

Agenda: Cambridge Connections Community Reference Group

Time:	5.15pm-6.45pm
Date:	Thursday, 30th October
Venue:	Kaipaki Room, Waipā District Council, Cambridge Office, 23 Wilson Street Cambridge.
Invited:	Katie Mayes, Peter Carr (Co-Chair), Chris Flatt (Co-Chair), Kelly Bouzaid, Ian Wilson, Ngawai Hamblin, David Cooney, Phil Mackay, Sharon Cresswell, Gabby Byrne, Alan Garvin, Andrew Myers, Graham Scott, Kellie Pearson, Peter Pickett
Supporting:	Ingrid Barratt, Rachel Algar, Bryan Hudson, Abby Reddy (minutes)
Apologies:	Poto Davies

Purpose: To provide input into the key transport problems and benefits for Cambridge Connections.

Agenda Item	Timing
Karakia timatanga	
1. Welcome and Admin Most important meeting rule to focus on.	5 min
2. Emerging problem statements - group discussion & whiteboard session - Context & purpose of session – what does a good problem statement look like? <u>Appendix 1: NZTA Introduction to NZTA Problem and Benefit statements</u> - Group exercise – refining key problems (causes and effects) <u>Appendix 2: CRG Brainstorm Outcomes (14 Oct 2025) & Cambridge Connections Mana Whenua Themes</u> <u>Appendix 3 - Stage 1 Engagement: Emerging Community Feedback Themes</u> <u>Appendix 4 - Stage 1 Engagement: Comparison of Emerging Themes from mana whenua, CRG and public engagement</u>	60 min
3. Reflections from a Transport Perspective	10 min

4. General Business and Next Steps • Date for workshop with Elected Members • Update about other key steps for project team	15 min
Karakia whakamutunga	

Appendices

1. [NZTA Introduction to NZTA Problem and Benefit statements](#)
2. [CRG Brainstorm Outcomes \(14 Oct 2025\) & Cambridge Connections Mana Whenua Themes](#)
3. [Stage 1 Engagement: Emerging Community Feedback Themes](#)
4. [Stage 1 Engagement: Comparison of Emerging Themes from Mana Whenua, CRG and Public Engagement](#)



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Business case overview & introduction to problems & benefits

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Cambridge Connections & NZTA Business case approach

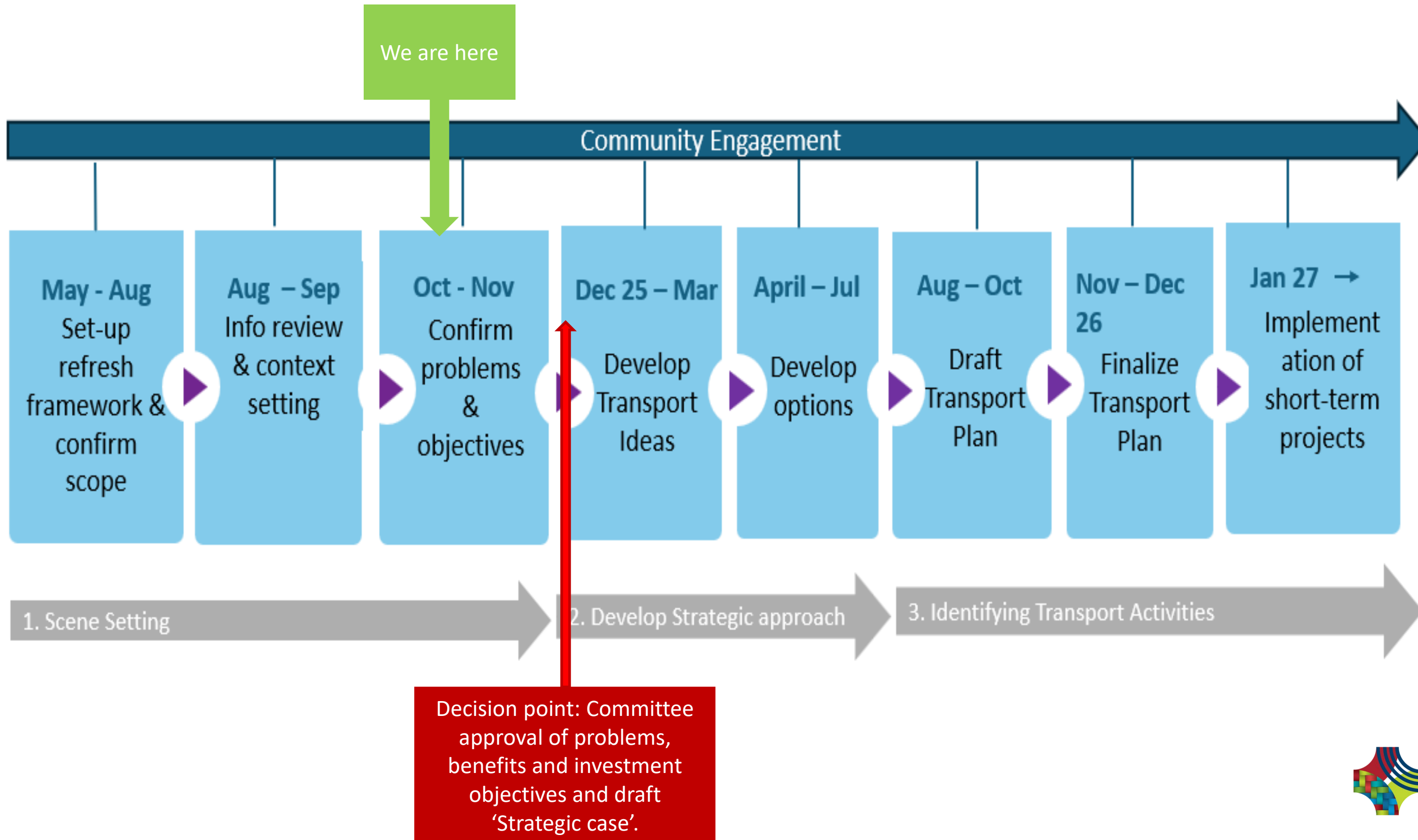
- Cambridge Connections Transport Plan aligns with Waka Kotahi NZTA business case approach. Key benefits:
 - Prerequisite for accessing national land transport funding.
 - Strategic planning identifying activities (short, medium and long-term).
 - Stakeholder engagement through each stage to reflect community needs & aspirations.
 - Integration with other plans (e.g. Ahu Ake Community Spatial Plan, Town Concept Plan)
 - Decision-making framework for transparency and investment priorities.

