewing and upgrading assets Increases. With limited revenue sources, there is a risk that service levels will drop if projects and maintenance activities are deferred. However, the council is aware of this challenge and has a Long-Term Financial Plan that prioritises council activities based on criticality and the level of service required.

Rate capping was introduced in 2015, which limits the ability for the council to increase rates. This has added pressure to the council's ability to fund asset renewals and now more than ever, it has to carefully consider the trade-off between upgrades and new assets versus maintenance and capital renewal in a financially constrained environment. Wodonga Council's proposed renewal expenditure forecast is displayed in Figure 5 below.

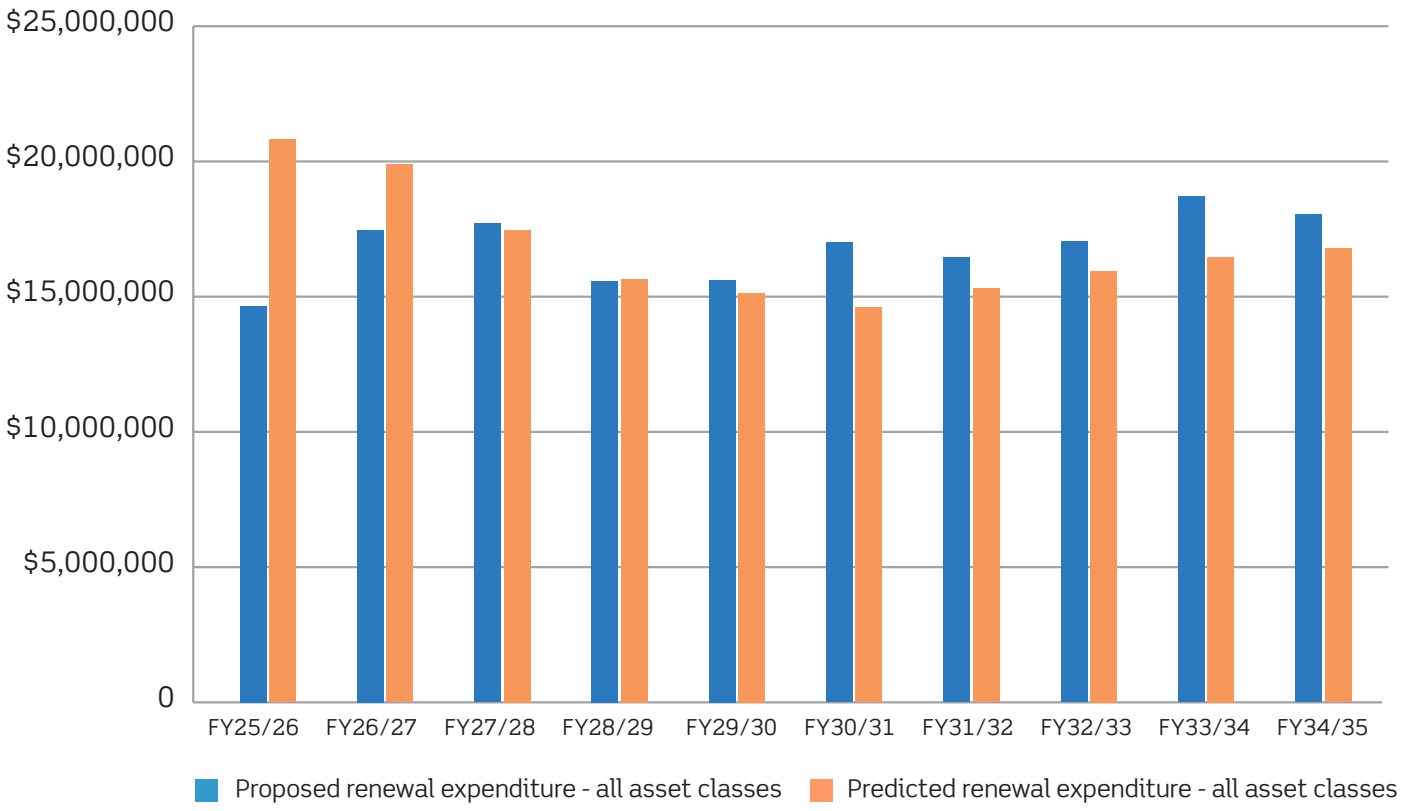


Figure 5: Required and proposed asset renewal funding

Note: Renewal expenditure excludes plant, machinery and equipment, fixtures and fittings, furniture, computers and IT equipment, basins, car parks and gravel roads, as these are not modelled.

Levels of service expectations are influenced by community needs, technology and regulations. Changing community expectations regarding levels of service typically place pressure on existing assts. The council has an active community engagement process that aims to consult with residents to ensure that not only are community expectations understood and heard, but that the cost of these service expectations are communicated effectively.

The figure above shows the funding that is being proposed for infrastructure renewal compared to the funding required to deliver to current service levels, based on managing the council's assets to a target condition grade. Any shortfall in funding is known as the renewal gap, with council aiming to keep this as low as possible while maintaining affordability.

The population is expected to grow for at least the next 21 years with current projections estimating that Wodonga's population will be over 62,000 by the year 2046. This trend can be seen in figure 6 below.

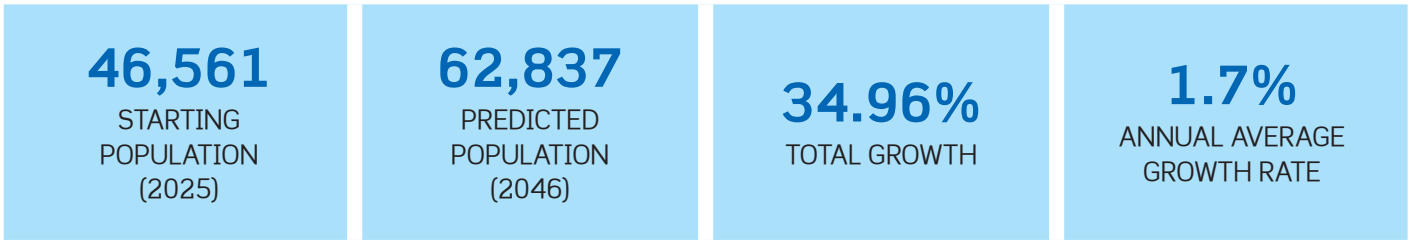


Figure 6: 21-year Wodonga population growth forecast. Source: Forecast .id

An increasing population places a greater demand on council-owned assets such as roads, parks and community facilities. This higher use, as well as the demand for new assets to be built as a result of the increasing population, can place a strain on the council's existing budget. A growing population does however result in more ratepayers which assists in funding some of the capital investments required for a growing city.

The age demographic of Wodonga is shown in figure 7 below. Here, it can be seen that Wodonga has a large percentage of the population under 39 years old. This influx of young people to regional areas has influenced what type of assets are required. A larger young population typically places a greater emphasis on outdoor activities and these types of recreational assets, such as playgrounds and parks, are therefore prioritised. Similarly, more facilities such as pre-schools and schools are also required.

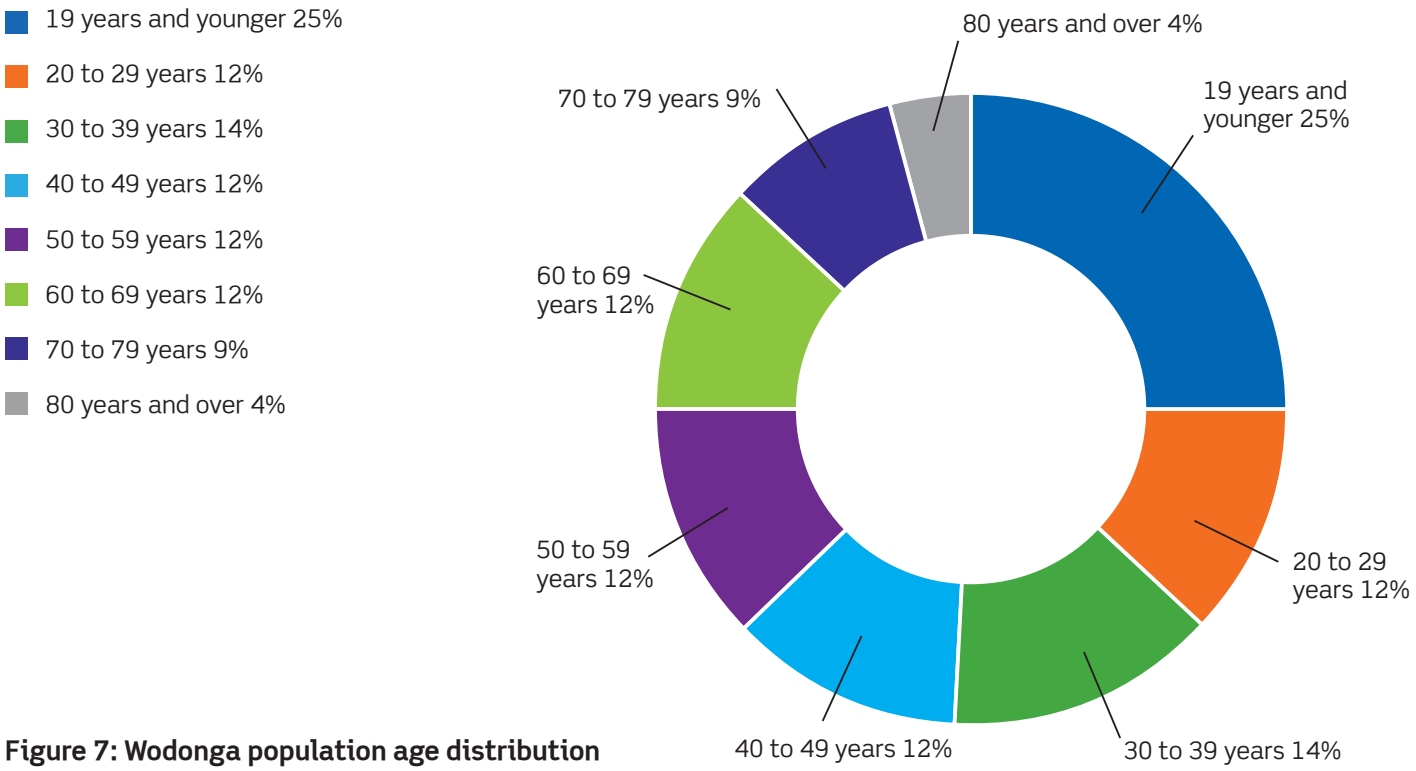


Figure 7: Wodonga population age distribution

Maturing infrastructure management

Wodonga Council uses a risk-based approach to asset management, guided by the international standard ISO 55001, to help prioritise decisions and deliver value throughout the life of its assets. By combining asset criticality assessments with a consistent, organisation-wide condition assessment framework, the council can accurately evaluate both the likelihood of assets no longer meeting required service levels and the potential consequences for the community.

