4.0 DELIVERING THE PLAN

Delivering the Urban Growth Plan will involve a number of parties including:

• the Council - with its direct investment in infrastructure and facilities in the Long-term Plan, its regulatory role (eg administering the District Plan), and policy role (eg Climate Change Action Plan)
• central government - with its funding of transport projects and social housing upgrades, and legislation (eg changes to the Resource Management Act)
• other infrastructure and service providers
• developers and investors
• community and non-government organisations.

A separate implementation plan details the Council’s actions and investments to deliver the Urban Growth Plan. It identifies high priority investments over the next one to three and four to 10 years, which are the terms of the Long-term Plan. It also identifies, in less detail, investment beyond the 10-year horizon of the Long-term Plan.

Under construction: Building is happening throughout Wellington.
To achieve some of the projects and outcomes identified in the plan, the Council may need to be more proactive in the development sector. For example, the Council could invest in identified growth areas (e.g., in the central city, around suburban centres and along key transport corridors) to help attract private investment and development. In such places, we will explore more active approaches, which could include purchasing and assembling land parcels, partnerships with public or private sector parties, and the development of demonstration projects.

**Investment requirements**

Realising the plan’s vision and providing for the city’s future growth and development will require significant ongoing investment, particularly in infrastructure.

One of the most significant investment mechanisms we have is to manage demand rather than simply assume the need for new investment across the board. Compact cities are inherently more efficient than sprawling ones, and intensification in existing urban areas further reduces the need for additional infrastructure.

The plan therefore seeks to build on our investment to date by directing new residential and employment development towards parts of the city where there is sufficient infrastructure already in place, or where we are planning infrastructure renewal or upgrades.

Details of the Council’s investment to support the Urban Growth Plan are contained in the Implementation Plan, and will be consulted on and adopted through the Long-term Plan process.

**Implementation approach**

The following outlines our approach for delivering the outcomes and actions of the plan.

1. **Aligning the Council’s internal operations**

   Wellington City Council is a significant organisation that owns and maintains assets worth more than $6 billion. Achieving the outcomes of this plan will require alignment of our assets planning, maintenance and renewals; management of our land uses, open space, recreation and community facilities; policy-making; and regulatory activities.

2. **Securing central government investment**

   Central government is a key partner in the delivery of the plan. The plan identifies priority projects and infrastructure investment that involve joint funding by central government and the Council. This will help us and central government maximise the outcomes of our investment in the city.
3. Developing a sustainable financial strategy
We will use this plan to help prioritise our investment in line with our projected growth. The plan will be critical in the development of our financial and investment strategies - for example, the Strategic Asset Management Framework, Long-term Plan and Financial Strategy. These strategies will detail our activities and investment to support growth and development, and will also identify partner contributions.

4. Building long-term partnerships
The Council will not be able to deliver this plan on its own. We’ll need to work with others to encourage and guide investment, and to remove barriers to the delivery of projects. This includes partnering with the private sector, government agencies, tertiary education institutions, Māori stakeholders and investors, other Wellington councils and the wider community, to deliver projects.

We will also need to communicate and advocate for the plan’s vision so others have clarity about Council investment and phasing, and have confidence to invest in the plan’s vision and city development projects.

5. Matching implementation tools with the outcomes sought
Achieving the plan’s goals and outcomes will require the use of a range of different implementation tools and funding mechanisms. Some actions will be led by the private sector, while others will require Council leadership and/or joint action and investment. Some projects may require the formation of multi-stakeholder project groups; planning or financial incentives; design guidance or infrastructure upgrades. We will select the tools appropriate to each situation.