Business case principles

- Investing for benefits
- Clarity of intent
- Fit-for-purpose effort
- Gathering information through informed discussions
- Building the case for investment progressively



Project steps to define the plan



Defining the problems

Investments are made as a considered reaction to an identified problem.

This first step is to define the key problems and validate that the problem is real

Problem Statements:

- Generally couched in negative terms
- Made up of two parts, cause and effect
- Need to convey a sense of the level and significance of investment so that appropriate action is taken
- Be compelling and something we care about

Defining the Benefits

What benefits will be delivered by addressing the problem?

Benefits define the value that the investment will provide to people, the community, organization or customers over the life cycle of the investment.

This step identifies:

- Benefits to the community, enterprise or organization as a result of this investment
- The KPIs, measures, targets and timelines that the investment will need to deliver
- How the delivery of the benefits will be measured and reported

Examples from other business cases:

Queenstown Public Transport Business Case

Problems:

- 1: The current public transport system does not meet the needs of residents, workers, and visitors, resulting in low patronage and high reliance on private vehicles.
- 2: Traffic congestion and parking pressures are increasing, especially during peak tourist seasons, impacting accessibility and liveability.
- 3: Transport options are not well integrated, limiting the ability to shift modes and reducing overall system efficiency.

Benefits:

- 1: Improved accessibility and mobility for residents, workers, and visitors.
- 2: Reduced congestion and improved travel time reliability.
- 3: Enhanced environmental outcomes through mode shift to public and active transport.

Richmond Transport Programme Business Case

Problems

- Increasing traffic volumes as a result of growth creates severance and rat running, leading to reduced place value and increased safety risk.
- Traffic congestion through Richmond causes delays to people and goods reducing travel time reliability and access to economic opportunities.
- Reliance on private cars for short journeys as a result of car-orientated development results in low utilisation of public and active transport modes and conflict between modes.

Benefits

- Monetised: Crash cost savings(DSIs), carbon emissions, travel time & vehicle operating costs, walking & cycling health benefits, public transport benefits (new & improved services).
- Non monetised: personal & collective risks, safety perception, no. of cyclists using the footpath rather than the road, prop of pop living within travel threshold, mode shift, spatial coverage of cycleways.

Additional Waitemata Harbour Connections Business Case

Problems:

- Increasing difficulties serving the growing travel demand along the corridor is worsening travel choice & reducing connectivity between people & places.
- Inefficiencies & unreliability in the movement of goods & services will drive up costs & delays & impede access to markets & customers.
- Reliance on a constrained & vulnerable Harbour Bridge & corridor risks the provision of resilient & reliable transport & utilities services.

Benefits:

- High quality growth and urban amenity
- Improved travel choices
- More productive and reliable transport system and utilities

Cambridge Connections (earlier work)

Problems	Benefits
Problem 1: A car dependent transport system, exacerbated by growth results in increasing congestion and poor transport choices.	1. Improved accessibility by active modes and public transport. 2. Reduced greenhouse gas emissions. 3. Improved amenity in the town centre.
Problem 2: Over-reliance on key connections to perform multiple functions results in conflicts, reduced amenity, and poor system resilience.	1. Improved amenity in the town centre (as above noting both problem statements have linkages to improved amenity). 2. Improved safety and perception of safety for active modes. 3. Improved system resilience.

Cambridge Connections: outcomes for Mana Whenua



In addition to the problems and benefits identified and agreed at the ILM workshop in November 2022 (refer separate slide pack), consultation with Mana Whenua in 2023* identified the following outcomes as being important:

“Outcomes sought to assist in avoiding impacts on cultural values include the following identified through consultation with Mana Whenua in 2023:

- The transport system is developed in a manner that provides for population growth without compromising sites and features of significance to Mana Whenua, and the productive capacity of our soils, and life supporting capacity of our environment.
- The following are accessible to Mana Whenua:
 - Health care services
 - Sport, recreation, and leisure destinations (Gyms, sports fields, parks)
 - Education services (including kohanga reo)
 - Routes that lead from the town to marae (Ngaa Hau e Wha, Waimakariri, Maungatautari, and Pohara)
- The meaning of Amenity for Cambridge Connections and the wider Cambridge Transport System includes the following aspects to give effect to Mana Whenua input:
 - o Maaori design principles
 - o Protection, and where appropriate promotion of sites of significance to Mana Whenua
 - o Street light design that is considerate of light pollution
- Site selection for a new river crossing is planned in partnership with Mana Whenua and is considerate of impacts to Taiao, the cultural landscape and the cumulative impact growth and development in the district is having on Mana Whenua values in general.”
- *‘Ngaati Koroki Kahukura and Ngaati Hauaa High-Level Engagment Document for Waipā District Council’s Cambridge Connections Programme Business Case’, September 2023, Iron Sand Consulting Limited (refer Resources section of website for report)*

Cambridge Connections: outcomes for Mana Whenua (cont.)