Wodonga Council is actively working to understand and implement the most effective ways of integrating risk-based asset management with its defined levels of service. This ensures that asset management decisions are directly informed by community expectations, corporate objectives and the council's agreed risk appetite. In doing so, resources can be allocated to maintain and enhance service delivery for assets that are most critical to the organisation and the community.

This approach supports long-term planning by identifying emerging risks early, allowing proactive intervention and ensuring that performance is sustained in the areas that matter most. By embedding these practices, Wodonga Council strengthens its ability to balance service outcomes, financial sustainability and risk exposure in a transparent, measurable way.

Performance of Condition Assessments ensure assets are still performing to their expected standard, regular condition and defect inspections are performed. A condition rating between zero and 10 is recorded, with zero being new or a recently renewed asset, four or five an asset in fair condition, through to 10 for an asset that has totally failed. The challenge is in knowing the optimum time to renewal the asset before performance declines. This Asset Plan will show the current condition profiles for each major asset class. The council is currently in the process of transitioning to align to the IPWEA 1-5 condition grading schemes.

Whole of life costs are essential to balancing cost with risk and performance. Creating new assets may seem like a good solution in providing additional or better services, but consideration must be given to the ongoing costs beyond the initial construction costs. During an asset's useful life, it is a common occurrence for ongoing costs to be more than eight times the initial design and construct costs. This can be highlighted as per the graph below.

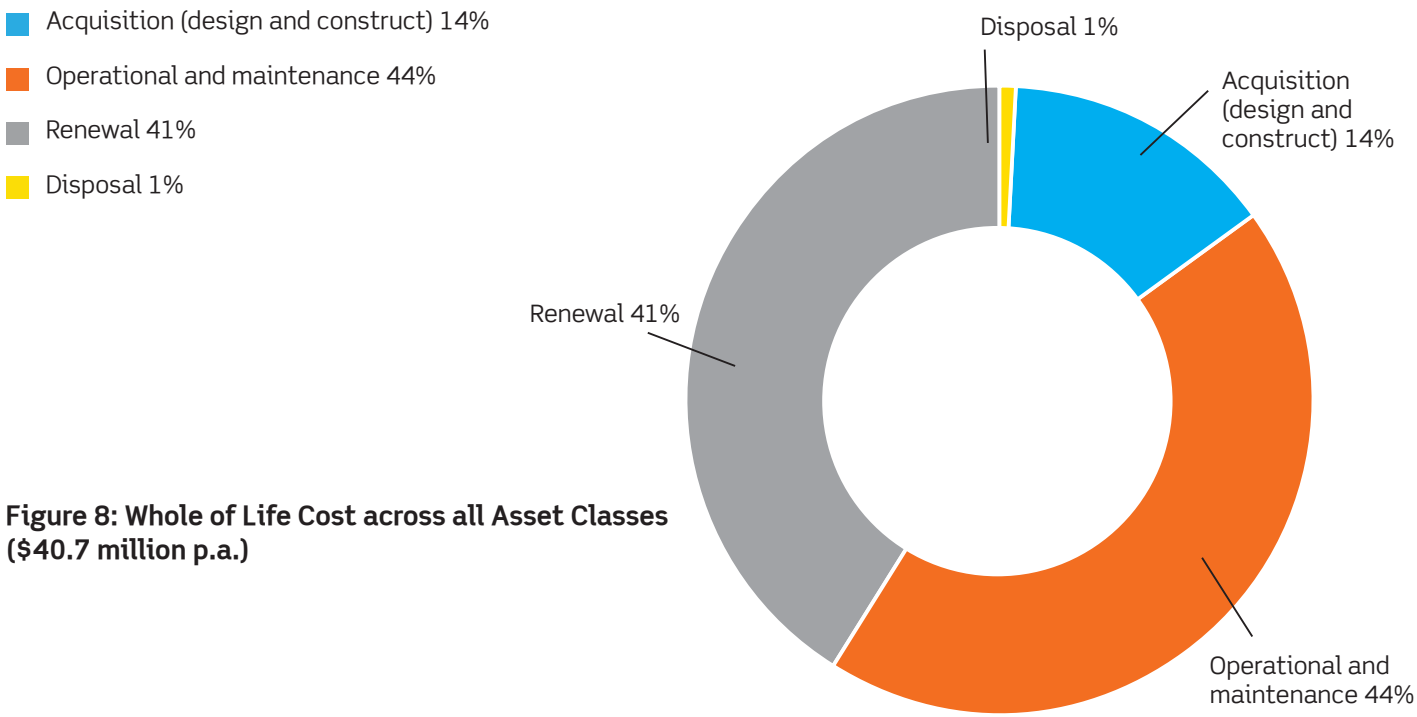


Figure 8: Whole of Life Cost across all Asset Classes ($40.7 million p.a.)

The asset lifecycle

Wodonga Council looks after a wide range of community assets, making sure they are safe, delivering their level of service and good value for money throughout their whole life. To provide a simple example, let's take a look at a park barbecue, which usually lasts about 10 years before it needs replacing. Figure 9 demonstrates the typical asset lifecycle. Each element of the asset life is described below.

- Buying the barbecue (acquisition): A new electric barbecue for a community park costs about $5000 to purchase and install.
- Looking after it (maintenance): Each year, the barbecue needs regular care to keep it in good working order. This includes things like routine servicing, electrical safety checks and replacing worn-out parts. This costs about $1000 per year.
- Day-to-day running (operations): On top of maintenance, there are everyday costs. This covers electricity, cleaning, insurance and the licences needed to operate the barbecue. These costs are about $1500 per year.
- Replacing it (renewal): After approximately 10 years, the barbecue reaches the end of its useful life. At that point it is replaced with a new one, costing another $5000.
- Removing the old barbecue (disposal): When the barbecue is taken out, it can't just be left behind. Removing and scrapping it costs the about $500.



Figure 9: Lifecycle stages of a council barbecue

What this means over 10 years:

When you add all these costs together, running a single community barbecue over 10 years comes to approximately $30,500. This shows how much goes into providing something as simple and well-used as a park barbecue, and why careful planning is needed to make sure community facilities are looked after properly.

Integrating sustainability and climate resilience

Wodonga Council is focused on becoming a leader in environmental sustainability by embedding circular economy principles and by embracing sustainability initiatives. Over the past three years, the council has been expanding its understanding of consumption across electricity, gas and water utilities to allow identification of initiatives to improve outcomes. To date, it has been able to reduce gas consumption by 26 per cent through focused infrastructure investment and communication. Figure 9 below shows the council's continued commitment to reducing the impact on the environment.

Year-over-year analysis			
Fiscal year	Consumption	Total cost	YoY change
2022 - 2023	1,994,272	$40,488	-
2023 - 2024	1,873,717	$37,675	-6.0%
2024 - 2025	1,469,133	$32,745	-21.6%

Figure 10: Gas consumption and cost over the last three financial years

While electricity costs have increased over the past three financial years, strategic investment in solar installation has seen consumption remain steady. The council is currently investigating means to better manage the consumption of water, with the intent to better understand water consumption drivers and identify key initiatives. Figure 12 shows the water consumption of the council for the last three financial years. It should be noted that financial year 2022 - 2023 had above average rainfall and this reduced the irrigation requirements resulting in a substantial reduction in water use. The water consumption over the last two financial years has been constant, with new developments such as Baranduda Fields accounting for the slight increase in the last year.

Year-over-year analysis			
Fiscal year	Consumption	Total cost	YoY change
2022 - 2023	3,232,284	$764,603	-
2023 - 2024	3,078,259	$738,850	-4.8%
2024 - 2025	3,174,184	$843,993	+3.1%

Figure 11: Electricity consumption and cost over the last three financial years

Year-over-year analysis			
Fiscal year	Consumption	Total cost	YoY change
2022 - 2023	80,258	$242,826	-
2023 - 2024	137,222	$412,139	+71.0%
2024 - 2025	145,982	$449,846	+6.4%

Figure 12: Water consumption and cost over the last three financial years

Climate resilience is increasingly important, with weather events such as heatwaves, bushfires, droughts and flooding predicted to become more extreme as well as occurring more regularly. This will place greater pressure on roads, drainage and building assets. This could result in the council needing to renew or upgrade assets sooner than anticipated to ensure the assets are still able to deliver the required levels of service or adapt to maintenance requirements.

This also offers the council a valuable opportunity to take a proactive approach by embedding climate resilience into the planning and design of projects, and by incorporating more nature-based solutions.

Changing the way assets are used and understood

Rapid **urban growth** in Wodonga creates opportunities to develop infrastructure that supports liveable and connected communities. However, it also places pressure on the existing asset base and the level of service delivered to the community, leading to the need to upgrade and develop new assets to ensure the council continues to meet the expected levels of service. This impact is wide-ranging and across all asset classes, placing further pressure on the prioritisation of and the balance between managing existing assets though renewals and upgrade needs, and the requirement to acquire new assets to be managed considering a limited budget.

Modal shifts are occurring within Wodonga Council. More people are choosing to walk, cycle and use public transport, while electric vehicles (EVs) and e-bikes are becoming increasingly common thanks to new technology, government incentives and a growing focus on sustainability. These shifts reflect a broader move towards healthier, more connected and environmentally conscious travel choices.

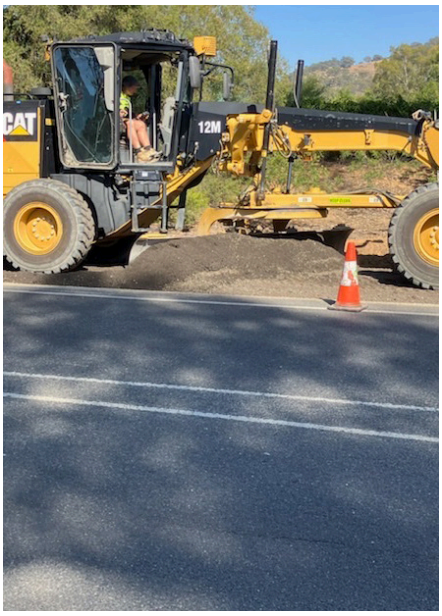
As these trends continue, they will shape the way the city designs, upgrades and maintains its transport infrastructure. Roads may need to be strengthened to accommodate the additional weight of some modern vehicles, including certain EVs. New bike lanes will help make cycling safer and more appealing, while extra pathways will encourage more people to walk. Parking areas may also evolve to include electric vehicle charging stations, ensuring our network keeps pace with community expectations and technological change.

This transformation presents an exciting opportunity to reimagine Wodonga's transport network so that it works better for everyone. By embracing active transport and modern vehicle technologies, we can reduce congestion, create more green spaces and improve the overall experience of moving around our city. Linking footpaths, bike lanes, bus routes and parking into a seamless network will make travel easier, healthier and more sustainable.

New technologies are transforming the way that councils manage infrastructure and present an opportunity for cost and risk reductions. Smart sensors, geospatial data and real-time monitoring improve condition assessments and can provide a more accurate forecast of when assets are likely to fail. This will lead to more proactive asset management leading to better decision-making.

Major asset class

Roads, Kerbs and Car Parks



Asset class information

Table 2: Road, Kerb and Car Parks Asset Information

Replacement cost	$368,845,367
Percentage of total asset base	32 per cent
Projected average yearly growth rate over the next 10-year period	2.21 per cent
Projected average yearly capital investment on asset renewals over the next 10-year period	$5,353,307
Projected average yearly capital investment on asset upgrades over the next 10-year period	$533,977
Projected average yearly capital investment on new asset over the next 10-year period	$700,894
Projected average yearly operational and maintenance costs over the next 10-year period	$2,394,763
Total planned condition inspections over the next 10-year period	$200,000



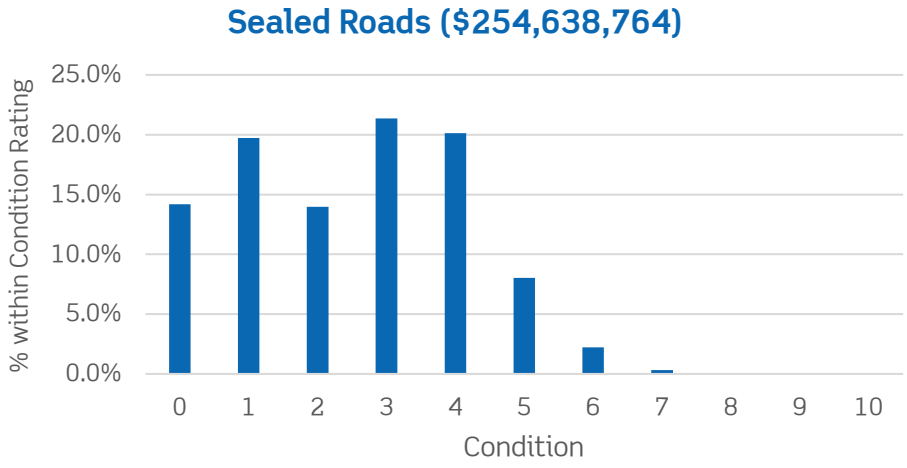


Figure 13: Sealed Road Condition by Percentage of Asset Base



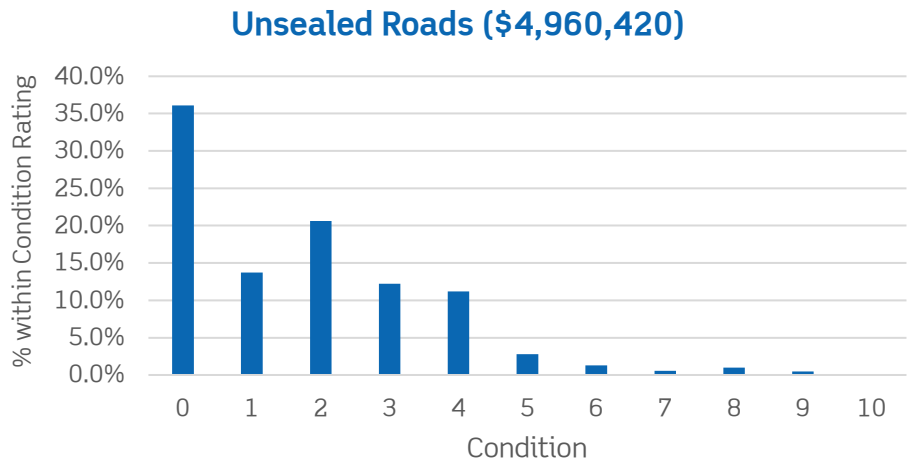


Figure 14: Unsealed Road Condition by Percentage of Asset Base

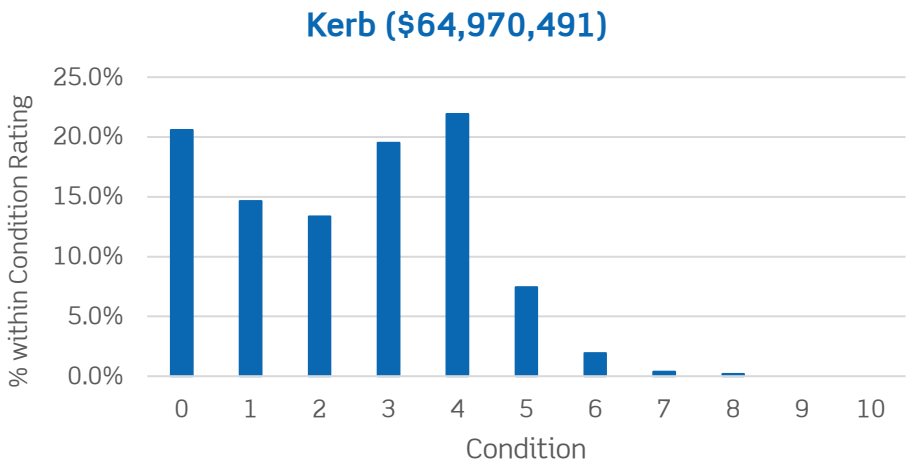


Figure 15: Kerb Condition by Percentage of Asset Base

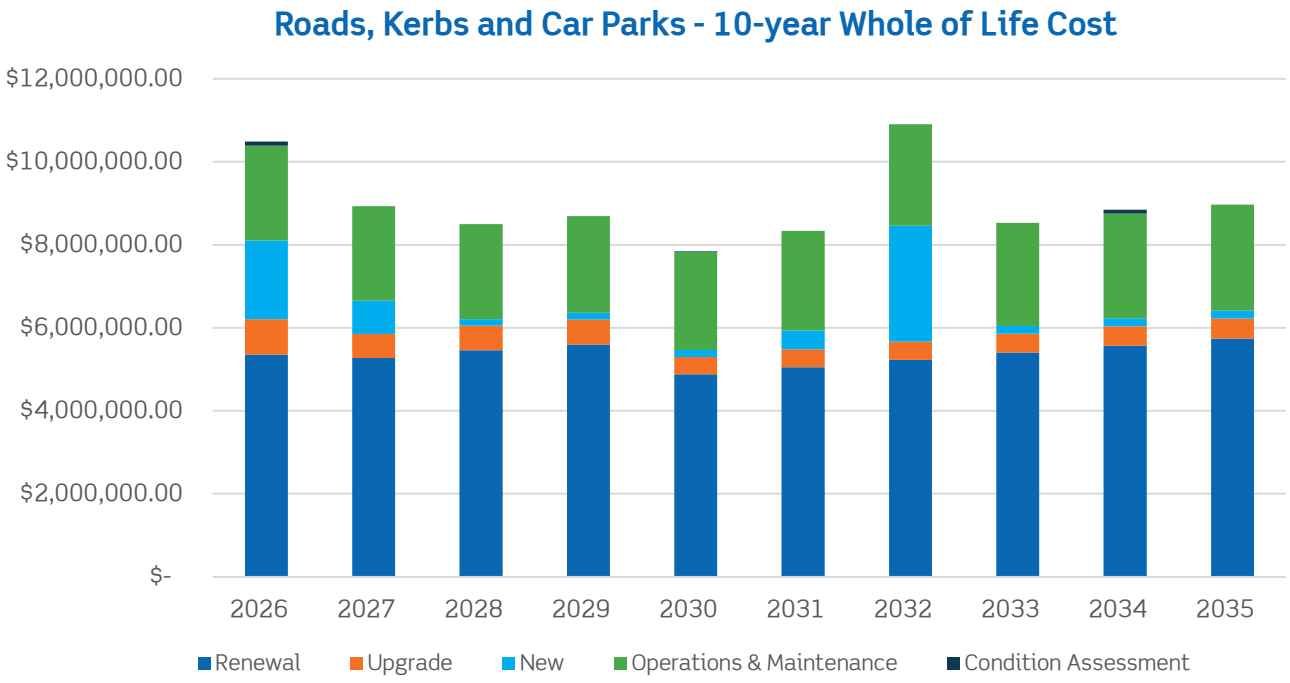


Figure 16: 10-year Whole of Life Asset Costs for Roads, Kerbs and Car Parks

Table 3: Road Asset Component expected life and life-cycle activity examples

Road Asset Components	Expected life	Example of a new asset	Example of operations /maintenance on the asset	Example of a renewal of the asset
Pavements	85 years	Construction of a new road to connect growing residential areas	Filling potholes, street sweeping and repairing damaged sections	Digging out and replacing failed sections or resurfacing with a new base and asphalt
Sealed Surfaces	12 to 35 years	Construction of a new road or upgrading an existing gravel road to a sealed surface road	Crack sealing and patching potholes	Applying a new asphalt overlay or new spray seal surface treatment to extend the life of the road
Kerb	90 years	Installing new kerb and channel where this asset did not previously exist	Street sweeping along the kerb lines and weed spraying to prevent damage	Reconstructing kerb sections that are at end of life or replacing damaged sections
Gravel Road	30 years	Constructing a new gravel road to provide access to a new property or facility	Grading to maintain surface shape and drainage	Adding and replacing worn surface layers or full-depth reconstruction if road base fails
Car Parks	35 years	Constructing a new carpark car park	Re-painting the line markings	Resurfacing the car park

Note: The expected useful life is a figure used for long-term planning purposes. The actual asset lifespans are dependant and construction techniques, use and environmental conditions. The expected and actual life of an asset can differ.

Challenges and opportunities

Road assets are the largest asset class at Wodonga Council and the asset class that almost all residents interact with on a daily basis. Most of the road assets are still in good condition, with most assets at a condition rating of five or less.

Road Importance
The residents of Wodonga acknowledge the importance of this asset class and in the *2025 Local Government Community Satisfaction Survey*, Wodonga residents ranked the condition of sealed roads as "Extremely Important" to "Very Important", with an importance ranking of 82 out of 100 for sealed local roads.