Additional matters identified by Mana Whenua as part of the project reset include:

- a. Social and partnership opportunities relating to infrastructure, eg. the upcoming vote on Māori wards, the creation of the waters CCO, acknowledging the centrality of the Kingitanga and Tumuakitanga , RMA partnership to uphold the principles of Te Tiriti, recognising Treaty settlements and tikanga, Te Ture Whaimana.
- b. Futureproofing the growth of Cambridge and surrounds so appropriate infrastructure can support that growth.
- c. Making sure the plan addresses multi modal transport, bus stops, humps and bumps on roads as safety platforms for walkers, and access throughout Cambridge.
- d. Cultural design, noting the wording in the report should perhaps refer to mana whenua design principles, and its importance in reinforcing identify and whakapapa.
- e. Wayfinding, as connection to place.
- f. Climate resilience and adaptation, including energy and telecoms that are normally built along roads.
- g. Recognising that transport is one of the biggest polluters of our waterways, so a holistic approach is important.
- h. Cultural monitoring along the river, including stormwater, erosion and rubbish in the awa.
- i. Marae connection.

These outcomes need to be incorporated into the way we consider the problems and benefits, as well as later in the project when we develop criteria to assess potential options.

Questions for the Community Reference Group

- What are key transport problems and benefits for Cambridge now and in the future? – 14 October meeting ('Brainstorming session').
- What are the key transport problem and benefits for the Cambridge Connections Transport Plan to address? – 30 October meeting (Defining the priorities from the key themes and feedback).

Further information

Business case approach guidance:

- <https://www.nzta.govt.nz/planning-and-investment/learning-and-resources/business-case-approach-guidance>

Defining problems and benefits:

- <https://www.nzta.govt.nz/planning-and-investment/learning-and-resources/business-case-approach-guidance/the-five-case-model/strategic-case/defining-problems-and-benefits>



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Community Reference Group meeting 14 October 2025 – Brainstorm outcomes (and subsequent input)

A. Question 1: What are the key transport problems? (now and in the future)

Raw Output

1. Congestion & Traffic

- No good route for through traffic – commuters, heavy traffic, school
- Need for safety and efficient movement for drivers, cyclists and pedestrians – improved infrastructure, education and training.
- Congestion and traffic
- Population growth and more vehicles
- Congestion – takes time/noise/emissions – not good for people or the environment
- Peak time congestion (stretching) - same routes and same time
- Roundabouts
- Congestion – School / Peak – white church – slows traffic, higher emissions
- High traffic in main street – affects shops and businesses – bridge to KFC / St Andrews
- Transport flow (lack of certain points areas) – created by recent developments within the town e.g. Traffic lights by Cambridge Middle School
- “Economic prosperity” = more heavy vehicles in town = congestion = not good for business retailers in town centre or for freight operators
- Over reliance on private vehicles and for short trips, online shopping – multiple deliveries vs one trip to shops

2. Accessibility

- Hamilton + Port of Tauranga destination traffic through town centre + Leamington side
- Motorway access feels limited / limiting
- Key access over river restricting community

3. Public Transport/School Buses

- No adequate bus routes – only covers small part of town
- Lack of affordable public transport services that service all Cambridge and Cambridge to Te Awamutu
- Expensive and intermittent public transport
- Waikato Regional Council – poor communication regarding Bee Cards & accessibility concession cards
- Increased school bus services
- School buses, Cambridge Middle School boundaries are small – 3.6 kms

Summary – themes emerging

1. Traffic congestion and balancing access and flow

- Alternative routes for through traffic, resulting in commuter vehicles, heavy transport, and school-related traffic travelling through town.
- Congestion on main routes (during peak and school times) at key intersections/roundabouts/river crossings leading to delays and noise and transport emissions/main street bottlenecks (e.g. bridge to KFC/St Andrews) and negative impact on local businesses.

2. Freight & Economic Pressures

- Increased heavy vehicles/freight/commercial movements accessing through Leamington and town - impacts on town centre accessibility and freight operations.

3. Regional/Local Connectivity/Accessibility

- Access to the Waikato Expressway limited.
- Constrained river crossings (e.g. Victoria Bridge) reducing accessibility between Leamington and Cambridge.

4. Car-dependency and limited other transport choices

- Over-reliance on private vehicles.
- Limited public transport services, affordability and accessibility, school bus services are insufficient, with restrictive boundaries, disconnected cycleways, Lack of incentives to encourage alternative transport modes.
- Road user driving culture/safety of users on shared paths.

5. Parking Pressures

- Limited parking options in key areas.

6. Most schooling/amenities and services on north side of the river

- Leamington and “south side” neighbourhoods need to cross the river to access middle school/high school, most work and key services/amenities are on north side of the river.

7. Affordability

- Growth and Infrastructure affordability.

Community Reference Group meeting 14 October 2025 – Brainstorm outcomes (and subsequent input)

A. Question 1: What are the key transport problems? (now and in the future)

Raw Output

Summary – themes emerging

4. Parking

- Lack of parking options
- Parking limited – bad for business
- Parking – need incentive for alternatives

5. Cycle and pedestrian networks & safety

- Cycle way – is it actually beneficial / in the right place?
- Disconnected by lack of safe routes for cyclists
- Conflict / clash of users of same corridors
- Cycleways and pathways not the most direct route – e.g. Leamington to High School following new cycle path adds 1km to the route - nor connected to neighbourhoods
- Road user driving culture

6. Social infrastructure/amenities on north side of river

- Key social infrastructure spread across town, 1 high school, no dairy in Cambridge Park – people drive to shops
- Lack of “South Side” amenities – schooling, neighbourhood à + smaller communities (Kotare Park etc)
- Work, shops and services on north side of the river
- Too many people crossing river – limited services in Leamington

7. Economic / Financial

- Cost of asset vs ability to pay back = challenge

8. Sustainable Growth and Planning:

- Preparing Cambridge's transport system to accommodate a growing population while maintaining its small-town charm.

Community Reference Group meeting 14 October 2025 – Brainstorm outcomes (and subsequent input)

B. Question 2: What are the key benefits if these problems were solved? What would be the greatest benefit?

Raw Output

8. Cambridge – great place to live

- People want to live in Cambridge - it's self-contained, vibrant and intimate – you can get everything you need and want, see and know people and businesses.
- Long term changes – driven by youth using different options – bus use stops as soon as they turn 16 and get a driver's license.
- Reduced Congestion: Smart signals, ring routes, and shuttle services ease traffic flow.

9. Connectivity and Inclusion

- CB inclusive of Leamington and Cambridge – not hampered by access issues
- Public transport – less emissions – cars off road
- Right vehicles on the right roads – trucks out of town, pedestrians and cyclists safer
- Enhanced public transport links to Hamilton and Hautapu, plus local shuttles.
- **Environmental Gains: Inclusive Mobility:** Infrastructure for pedestrians, cyclists, and future mobility tech (e.g., driverless vehicles).

10. Economic Productivity

- Unlock productivity speed/efficiency: expressway CB to South Auckland markedly improved productivity
- Thriving CBD
- Ease/efficiency of movement – people and goods – cost effective/energy efficient
- Don't want to be a victim of own success – need long-term solutions that don't snowball into congestion.
- **Economic Efficiency:** Business fleet training and park-and-ride options improve logistics and commuting.

11. Environmental and Health

- Less pollution – trucks stuck in waiting
- Healthier people – active modes
- EV infrastructure, greenways, and climate-resilient roads support sustainability.

12. Improved Safety: Safer crossings, cycleways, and driver education reduce accidents and promote considerate behaviour, **Community Engagement:** Workshops, school programs, and a Mobility Academy foster shared responsibility.

Summary – themes emerging

1. People want to live in Cambridge and with improved connections between Cambridge and Leamington.
2. Movement of people and goods would be efficient, reliable and cost-effective.
3. Travel would be safe, low-emission, and environmentally sustainable.
4. Transport options would support active modes, inclusion, and accessibility for all residents.
5. Long-term behavioural change would be encouraged, reducing reliance on private vehicles.
6. The town centre and local economy would thrive due to improved access and mobility.

Community Reference Group meeting 14 October 2025 – Brainstorm outcomes (and subsequent input)

C. Question 3: What would a good transport system look like?

Raw Output

1. Smooth Flow and Efficiency

- Smooth traffic flow, alleviate the pressure points
- No congestion, traffic flowing freely, right vehicles on right roads
- The right route for the right purpose / mode
- Alternative routes for freight
- Improved use of courier/delivery services
- Efficient use of resources, fewer emissions, healthier environment
- Parking in the right place/ purpose
- Ensuring safe and efficient movement for drivers, cyclists, and pedestrians through improved infrastructure, education, and training.

2. Public Transport

- Frequent, network – public transport
- Public transport connectivity
- Improvement of available information e.g. bus timetable (on?) website
- Future-Ready Technology: Incorporating smart transport solutions like integrated ticketing, route apps, and adapting to driverless vehicles.

3. Transport options

- Cycle ways connected
- Micro mobility
- Travel mode options – safer to use bike, bus routes available, mobility
- Active transport modes
- Cater safely to every mode of transport
- A good transport system wouldn't influence people's mode of transport

4. Accessibility and inclusion

- Catering to aged and youth – range of transport modes
- Get around CB as safely and easily as possible
- Short journeys
- Building new connections such as a multimodal bridge, expanded cycleways, shared paths, and better public transport services.
- Goal: A town where everyone – drivers, cyclists, and pedestrians – can move safely and easily, while keeping Cambridge's small-town charm.

Summary – themes emerging

1. People want to live in Cambridge and with improved connections between Cambridge and Leamington.
2. Movement of people and goods would be efficient, reliable and cost-effective.
3. Travel would be safe, low-emission, and environmentally sustainable.
4. Transport options would support active modes, inclusion, and accessibility for all residents.
5. Long-term behavioural change would be encouraged, reducing reliance on private vehicles.
6. The town centre and local economy would thrive due to improved access and mobility.

Good transport for Mana whenua includes: (refer to Table D. Cambridge Connections: outcomes for Mana Whenua):

1. Partnership with Mana Whenua when planning transport infrastructure to avoid adverse impacts on sites of cultural significance, the environment and productive capacity of soils.
2. Equitable access to key services including healthcare, education (including kohanga reo), recreation, and marae.
3. Amenity and urban design reflecting Māori design principles, including culturally significant sites and to reduce light pollution.
4. Inclusive and multimodal transport options, including safe walking platforms, accessible bus stops, and connected active transport networks.
5. Climate Resilience and Environmental Stewardship.
6. Transport planning must address climate adaptation, including resilient energy and telecoms infrastructure, and acknowledge transport's role in waterway pollution.
7. Cultural design and wayfinding with emphasis on Mana Whenua design principles.
8. Transport systems futureproofed to support population growth without compromising cultural or environmental values.
9. Infrastructure development reflected in governance and treaty commitments.

Community Reference Group meeting 14 October 2025 – Brainstorm outcomes (and subsequent input)

C. Question 3: What would a good transport system look like?

Raw Output

Summary – themes emerging

5. Planning

- Preparing Cambridge's transport system to accommodate a growing population while maintaining its small-town charm.
- Better planning of key services – location etc e.g. more schools in Leamington
- Capacity for business / industries to grow

6. Education

- Educate people to use system better
- Engaging the community through workshops, training programs, and feedback opportunities to foster a culture of considerate and safe transport use.

7. Environmental Sustainability:

- Promoting cleaner, climate-resilient transport options, including EV charging, green infrastructure, and reduced congestion.
- Transport system futureproofed to support population growth without compromising cultural or environmental values (refer to Cambridge Connections outcomes for Mana Whenua).
- Climate Vulnerability: Roads need to be more flood-resilient and environmentally sustainable.

8. Phased Implementation:

- A clear timeline of short-term, medium-term, and long-term actions to achieve the vision for Cambridge's transport future.