Road Performance
In addition, residents of Wodonga provided feedback on the level of service performance of Wodonga's roads with a ranking of 52 out of 100 for sealed local roads.

Benchmarking
When compared to other regional councils and the broader state average, Wodonga Council's road satisfaction performance of 52 out of 100 ranked higher than the region and state-wide averages which are 46 and 45 respectively.

In terms of capital investment over the next 10 years, this asset class will receive the most funding out of all the asset classes, highlighting the importance of this asset class as well as the council's continued commitment to ensuring community expectations are met.

Linkages to council strategies and plans
Wodonga Council regularly publishes and updates key council documents. The most up-to-date versions of these documents can be found here:
Wodonga Council — Plans

Pathways

Asset class information

Table 3: Pathway Asset Information

Replacement cost	$82,572,209
Percentage of total asset base	7 per cent
Projected average yearly growth rate over the next 10-year period	3.92 per cent
Projected average yearly capital investment on asset renewals over the next 10-year period	$1,351,164
Projected average yearly capital investment on asset upgrades over the next 10-year period	$ -
Projected average yearly capital investment on new asset over the next 10-year period	$278,200
Projected average yearly operational and maintenance costs over the next 10-year period	$532,369
Total planned condition inspections over the next 10-year period	$70,000

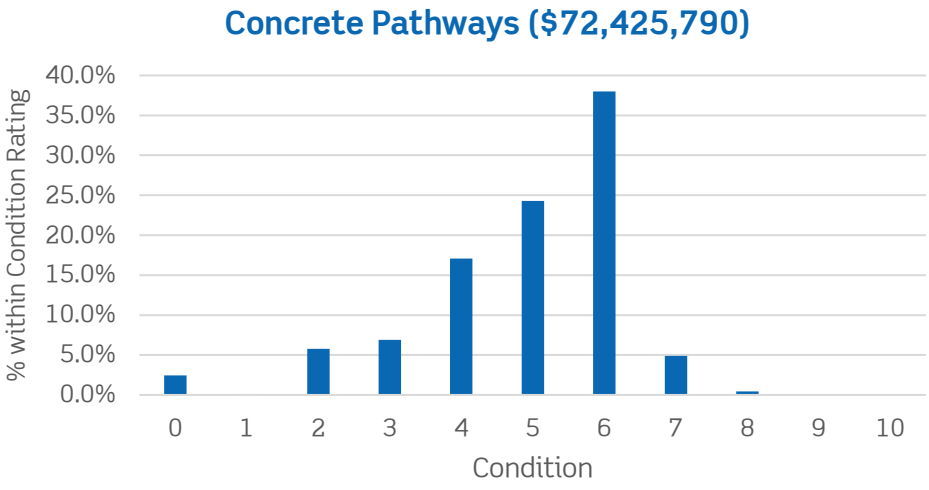
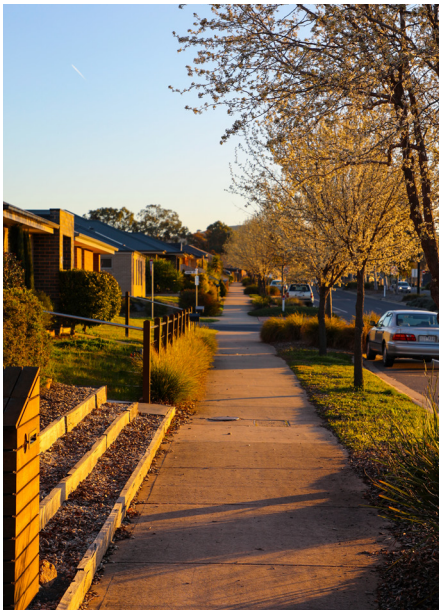


Figure 17: Concrete Pathway Condition by Percentage of Asset Base







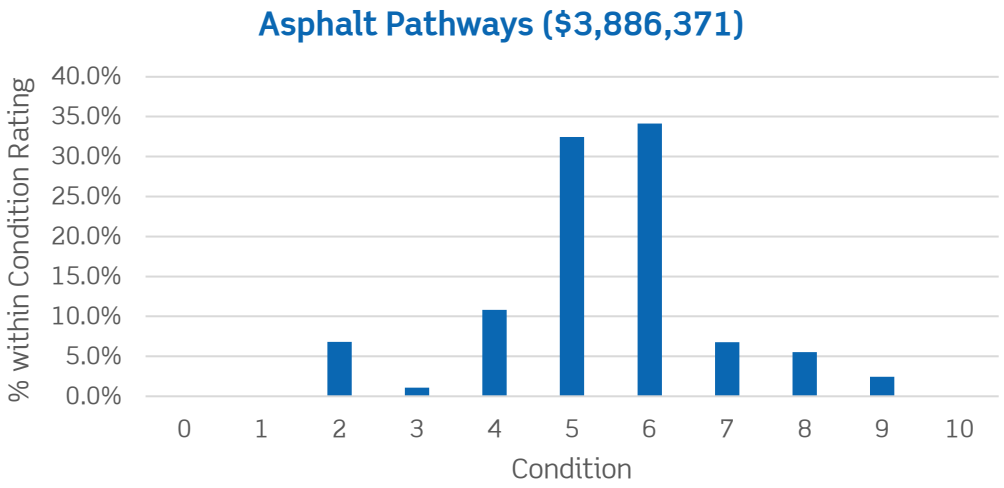


Figure 18: Asphalt Pathway Condition by Percentage of Asset Base

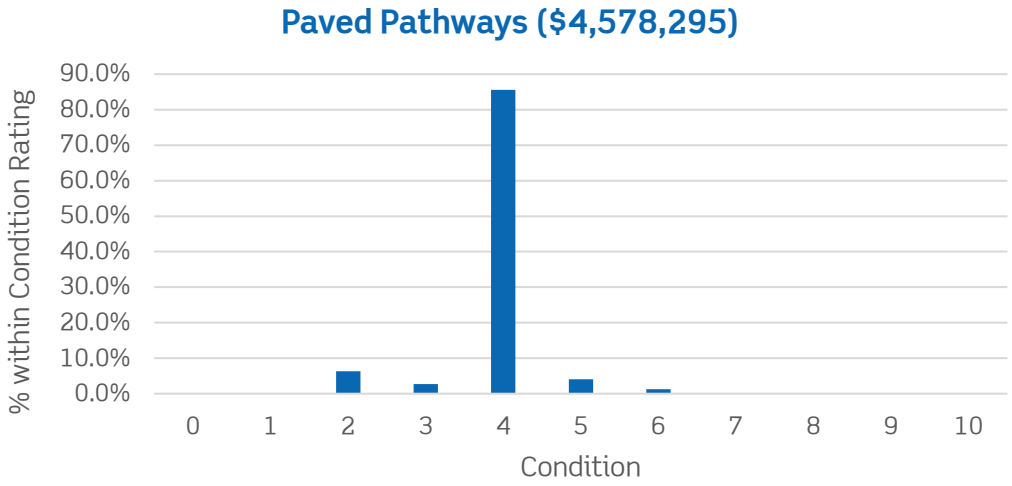


Figure 19: Paved Pathway Condition by Percentage of Asset Base

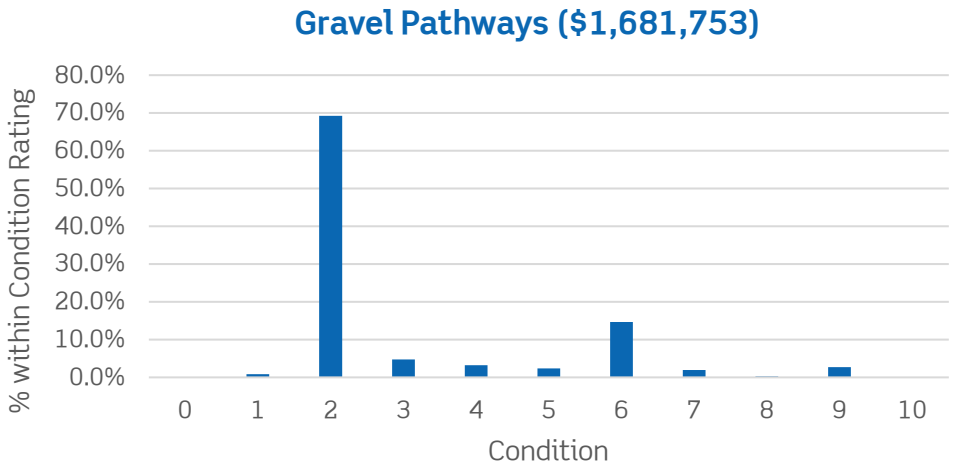


Figure 20: Gravel Pathway Condition by Percentage of Asset Base

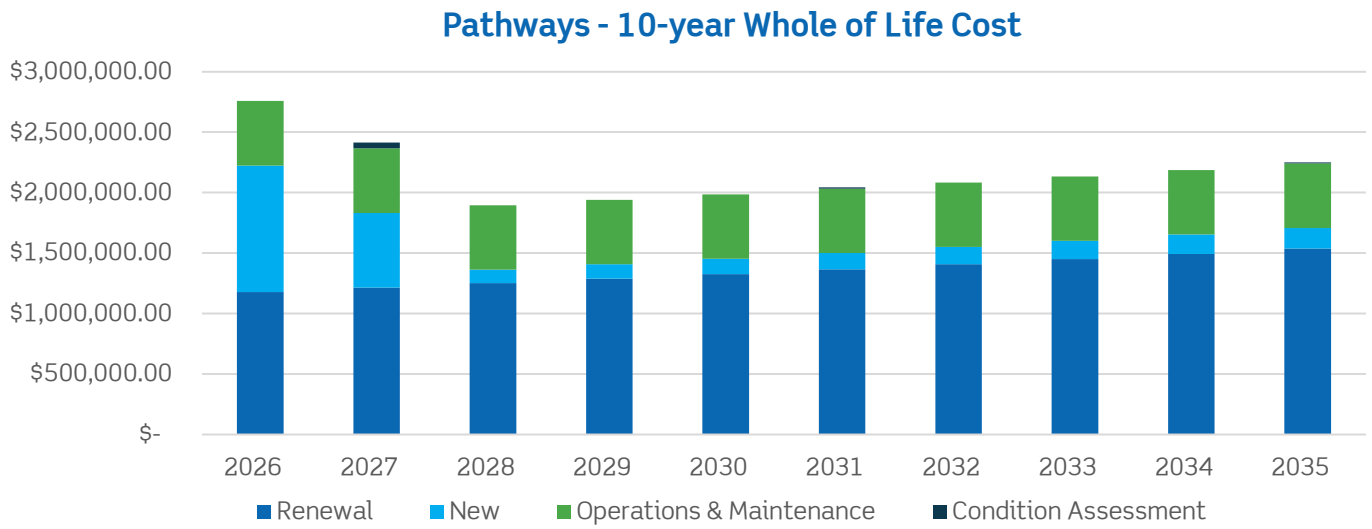


Figure 21: 10-year Whole of Life Asset Costs for Pathways

Table 4: Pathway Asset Component expected life and life-cycle activity examples.