Cambridge Connections: Identified Outcomes for Mana Whenua

D. Cambridge Connections: outcomes for Mana Whenua	Key themes
In addition to the problems and benefits identified and agreed at the ILM workshop in November 2022 (refer separate slide pack), consultation with Mana Whenua in 2023* identified the following outcomes as being important: “Outcomes sought to assist in avoiding impacts on cultural values include the following identified through consultation with Mana Whenua in 2023: The transport system is developed in a manner that provides for population growth without compromising sites and features of significance to Mana Whenua, and the productive capacity of our soils, and life supporting capacity of our environment. The following are accessible to Mana Whenua: • Health care services • Sport, recreation, and leisure destinations (Gyms, sports fields, parks) • Education services (including kohanga reo) • Routes that lead from the town to marae (Ngaa Hau e Wha, Waimakariri, Maungatautari, and Pohara) The meaning of Amenity for Cambridge Connections and the wider Cambridge Transport System includes the following aspects to give effect to Mana Whenua input: • Maaori design principles • Protection, and where appropriate promotion of sites of significance to Mana Whenua • Street light design that is considerate of light pollution Site selection for a new river crossing is planned in partnership with Mana Whenua and is considerate of impacts to Taiao, the cultural landscape and the cumulative impact growth and development in the district is having on Mana Whenua values in general.” (‘Ngaati Koroki Kahukura and Ngaati Hauaa High-Level Engagement Document for Waipā District Council’s Cambridge Connections Programme Business Case’, September 2023, Iron Sand Consulting Limited.) Additional matters identified by Mana Whenua as part of the project reset include: 1. Social and partnership opportunities relating to infrastructure, e.g. the upcoming vote on Māori wards, the creation of the waters CCO, acknowledging the centrality of the Kingitanga and Tumuaakitanga , RMA partnership to uphold the principles of Te Tiriti, recognising Treaty settlements and tikanga, Te Ture Whatman. 2. Futureproofing the growth of Cambridge and surrounds so appropriate infrastructure can support that growth. 3. Making sure the plan addresses multi modal transport, bus stops, humps and bumps on roads as safety platforms for walkers, and access throughout Cambridge. 4. Cultural design, noting the wording in the report should perhaps refer to mana whenua design principles, and its importance in reinforcing identify and whakapapa. 5. Wayfinding, as connection to place. 6. Climate resilience and adaptation, including energy and telecoms that are normally built along roads. 7. Recognising that transport is one of the biggest polluters of our waterways, so a holistic approach is important. 8. Cultural monitoring along the river, including stormwater, erosion and rubbish in the awa. 9. Marae connection. These outcomes need to be incorporated into the way we consider the problems and benefits, as well as later in the project when we develop criteria to assess potential options.	1. Partnership with Mana Whenua when planning transport infrastructure to avoid adverse impacts on sites of cultural significance, the environment and productive capacity of soils. 2. Equitable access to key services including healthcare, education (including kohanga reo), recreation, and marae. Amenity and urban design reflecting Māori design principles, including culturally significant sites and to reduce light pollution. 3. Inclusive and multimodal transport options, including safe walking platforms, accessible bus stops, and connected active transport networks. 4. Climate Resilience and Environmental Stewardship. 5. Transport planning must address climate adaptation, including resilient energy and telecoms infrastructure, and acknowledge transport’s role in waterway pollution. 6. Cultural design and wayfinding with emphasis on Mana Whenua design principles. 7. Transport systems futureproofed to support population growth without compromising cultural or environmental values. 8. Infrastructure development reflected in governance and treaty commitments.

Emerging Themes from Public Engagement Stage 1: Visioning and Transport Challenges

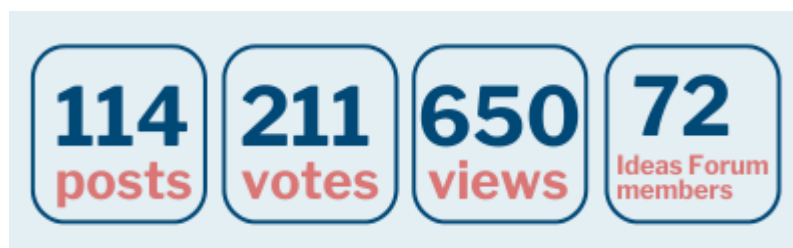
From: Ideas Forum and Public Engagement

When: Monday, September 29 – Monday, October 20 2025

Overview of Engagement:

This report provides a high-level summary of the key themes emerging from community feedback received to date, ahead of engagement closing on Monday, October 27. The purpose of this is to give the Community Reference Group an early sense of what we are hearing so far.

Key stats for online engagement



Problems and Benefits

Cambridge residents envision a *balanced transport ecosystem* that reduces congestion, protects Cambridge's character, improves accessibility, and invests in sustainable growth.

- **Problems:** The biggest problems cluster around car dependency, congestion, and planning delays.
- **Benefits:** The strongest benefits emphasise connectivity, inclusivity, and coordinated long-term planning. There is strong support for a third bridge and a key theme is maintaining the character of Cambridge.

The following are the key problems and benefits currently emerging from the engagement data collected to date from our three questions:

Problem Theme: If addressed, benefits will include...

1. Congestion and limited crossings.	Improved connectivity, reduced delays, safer CBD, economic resilience.
2. Limited transport choices.	Equitable access, healthier communities, lower emissions.
3. Reactive planning.	Future-proofed corridors, public trust, regional coordination.
4. Growth impacting safety and character.	Safer, walkable town, maintain village feel, better amenities.
5. Car-dominated, unsustainable system.	Lower emissions, climate resilience, cleaner transport.
6. Accessibility gaps for older/vulnerable residents.	Inclusive design, independence, social wellbeing.
7. Lack of cultural shift.	Community buy-in, long-term sustainability, shared vision and pride.

At a glance:



Emerging Themes by Question

Question 1: Imagine it's 2055: What does Cambridge look like as a town?

Summary:

Feedback to date outlines the community vision for the future of Cambridge as a connected, green, people-centred town that balances growth with character, accessibility, and sustainability. A third bridge, efficient transport, and protection of the town's 'village' identity are top priorities. The town's character, inclusiveness, and sustainability must guide all planning.

Key themes:

1. **Third bridge and traffic flow:**
A third bridge is *paramount* to easing congestion, linking Leamington to Cambridge and the expressway. Through-traffic should bypass the CBD.
 2. **Vibrant town centre:**
Retaining the character of Cambridge is central. People are divided about the role of parking in the town centre: some want more parking, while others emphasise alternative transport modes and enhancing pedestrian accessibility.
 3. **Active and accessible transport:**
There are contrasting views about the role of private vehicles: some emphasise the need for cars, while others see an over-reliance on cars as a major issue. They want continuous walkways and cycleways, better connectivity, and local bus services across town for all ages and abilities.
 4. **Planning and governance:**
Transparent, proactive planning, protect green spaces, early land designation and engaging younger voices.
 5. **Future-focused innovation:**
Embrace EVs, shared shuttles, and low-carbon technologies that align with community values.
 6. **Liveability and wellbeing:**
Ensure balanced amenities, intergenerational design, and safety to sustain Cambridge's beauty and inclusivity.
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Question 2: What transport challenges do we need to tackle now to support future generations?

Summary

Feedback to date shows that the community identifies *bridge planning, congestion relief, and diverse transport choices* as urgent challenges. People want transparent leadership that balances cars with sustainable alternatives, ensuring accessibility, safety, and long-term resilience.

Key Themes:

1. **A third bridge is needed urgently:**
Build a new bridge soon, link Leamington directly to the expressway and designate land for a bridge corridor early.
2. **Congestion and network design:**
Fix bottlenecks, improve intersection design, and plan road connections to new subdivisions.
3. **Freight management:**
Divert heavy trucks from residential and CBD areas and integrate freight into future routes.
4. **Public transport:**
Improve local and regional bus services, explore park-and-ride and long-term tram/light rail options.
5. **Active and accessible travel:**
There are contrasting views about what accessibility looks like: some want speed bumps and closed-off roads removed to make travel by cars easier, while others emphasise wider footpaths and connected cycling, scooting and walking pathways.
6. **Car use and parking:**
There are conflicting views between car convenience and people-focused planning.

7. **Leadership and planning:**
Demand for faster, more decisive Council action. Include youth voices and plan for future needs.
 8. **Urban design:**
Support for a more pedestrian-friendly CBD and developing Leamington amenities to ease cross-river trips.
 9. **Mindset shift:**
Promote a cultural shift toward sustainable transport with different modes of travel and less reliance on cars.
-

Question 3: What transport solutions would most benefit Cambridge as it grows over the next 30 years?

Summary

Feedback to date shows that the community want a *connected, future-proofed transport system* centred on new river crossings, reliable public transport, and safe, accessible routes for all. Integrated planning, sustainability, and inclusivity are key to managing growth and maintaining Cambridge's liveability.

Key Themes

1. **River crossings and connectivity:**
A third bridge is critical: consider multiple crossings and express routes, coordinate with NZTA Waka Kotahi and councils, and repurpose Victoria (High Level) Bridge for walking/cycling later.
2. **Public transport and mobility:**
Create a frequent local bus loop, add on-demand options, strengthen regional links and ensure affordability and accessibility.
3. **Maintaining the character of Cambridge:**
As the town grows, ensure that future planning enhances the village feel of Cambridge and respects its character features, such as historic buildings and leafy streets.
4. **Active and accessible transport:**
Build separated cycle lanes, wide footpaths, safe crossings, and design for mobility users. Recognise the need for private vehicles well into the future.
5. **Integrated, future-focused planning:**
Plan "Through / Across / Around" movement, coordinate regional agencies, anticipate growth and climate change.
6. **Managing growth and congestion:**
Balance development across both sides of the river; decentralise transport routes and plan express routes to ease pressure; build a fby-pass on the expressway.
7. **Accessibility and equity:**
Design for aging and mobility-impaired residents; ensure affordable options for non-drivers.
8. **Environmental resilience:**
Incorporate sustainability in all infrastructure; support low-carbon transport and climate adaptation.

Comparison of Emerging Themes Across Groups: Stage 1 - Visioning and Transport Challenges

Feedback from: Mana whenua representatives, Community Reference Group, Ideas Forum, and Public Engagement

When: Monday, September 29 – Monday, October 20 2025

Overview

This document brings together emerging feedback from the public, mana whenua representatives, Community Reference Group and the Ideas Forum to highlight both shared themes and points of difference. Public engagement closes on Monday, October 27, and all themes will be refined and confirmed after the closing date.

At a Glance

What we've heard so far



Shared Emerging Themes Across Groups

These are the emerging themes shared by mana whenua, the Community Reference Group, Ideas Forum and wider public engagement:

Shared theme	How it appears across groups
Sustainability and Environmental Responsibility	All groups call for sustainable, low-emission, climate-resilient transport. • <i>Mana whenua</i> emphasise <i>environmental stewardship and protecting waterways</i> • <i>CRG</i> focuses on <i>low-emission and active travel</i> • <i>Public engagement</i> highlights <i>maintaining the town character and cleaner transport technologies</i>.

Accessibility, Safety and Inclusion	A strong shared concern. • Mana whenua stress <i>inclusive design for all users</i> • CRG emphasises <i>safe, accessible transport options</i> • public engagement focuses on <i>equity and accessibility for youth, seniors, and non-drivers</i>.
Futureproofing and Long-Term Planning	All groups agree infrastructure must anticipate growth. • Mana whenua link this to <i>protecting cultural and environmental values</i> • CRG stresses <i>affordability and proactive planning</i> • Public engagement highlights transparent, future-focused planning and <i>land designation</i> for a future bridge corridor.
Balanced Access and Connectivity Across the River	A consistent priority. • Mana whenua frame this as equitable access to services and marae • CRG focuses on alternative routes for through traffic, and a need for balancing through and local traffic • Public engagement calls for a third bridge and smarter routes to ease congestion.
Community Wellbeing and Liveability	All envision a Cambridge that is connected, vibrant, and people-focused. • Mana whenua emphasise social and cultural wellbeing • CRG focuses on improved access and mobility, thriving town centre • Public engagement reinforces protecting the village character.