Pathway Asset Types	Expected life	Example of a new asset	Example of operations /maintenance on the asset	Example of a renewal of the asset
Concrete/ Paved Paths	80 years	Constructing new footpaths along a residential street	Sweeping to remove debris, cleaning and repairing minor cracks	Replacing damaged or lifted sections of concrete path at end of life
Asphalt Paths	20 to 40 years	Constructing a new asphalt shared path for cyclists and pedestrians	Sweeping, edge vegetation control and patching potholes	Applying a new asphalt overlay or resurfacing to restore a smooth surface
Gravel Paths	30 years	Constructing a new gravel path in a park or reserve	Grading and topping up gravel, clearing drains for proper runoff	Adding and compacting new gravel to restore path surface and function

Note: The expected useful life is a figure used for long-term planning purposes. The actual asset lifespans are dependant and construction techniques, use and environmental conditions. The expected and actual life of an asset can differ.

Challenges and opportunities

Pathways are critical community infrastructure that provide safe and accessible connections across the city.

Pathway Importance The residents of Wodonga acknowledge the importance of this asset class and in the *2025 Local Government Community Satisfaction Survey*, Wodonga residents ranked the condition of local streets & footpaths as "Extremely Important" to "Very Important" with an importance ranking of 82 out of 100 for sealed local roads.

Pathway Performance Residents of Wodonga also provided feedback on the level of service performance of Wodonga Council's local streets and footpaths, with a ranking of 56 out of 100.

Benchmarking When compared to other regional councils and the broader state average, Wodonga Council's local streets and footpaths satisfaction performance of 56 out of 100 ranked higher than the region and state-wide averages which are 53 and 52 respectively.

Wodonga Council is investing to address the drop in satisfaction through a combination of new footpath projects as well as a number of planned renewal projects. Maintenance activities are also being prioritised to ensure the footpaths deliver the correct level of services.

Above average rain events have affected numerous pathways in the past with some of these pathways being completely washed away. This continues to be a risk as extreme weather events are becoming more common due to climate change. This does, however, provide the opportunity for council to build infrastructure that is future-proofed against these types of events.

Linkages to council strategies and plans
Wodonga Council regularly publishes and updates key council documents. The most up-to-date versions of these documents can be found here: Wodonga Council — Plans

Buildings

Asset class information







Table 5: Buildings Asset Information

Replacement cost	$197,085,181
Percentage of total asset base	17 per cent
Projected average yearly growth rate over the next 10-year period	4.21 per cent
Projected average yearly capital investment on asset renewals over the next 10-year period	$4,902,100
Projected average yearly capital investment on asset upgrades over the next 10-year period	$486,900
Projected average yearly capital investment on new asset over the next 10-year period	$830,600
Projected average yearly operational and maintenance costs over the next 10-year period	$4,121,113
Total planned condition inspections over the next 10-year period	$190,000

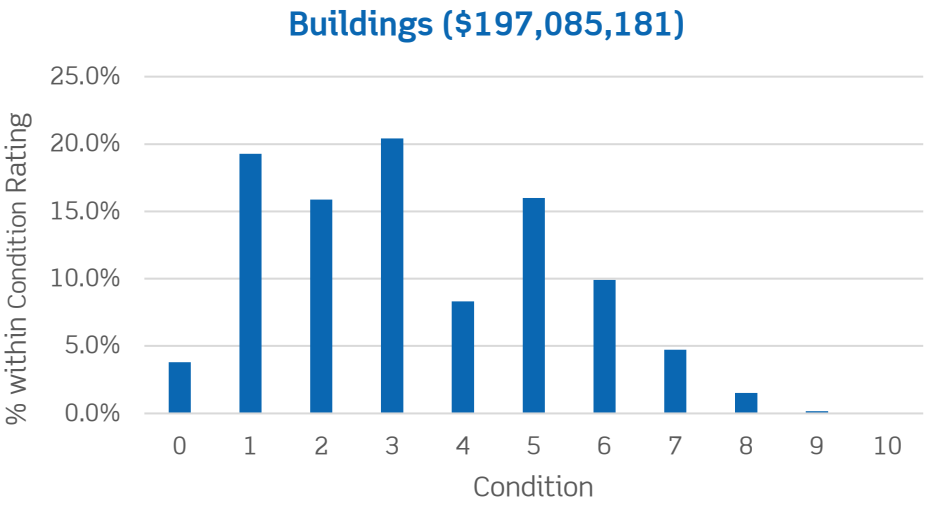


Figure 22: Building Condition by Percentage of Asset Base

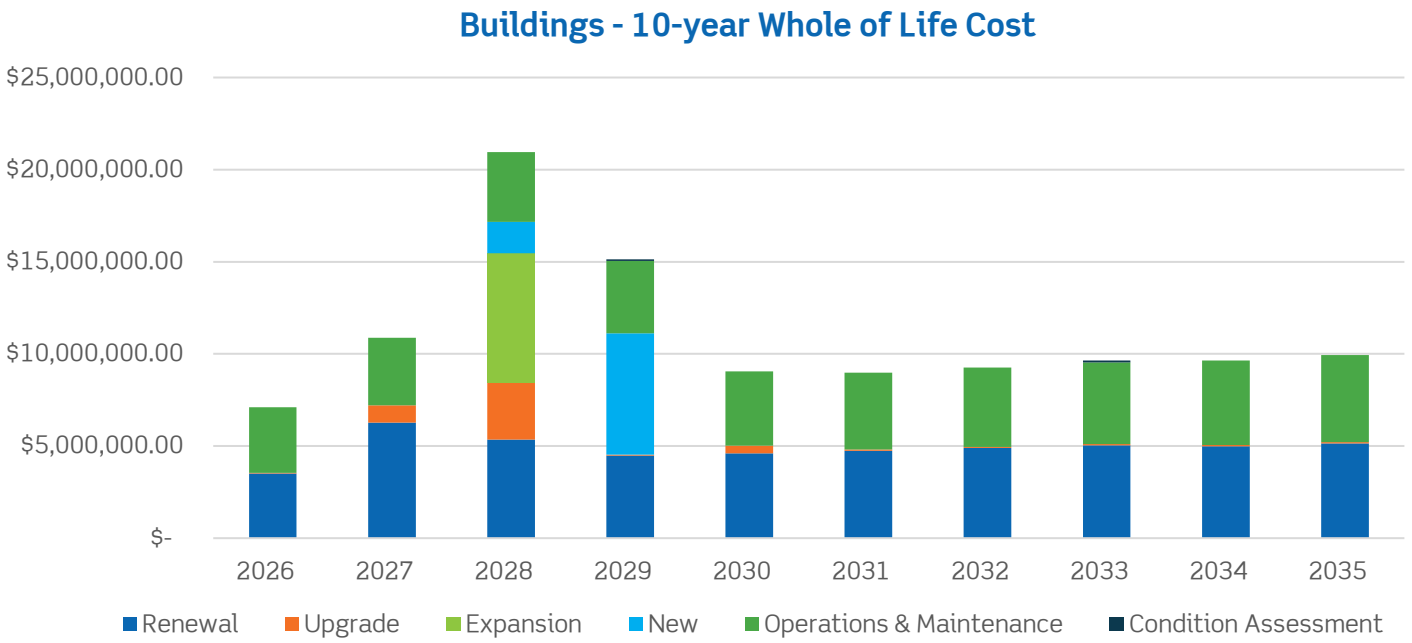


Figure 23: 10-year Whole of Life Asset Costs for Buildings

Table 6: Building Asset Component expected life and life-cycle activity examples

Building Component Types	Expected life	New	Operations/maintenance	Renewal
Long Life Structures	60 to 80 years	Construction of a new, reinforced civic centre	Structural inspections, concrete crack repair and repainting external surfaces	Replacement of deteriorated columns and beams
Roof Structures	40 years	Installation of a new steel roof on a community hall	Gutter cleaning, roof leak repairs and re-sealing of joints	Full roof sheet replacement including insulation
Building Fit Out	25 years	New room partitioning, flooring and internal finishing in a library	Repainting walls, replacing worn carpet tiles and fixing damaged cabinetry	Full refurbishment of internal finishes including new flooring and wall linings
Mechanical Services	25 years	Installation of a new HVAC system in a sports complex	Routine servicing of air-conditioning units, filter replacements and lubrication of fans	Complete replacement of HVAC plant and ducting system

Note: The expected useful life is a figure used for long-term planning purposes. The actual asset lifespans are dependant and construction techniques, use and environmental conditions. The expected and actual life of an asset can differ.

Challenges and opportunities

There is a wide condition spread across the building asset class, with assets ranging from almost new to nearing end-of-life. This range of conditions across the class will make prudent planning vital to ensure there is adequate capital available for when these buildings reach their end.

Other challenges in this class include the impacts of climate change and rising utility costs. Wodonga Council has been active in implementing sustainable solutions at a number of buildings to reduce the operational cost.