Differences Across Groups

Group	Distinct Focus Areas
Mana whenua	• Partnership grounded in Te Tiriti o Waitangi and kaitiakitanga (guardianship). • Cultural design and identity: Accessibility, Māori design principles, protection of significant sites. • Integration of Māori worldviews in urban design and environmental management.

Community Reference Group	• Strong emphasis on network efficiency and the economic role of freight. • Balancing town centre liveability with commercial needs. • Focus on affordability and proactive governance.
Public Engagement	• Concrete, action-oriented solutions (e.g. third bridge, cycleways, park-and-ride). • More emphasis on implementation and practical outcomes rather than planning principles. • Framing around daily lived experience: Congestion, parking, and mobility needs.

Summary of Shared Themes

All groups share a vision for a connected, sustainable, inclusive Cambridge that manages growth responsibly.

- **Mana whenua** brings a values-based and cultural lens, emphasising partnership, guardianship, and environmental care.
- **The CRG** focuses on strategic planning, affordability, and community liveability, balancing development with accessibility.
- **Public engagement** reflects the on-the-ground priorities: reducing congestion, improving mobility, and achieving visible change.

APPENDIX 1: Deeper Insights into Emerging Feedback Across Groups

Mana whenua	Community Reference Group	Public Engagement
Partnership and Cultural Values: Transport planning must be undertaken in genuine partnership with mana whenua, ensuring infrastructure avoids cultural and environmental harm and upholds Treaty commitments.	Congestion and Connectivity: The community seeks efficient, reliable movement of people and goods, with a third bridge or alternative route to reduce congestion and improve river access.	Build a Third Bridge: Urgently need to relieve congestion and connect Leamington with the expressway.
Equitable Access: All residents should have fair access to healthcare, education (including kōhanga reo), recreation, and marae through inclusive, transport networks.	Balanced Access Across the River: Leamington needs better connections to services, schools, and jobs.	Ease Congestion and Improve Flow: Smarter intersections and bypass routes.
Cultural Design and Identity: Urban design should reflect Māori values, integrate cultural wayfinding, protect sites of significance, and reduce light pollution.	Town Centre and Liveability: The CBD should remain vibrant, walkable, and people-focused while managing freight and traffic impacts.	Keep the Town Centre Walkable and Vibrant: protect the “village” character and make it pedestrian-friendly.
Environmental Stewardship and Climate Resilience: Transport systems should support climate adaptation, protect waterways, and promote resilient infrastructure and renewable energy.	Sustainability and Low Emissions: Support for clean, low-emission transport, active modes, and reduced reliance on cars.	Sustainability and Innovation: EV infrastructure, shared shuttles, low-carbon transport.
Inclusive, Safe Transport: Future infrastructure must provide connected, accessible options for all users, including safe walking paths, bus stops and cycling networks.	Accessibility and Safety: Focus on transport that serves young people, families, and older adults through safe crossings and connected routes.	Equity and Accessibility: Transport that works for youth, seniors, and non-drivers alike. Better Public Transport, safe walking and cycling: Reliable local

	Public Transport: Better public transport services, as well as walking and cycling options, plus incentives to encourage non-car travel.	bus routes and park-and-ride options. Continuous, accessible paths for all ages and abilities.
Futureproofing and Growth Management: Transport systems should anticipate population growth without compromising cultural, social, or environmental values.	Growth and Affordability: Infrastructure should be proactively planned and affordable, supporting sustainable development.	Transparent, Future-Focused Planning: Early land designation and open communication.

Minutes for:
Cambridge Connections Community Reference Group

Time:	5:15 – 6:45pm
Date:	30 October 2025
Venue:	Kaipaki Room, Waipā District Council, Cambridge Office, 23 Wilson Street Cambridge, and via Teams.
In attendance:	In Person: Katie Mayes, Peter Carr (Co-Chair), Kelly Bouzaid, Ngawai Hamblin, David Cooney, Sharon Cresswell, Gabby Byrne, Alan Garvin, Andrew Myers, Graham Scott. Online: Chris Flatt (Co-Chair), Phil Mackay, Kellie Pearson
In support:	Bryan Hudson, Ingrid Barratt, Rachel Algar, Abby Reddy (minutes)
Apologies:	Poto Davies, Ian Wilson

1. Welcome & Admin

Ngawai Hamblin opened with karakia.

Katie Mayes started the meeting by asking for someone to note their most important rule to focus on for the meeting.

Kelly Bouzaid highlighted the importance of encouraging open sharing within the group to prevent frustration and disengagement, ensuring everyone feels heard and valued.

2. Emerging problem statements - group discussion & whiteboard session

Katie opened the discussion by asking if anyone had any initial comments.

Peter Carr (Co-Chair) reported that he had met with Katie last week to discuss public interest in a potential third bridge. He raised concerns about the timing of land reservation for the bridge and the risk of negative media attention if action is delayed.

A discussion followed among members: some noted that land could not yet be reserved until traffic flow patterns around Cambridge are confirmed, while others argued that there is only one clearly suitable location.

Katie refocused to the group the importance of following NZTA's process in order to ensure 50% funding for the bridge in question, emphasizing the need to remain in the problem definition stage rather than moving

prematurely to solutions. She then handed over to Graham Scott, who facilitated the group discussion around defining the emerging problem statements.

Graham introduced the session, referring to the slides shared, and emphasized the importance of spending most of the group's time defining the problems before moving to solutions. He outlined the key outcomes for the session:

1. Confirm the main problem themes to support development of problem statements.
2. Identify the root causes of the problems — what is creating the issues.
3. Identify the effects of the problems — what is happening as a result.
4. Ensure all community feedback is accurately reflected, noting that hardcopy and email submissions will be incorporated.

Graham also distributed a handout containing a “problem definition” diagram he had created as a starting point and explained its structure. A robust discussion followed, with members providing feedback and suggesting amendments. Graham recorded the input and confirmed he would update the diagram to reflect the discussion and recirculate it to the group.

Several members queried whether the document included all community feedback. Katie clarified that Graham's work incorporated themes from all available online feedback and from previous CRG meeting discussions, but that written feedback was still to be incorporated.

Graham then introduced the next step of the process — using the diagram to identify a “core conflict”. He explained that the core conflict in any situation is the underlying root cause. He explained that, using ChatGPT, he had analysed community feedback to define two key needs:

Main want: “Cambridge is a desirable place to live”

Two needs:

- Cambridge retains its character
- Cambridge has smooth traffic flow and connectivity

→

Two conflicting wants:

- Prioritize non-vehicular transport
- Prioritize road and bridge expansion

The group discussed whether these represented genuine conflicts, with most feeling that these wants were not binary and therefore not in conflict.

Following this, Katie invited Bryan Hudson to share insights from a transport perspective. Bryan referenced experiences in Auckland and Tauranga, noting that large-scale motorway and bridge developments often increase traffic volumes rather than reduce them:

“The easier you make it for someone to get around, the more they will do it.”

He emphasized the importance of considering this dynamic when determining future investment priorities.

The group continued discussion, after which Katie concluded by noting that Graham's diagram would be a valuable tool for the next stage - translating public feedback into clear problem themes.

Graham then presented the key themes generated using ChatGPT, prompting further group discussion. Members provided feedback on potential additions and amendments, including the Leamington amenity issue. Graham agreed to update the material and redistribute the revised problem themes and problem definition diagram to the group.

Graham noted that there was insufficient time to complete the final step of reflecting community feedback. Katie added that once all remaining feedback has been received, the team will re-run the full set of feedback through ChatGPT to ensure it aligns with the identified themes.

Sharon requested that if using AI, we note the prompt questions that were used. This was agreed.

Katie invited feedback from members who had not yet spoken, and additional comments were shared by the group.

In closing, Katie highlighted the importance of keeping discussions balanced and focused on understanding the issues rather than comparing options. She encouraged the group to maintain a collaborative, solution-focused approach.

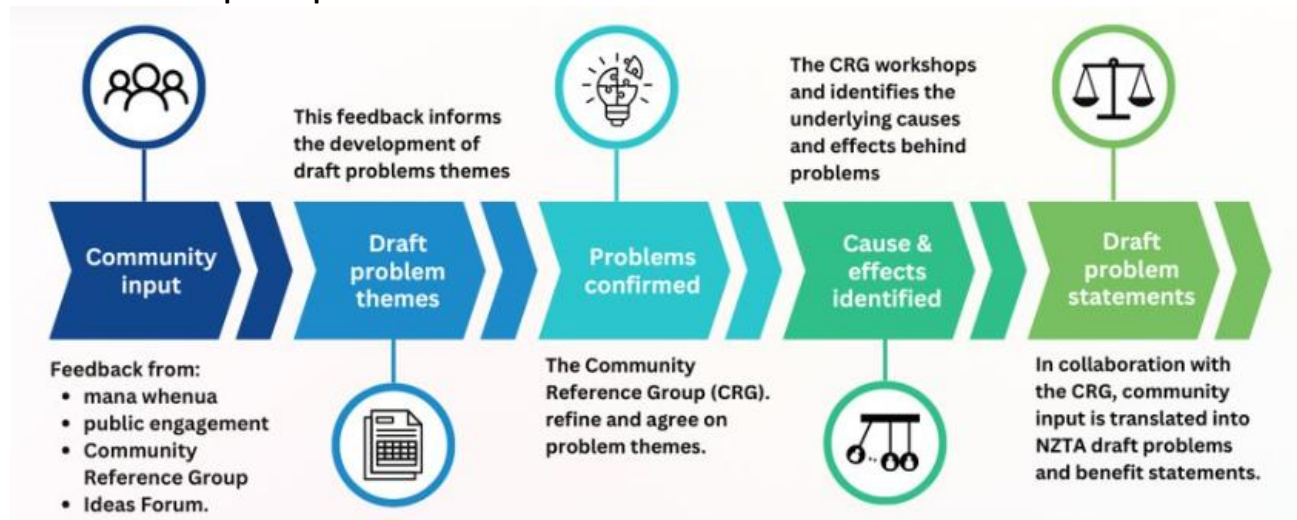
3. General Business

Katie gave an update on upcoming key steps and dates for the project.

Update on key next steps

- The current focus for stage 1 is defining Cambridge's future transport challenges.
- The first step is developing the Strategic Case to meet NZTA requirements - this outlines background evidence, context, key problems, and potential benefits to be addressed.
- "Problem statements" are the key issues the plan aims to address, and will guide future transport solutions.
- The first decision point will be at the Strategic Planning & Policy Committee meeting on 3 December, where the draft problem and benefit statements will be approved.

Process to develop draft problem and benefit statements:



Key dates (to be confirmed by Council)

14 November 2025 Workshop with Elected Members, Cambridge Community Board and Cambridge Connections Community Reference Group

Purpose: Provide background about the project and emerging problem and benefit statements to support SP&P Committee decision on 3 Dec.

An official invitation will be issued as soon as agenda and timing is confirmed.

3 December 2025 Strategic Planning & Policy Committee Meeting

Purpose: To seek approval of draft strategic case, including problem and benefit statements.

Cambridge Connections Community Reference Group Meeting

15 December 2025 Audit & Risk Committee

Purpose: To provide an update about progress against measures of success.

4. Immediate Next Steps

- Graham Scott will update the problem definition diagram and key slides on problem themes to reflect group discussion and feedback and redistribute to the CRG members.
- Katie will provide CRG members with a full updated community feedback spreadsheet and ensure that any new feedback is incorporated into the key themes.
- By **Friday, 7 November**, Council will publish a **website tool** allowing CRG members to:
 - View all current project materials, and
 - Submit feedback on draft problem statements as each stage of development progresses.

Ngawai Hamblin closed with karakia.