Linkages to council strategies and plans
Wodonga Council regularly publishes and updates key council documents. The most up-to-date versions of these documents can be found here: Wodonga Council — Plans



Bridges and Major Culverts

Asset class information

Table 7: Bridges and Major Culvert Asset Information

Replacement cost	$28,576,387
Percentage of total asset base	2 per cent
Projected average yearly growth rate over the next 10-year period	0.65 per cent
Projected average yearly capital investment on asset renewals over the next 10-year period	$830,616
Projected average yearly capital investment on asset upgrades over the next 10-year period	$ -
Projected average yearly capital investment on new asset over the next 10-year period	$17,061
Projected average yearly operational and maintenance costs over the next 10-year period	$492,369
Total planned condition inspections over the next 10-year period	$120,000

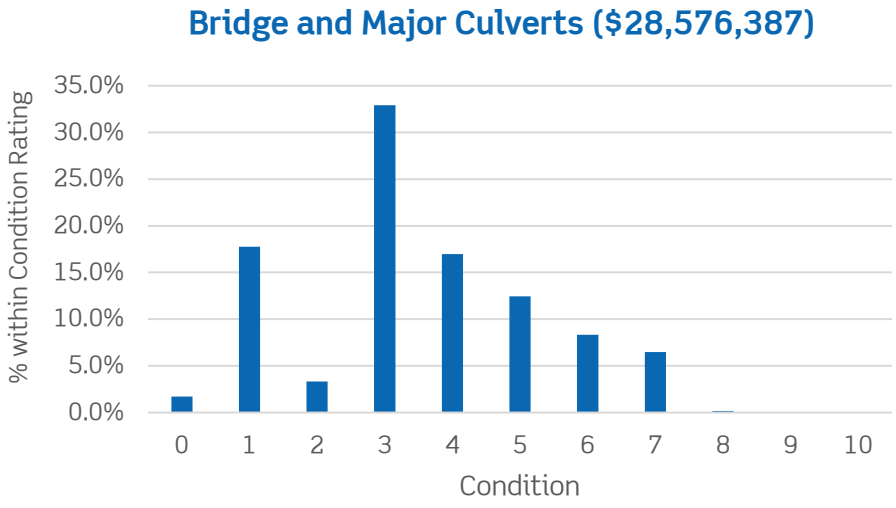
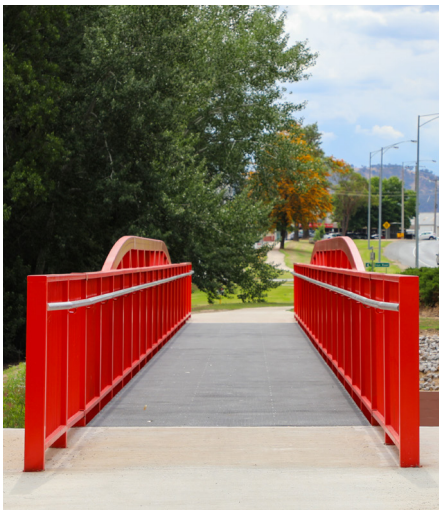


Figure 24: Bridge and Major Culvert Condition by Percentage of Asset Base







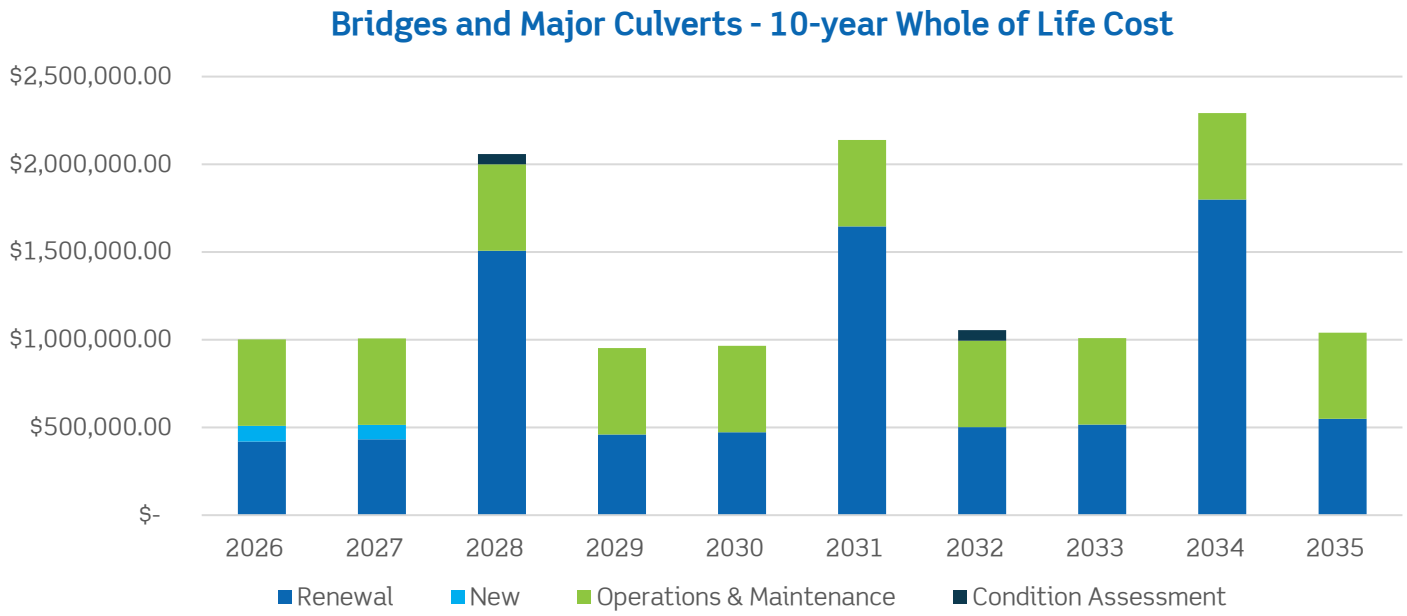


Figure 25: 10-year Whole of Life Asset Costs for Bridges and Major Culverts

Table 8: Bridge Asset Component expected life and life-cycle activity examples

Bridge Types	Expected life	New	Operations/maintenance	Renewal
Long Life Road Bridges	70 to 120 years	Construction of a new reinforced concrete road bridge over a river	Routine inspections, cleaning drainage channels, repainting steel components and tightening bolts	Replacement of bridge deck, major structural strengthening of girders or full resurfacing of carriageway
Short Life Bridges (largely pedestrian)	50 years	Installation of a new timber pedestrian bridge over a creek	Cleaning debris from the deck, replacing damaged timber and applying protective coatings	Replacement of decking and upgrading handrails

Note: Many renewal or upgrade projects have an element of disposal through demolition to replace critically compromised components.

Challenges and opportunities

Wodonga Council's bridges are vital links for vehicles, pedestrians and cyclists, supporting daily travel, emergency access and economic activity. Many are long-lasting structures, but some are ageing and will require more frequent inspection, repair or renewal to remain safe and reliable. Around 70 per cent of the network is classed as highly critical, meaning their closure would cause major disruption. Increased use, heavier vehicles and the impacts of extreme weather and flooding place extra pressure on these assets, while funding must be carefully balanced against other community priorities.

At the same time, these challenges create opportunities to build a stronger, more connected network. By acting early through regular maintenance and using modern monitoring technology, the council can extend bridge lifespans and reduce costly emergency repairs. Upgrades can incorporate wider paths for walking and cycling, stronger and more resilient designs and features that better withstand climate impacts. Partnerships with state and federal governments may also unlock funding for major works, helping Wodonga maintain safe, accessible and sustainable bridge infrastructure for the future.

Linkages to council strategies and plans

Wodonga Council regularly publishes and updates key council documents. The most up-to-date versions of these documents can be found here: Wodonga Council — Plans

Stormwater Drainage Assets

Asset class information

Table 9: Stormwater and Drainage Asset Information

Replacement cost	$217,751,917
Percentage of total asset base	19 per cent
Projected average yearly growth rate over the next 10-year period	13.70 per cent
Projected average yearly capital investment on asset renewals over the next 10-year period	$2,133,671
Projected average yearly capital investment on asset upgrades over the next 10-year period	$135,672
Projected average yearly capital investment on new asset over the next 10-year period	$2,926,009
Projected average yearly operational and maintenance costs over the next 10-year period	$482,369
Total planned condition inspections over the next 10-year period	$300,000

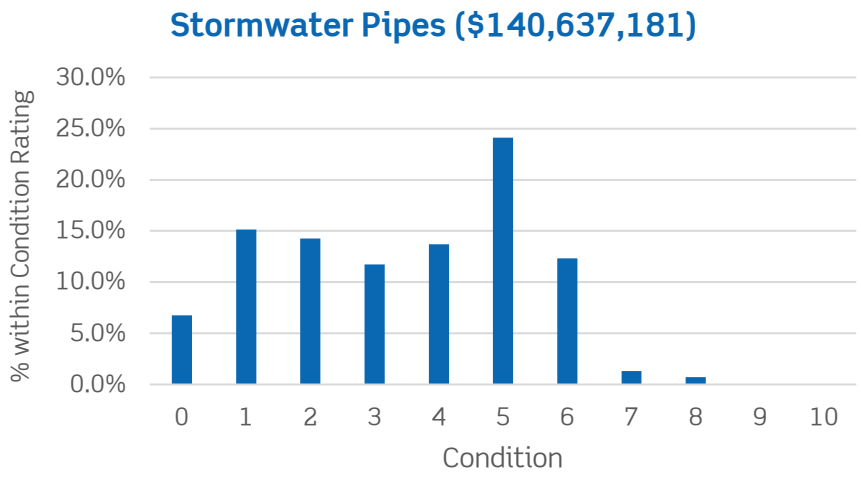


Figure 26: Stormwater Pipes Condition by Percentage of Asset Base







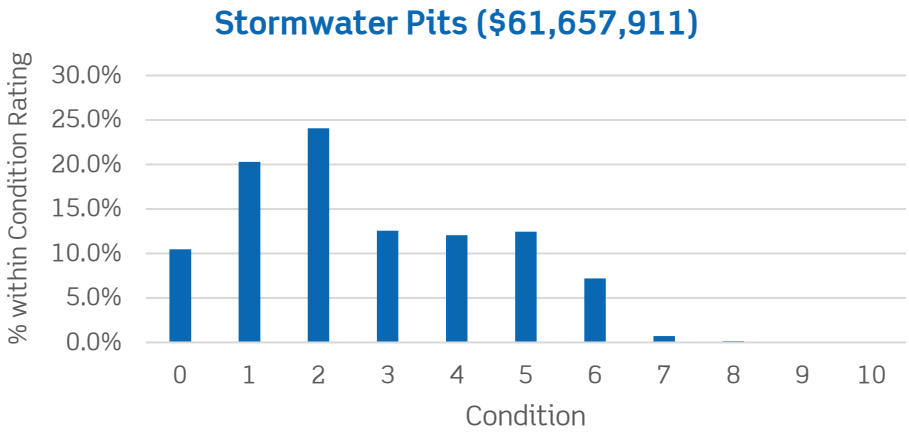


Figure 27: Stormwater Pits Condition by Percentage of Asset Base

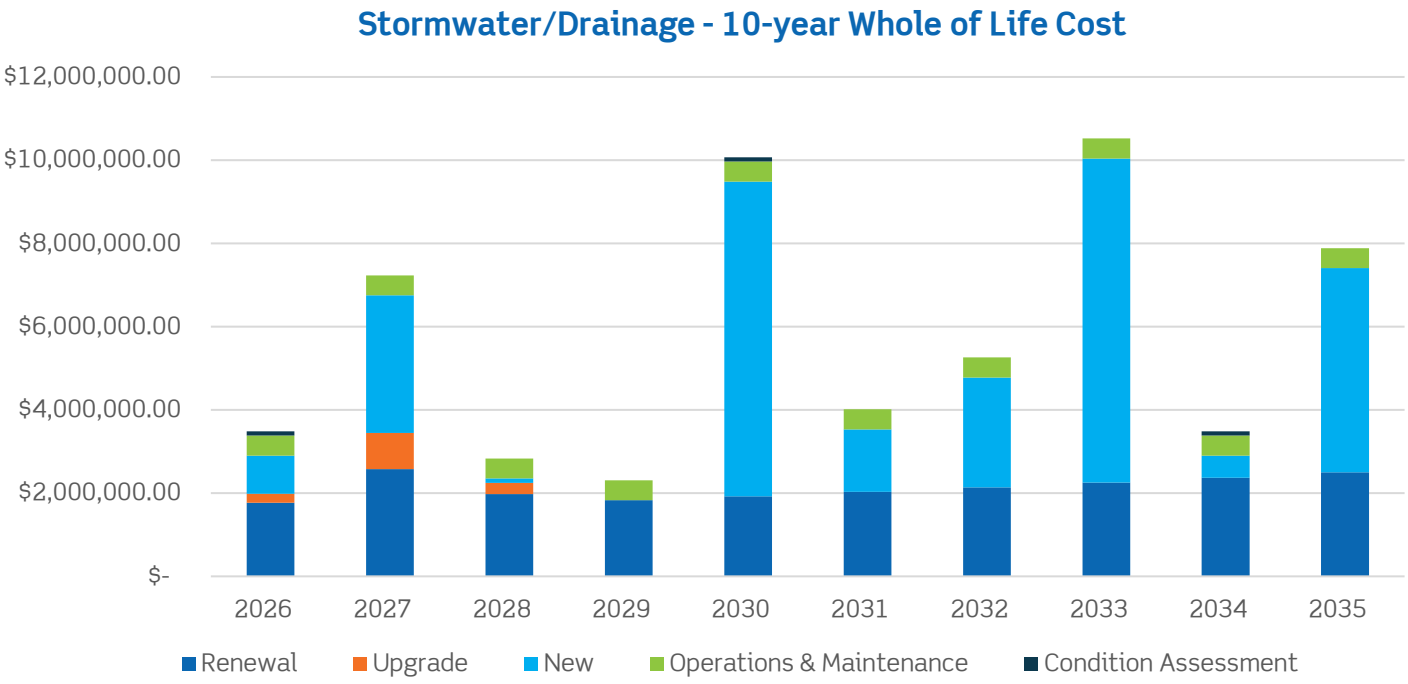


Figure 28: 10-year Whole of Life Asset Costs for Stormwater/Drainage

Note: Council is currently not modelling headwalls or stormwater retention basis as part of the renewal planning process.

Table 10: Stormwater Drainage Asset Component expected life and life-cycle activity examples

Stormwater Drainage component	Expected life	New	Operations/ maintenance	Renewal
Stormwater Pits	100 years	Installation of new precast concrete stormwater pits as part of a subdivision	Clearing debris and sediment and replacing damaged grates	Replacement of pit structure or upgrading the structure to accommodate a larger capacity
Stormwater Pipes	100 years	Installation of new reinforced concrete stormwater pipes for a drainage network	CCTV inspections, clearing blockages and root cutting	Pipe relining or replacement of a failed pipe section
Stormwater Retention Basins	100 years	Construction of a new wetland or basin to manage stormwater runoff	Mowing embankments, removing sediment build-up and controlling weeds	Rebuilding a basin embankment, desilting and replacing outlet structures

Note: The expected useful life is a figure used for long-term planning purposes. The actual asset lifespans are dependant and construction techniques, use and environmental conditions. The expected and actual life of an asset can differ.

Challenges and opportunities

Wodonga's stormwater network plays a vital role in protecting our community from flooding, erosion and pollution. As the city grows, the system must handle more runoff from new developments and changing weather patterns. While most assets are in good condition, some in older parts of the city, such as the CBD, are ageing and deteriorating faster than available funding can keep pace. Heavy rain events, climate change and urban growth put extra pressure on the system, making it essential to plan ahead to avoid costly failures.

These challenges also present opportunities to create a stronger, more sustainable stormwater network. The council is investing in proactive maintenance through CCTV and upgrades, using water sensitive urban designs and sustainable materials to manage asset life. Nature-based solutions, such as wetlands and green infrastructure, are being upgraded to help filter water, improve biodiversity and make public spaces more attractive.

By planning stormwater projects alongside parks, paths and urban greening initiatives, Wodonga is creating healthier, more liveable neighbourhoods while ensuring the drainage network is ready for the future. Wodonga Council is planning to invest significantly into this asset class to improve the city's resilience during wet weather. This investment drive aims to meet the additional requirements that climate change will place on stormwater and drainage assets.

Linkages to council strategies and plans
Wodonga Council regularly publishes and updates key council documents. The most up-to-date versions of these documents can be found here:
Wodonga Council — Plans

Park and Public Space Assets (Parks, Open Space, Recreation, Playgrounds)

Asset class information

Table 11: Park and Public Space Asset Information

Replacement cost	$53,110,966
Percentage of total asset base	4 per cent
Projected average yearly growth rate over the next 10-year period	9.51 cent
Projected average yearly capital investment on asset renewals over the next 10-year period	$2,164,446
Projected average yearly capital investment on asset upgrades over the next 10-year period	$14,000
Projected average yearly capital investment on new asset over the next 10-year period	$370,300
Projected average yearly operational and maintenance costs over the next 10-year period	$8,953,377
Total planned condition inspections over the next 10-year period	$100,000

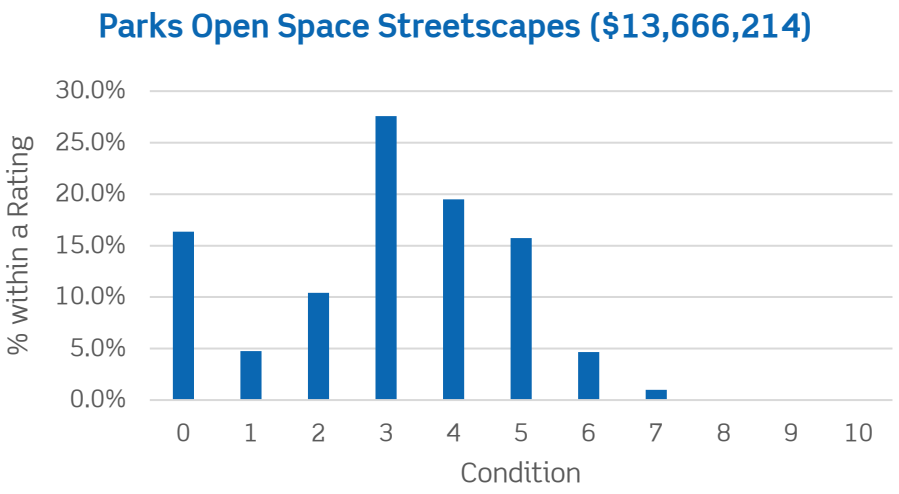


Figure 29: Park Open Space Streetscapes Condition by Percentage of Asset Base







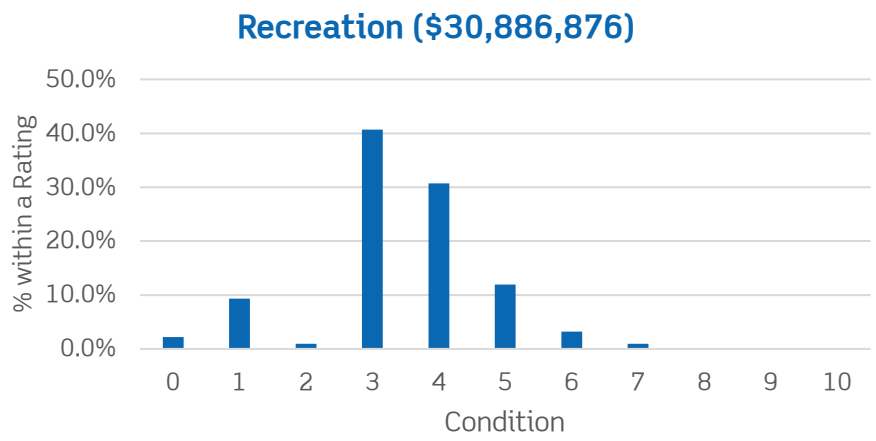


Figure 30: Recreation Asset Condition by Percentage of Asset Base

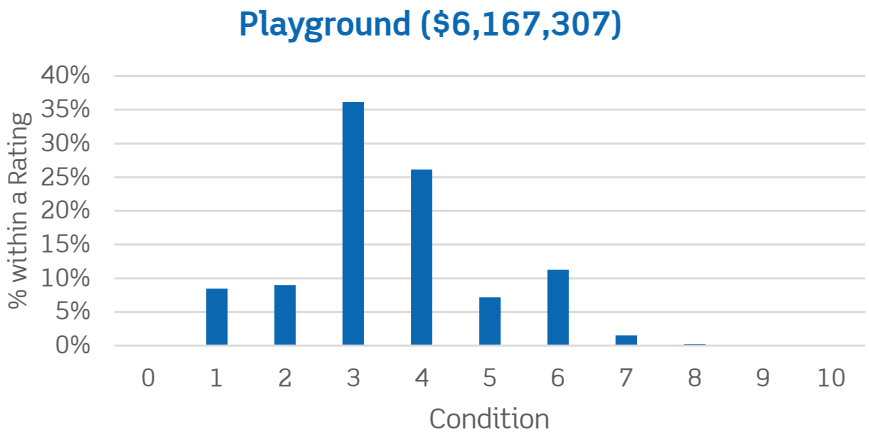


Figure 31: Playground Asset Condition by Percentage of Asset Base

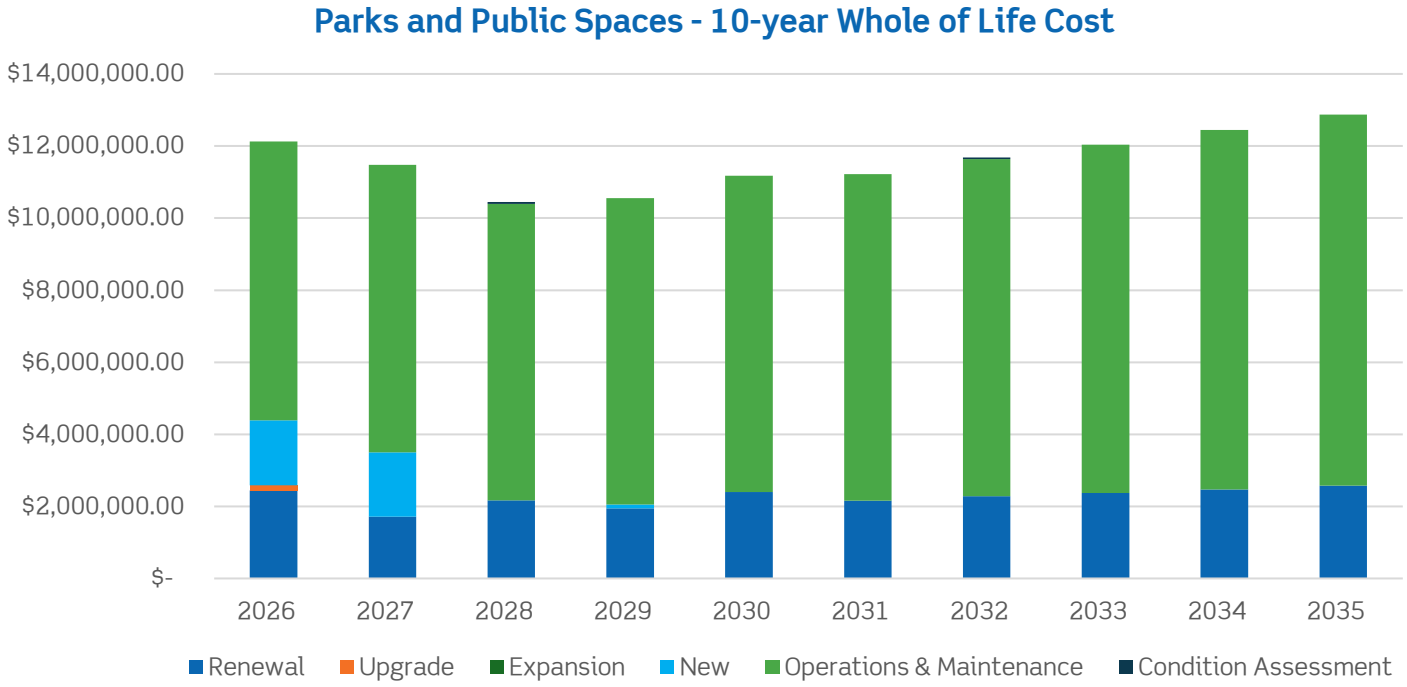


Figure 32: 10-year Whole of Life Asset Costs for Parks and Public Spaces assets.

Table 12: Parks and Public Spaces Assets Component expected life and life-cycle activity examples

Park and Public Space Asset Type	Expected life	New	Operations/maintenance	Renewal
Park Assets	20 years	Creation of a new public space in a suburb	Cleaning and repairing the park. This includes fixing irrigation leaks	Replacing worn or damaged equipment
Recreation Assets	40 years	Construction of a new skatepark	Cleaning and repairing the surface. This includes crack filling and repainting	Resurfacing the skate ramps and replacing equipment
Playground Assets	20 years	Installation of a new playground with swings, slides and climbing frame	Regular safety inspections, cleaning equipment and tightening bolts	Replacement of old and non-compliant equipment and soft-fall surfaces

Challenges and opportunities

The Park and Public space asset class is the most diverse class and covers assets ranging from public parks, bus shelters, barbecue areas, recreational assets, such as sports fields and courts and BMX tracks, and playground assets such as swings and slides.

The wide variety of assets in this class and the fact that residents regularly make use of these assets make maintenance extremely important.

Linkages to council strategies and plans
Wodonga Council regularly publishes and updates key council documents. The most up-to-date versions of these documents can be found here: Wodonga Council — Plans

Monitoring this plan

As per Section 92 of the Act councils need to adopt an Asset Plan by October 31 following each election. This plan will therefore, at a minimum, be updated every four years to meet this requirement.

Case studies

Baranduda Fields Sporting Complex – Stage one

Stage one of the Baranduda Fields Sporting Complex represents a significant investment in Wodonga's southern growth corridor, delivering high-quality sport and recreation infrastructure to meet long-term community needs. Purchased in 2012, the precinct aligns with Wodonga Council's strategic objectives to provide inclusive, sustainable facilities that support population growth, community wellbeing and regional sporting excellence. Officially opened in August 2024 following construction from July 2020 to June 2024, the $24 million project was jointly funded by $10 million from the Community Development Grants Programme and $14 million from the council.

Key infrastructure:

- Three turf playing fields (football/soccer, AFL, cricket) with full lighting, irrigation and fencing
- Two hardcourt netball/multipurpose surfaces
- Male and female changerooms, umpire facilities and public amenities
- Canteen/kitchen, pavilions and function spaces
- Civil works, landscaping and supporting infrastructure



Community impact:

- Addresses critical sporting infrastructure gaps in Wodonga, particularly for soccer, AFL, netball and cricket
- Increases participation and training capacity for local clubs and schools
- Enables hosting of regional sporting events, enhancing the city's profile and economic activity
- Improves social amenity, accessibility and community cohesion
- Current license holders include:
  - Murray United Football Club
  - Cricket Albury Wodonga
  - AFL North East Border
  - Baranduda Auskick

Challenges encountered:

- COVID-19 disruptions impacting contractor and consultant access, material availability and timelines
- Discovery of Slone's froglets requiring redesign and environmental assessments
- Post-COVID construction inflation leading to a $4 million budget increase (funded by the council)
- Removal of the recycled water treatment plant from scope due to viability concerns
- Opportunities going forward:
  - Attraction of regional and state-level sporting events, boosting sports tourism and local business activity
  - Expansion of women's and junior programs, supporting equitable access to facilities
  - Increased school and community group use, encouraging active lifestyles
  - Potential for future upgrades, including further field development to enhance sustainability and capacity

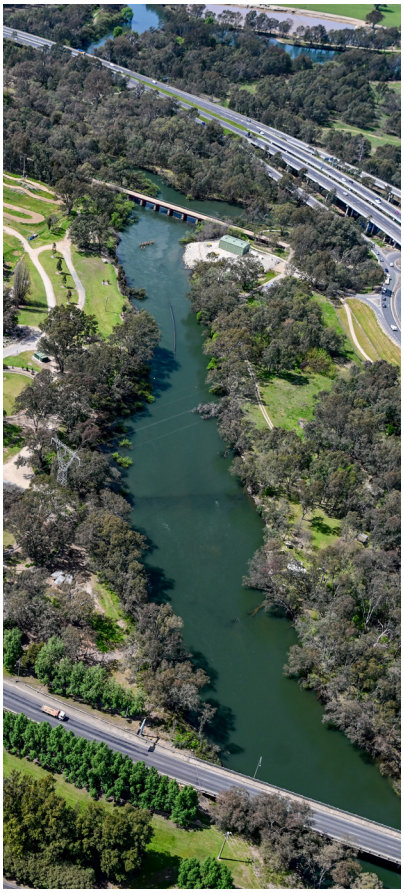
Wodonga Creek Waterway Activation Project

The Wodonga Creek Waterway Activation Project, that is currently in detailed design phase, is a transformative initiative under the Albury Wodonga Regional Deal (AWRD), the first cross-border regional partnership of its kind in Australia. The project aims to enhance Wodonga Creek's recreational and tourism potential by linking the Wodonga CBD, Belvoir Park and Gateway Island through to Albury's Murray River Experience via the city's integrated pathways network. This connection will improve public access to the creek, activate key community spaces, and grow the region's tourism market.

This project is jointly funded by the Federal Government and Wodonga Council. Construction is scheduled to start in the 2026 - 2027 financial year and finish by June 2027.

Key infrastructure:

- Fishing platforms and designated seating/viewing areas
- Water access points for swimming and paddling
- Picnic tables, toilets, and barbecue facilities
- Play areas for families
- Formalised access and parking
- Pathways, wayfinding signage, interpretive signage, and public art



Community benefits:

- Revitalises Gateway Island as a cultural and recreational hub, celebrating Indigenous and non-Indigenous heritage
- Encourages active lifestyles through walking, cycling, and water-based recreation
- Supports local tourism by attracting travellers off the Hume Freeway
- Creates new opportunities for community events and family gatherings
- Strengthens cross-border connectivity and regional identity

Challenges encountered:

- Navigating detailed design to balance recreational use, ecological protection, and cultural heritage values
- Managing potential environmental impacts during construction, particularly within sensitive waterways
- Coordinating cross-border approvals and stakeholder engagement across multiple jurisdictions
- Aligning project timelines with broader regional development programs under the AWRD

Opportunities going forward:

- Activation of underutilised creek frontage, creating a vibrant public realm and community destination
- Expansion of Wodonga's integrated pathway network to increase accessibility and connectivity
- Incorporation of public art and interpretive elements to enhance cultural storytelling and place-making
- Leveraging the project to drive year-round tourism and economic activity for local businesses

Brockley Street Bridge Replacement

The Brockley Street Bridge Replacement was a critical infrastructure renewal project aimed at improving safety, compliance and long-term serviceability. Following a Level Three inspection, the Brockley Street Bridge was deemed to have reached end-of-life, prompting the council action to ensure public safety and alignment with modern design standards. The project saw the replacement of the existing structure over House Creek, addressing associated drainage and road works and enhancing connectivity for both vehicles and pedestrians.

80 per cent of this project was funded by the Australian Government's Bridges Renewal Programme with Wodonga Council funding the remainder of the project. This project was completed in August 2025.

Key infrastructure:

- Full replacement of the bridge over House Creek
- Realignment of stormwater drainage to avoid clashes with new abutments
- Inclusion of pedestrian paths on both sides of the bridge
- Upgrades to road approaches, guardrails, and utility installations



Community benefits:

- Significantly improves pedestrian safety and accessibility, particularly for school children, cyclists, and mobility-impaired users
- Ensures compliance with modern load limits and construction standards
- Provides shared paths on both sides of the bridge to enhance pedestrian facilities
- Strengthens connectivity between residential areas and key community facilities
- Delivers a safer, more reliable route for emergency services and local traffic

Challenges encountered:

- Minimising traffic disruption and maintaining access for residents, businesses, and emergency services during construction
- Managing works within a constrained site adjacent to sensitive waterways
- Coordinating timing with other local infrastructure projects to avoid network congestion
- Addressing potential cost pressures from material price fluctuations and contractor availability

Opportunities going forward:

- Incorporation of improved pedestrian and cycling infrastructure as part of a long-term active transport network
- Upgrading associated utilities and drainage systems to reduce future maintenance needs
- Enhancing the bridge's aesthetic design to contribute positively to the streetscape
- Leveraging the project to promote active travel and reduce car dependency in the local area

CITY OF WODONGA VIC