

PR3207

CAMBRIDGE CONNECTIONS Moving forward together

Project Implementation Plan Summary

Background	The Cambridge Connections project is a priority project identified in the Waipā Transport Strategy, and subsequently in Ahu Ake Waipā Community Spatial Plan. The work commenced in late 2022 with several technical components of a Programme Business Case progressed including identifying three short list transport options. Following strong community feedback, Council commissioned an independent project review to understand the key processes undertaken and decisions made and recommendations for future project steps. Following the review recommendations, the Council agreed that a project reset was needed with community engagement a project priority. The project is now in a new phase with a proposed fresh approach for the Cambridge Connections project as outlined in this plan.
Objectives	The key objectives and timeframes for the Cambridge Connections Transport Plan (CCTP) are: 1. To develop a 30-year plan of transport services and infrastructure to support growth and delivery on the community's aspirations for Cambridge and the rest of Waipā District. Specifically, the plan: – will meet NZ Transport Agency Waka Kotahi (NZTA) business case requirements for business case development. – will include understanding the use of existing bridges and the location of any additional bridge corridor as well as other infrastructure and transport activities. – will include a plan for short (0-3 years), medium (3-10 years) and long-term (10-30 years) improvements. – will build on Ahu Ake, Waipā 2050, Cambridge town concept plan refresh and Waipā Transport Strategy and 2. Deliver the draft CCTP for approval by the Strategic Planning & Policy Committee in December 2026: – in time to input short-term activities to next funding rounds (Long Term Plan and Regional Land Transport Plan (RLTP)); and – following a process of community engagement.

Deliverables	▪ A Communications and Engagement Plan based on the International Association for Public Participation (IAP2) framework that provides opportunity for engagement at each step of the process with the community, iwi, mana whenua and stakeholders. ▪ A new Project Implementation Plan outlining the project scope and timeframes. ▪ 'Point of entry'/liaison with NZTA outlining the transport problems, risks, timeframes and costs for the Cambridge transport network. ▪ A transport plan to be submitted to NZTA that confirms the transport problems and opportunities, identifies a range of alternatives and options (long list and short list options), financial case, management case and a recommended work programme (short, medium and long-term).
Benefits	The Cambridge Connections Transport Plan is anticipated to deliver the following benefits to Council, stakeholders and the community: ▪ Stronger Community Trust. ▪ Improved Communication & Engagement. ▪ Demonstrable Progress on the Cambridge Connections Project. ▪ Contribute to Effective Infrastructure Planning.

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1. Background

The Cambridge Connections project is a priority project identified in the Waipā Transport Strategy.

The work commenced in late 2022 with several technical components of a Programme Business Case progressed including identifying three short list transport options. Following strong community feedback, Council commissioned an independent project review to understand the key processes undertaken and decisions made and recommendations for future project steps.

Following the review recommendations, the Council agreed that a project reset was needed with community engagement a project priority. The project is now in a new phase with a proposed fresh approach for the Cambridge Connections project as outlined in this plan.

This Project Implementation Plan (or the PIP) outlines the overarching framework to achieve a consistent approach to processes used in the delivery of the Cambridge Connections Transport Plan.

2. Purpose

The purpose of the Cambridge Connections Transport Plan (CCTP) is to guide how the transport network for Cambridge should develop over time (for the short, medium and long-term) to support growth and deliver on community aspirations.

The CCTP will identify a programme of activities, but is not a standard Programme Business Case. This project proposes a new approach, identified by NZTA as ‘Strategic Transport Planning’ and defined as the “function which identifies activities to address transport problems and make progress towards transport outcomes over time.”

Strategic transport planning connects high-level direction from national, regional and local documents that identify outcomes and priorities for the transport system, with detailed ‘project development’ work to identifies the preferred solution to be progressed for implementation.

It is intended that the CCTP includes a clear strategic approach to drive decision-making for Cambridge’s transport system, as well as reflecting policy and planning changes, land-use and transport integration opportunities, optimisation activities, new technologies, existing and potential new infrastructure / activities. These activities need to be prioritised and carefully sequenced over time in alignment with growth and triggers, integrated with projects and activities already planned for implementation, and carefully integrated with the wider regional transport system.

The reset phase of the Cambridge Connections project will be undertaken in conjunction with a robust community engagement approach across the project, ensuring that community and stakeholders perspectives meaningfully inform, shape and guide Cambridge's transport system.

3. Objectives

The key objectives and timeframes for the CCTP are:

1. To develop a 30-year plan of transport services and infrastructure to support growth and delivery on the community's aspirations for Cambridge and the rest of Waipa District. Specifically, the plan:
 - will meet NZ Transport Agency Waka Kotahi (NZTA) business case requirements for business case development.
 - will include understanding the use of existing bridges and the location of any additional bridge corridor as well as other infrastructure and transport activities.
 - will include a plan for short (0-3 years), medium (3-10 years) and long-term (10-30 years) improvements.
 - will build on Ahu Ake, Waipa 2050, Cambridge town concept plan refresh and Waipa Transport Strategy and
2. Deliver the draft CCTP for approval by the Strategic Planning & Policy Committee in December 2026:
 - in time to input short-term activities to next funding rounds (Long Term Plan and Regional Land Transport Plan (RLTP)); and
 - following a process of community engagement.

Key Issues for the plan to address:

1. A lack of clarity and consensus about what interventions are required over time to best address challenges facing the transport system in Cambridge, so it can efficiently and effectively perform its required functions, short, medium and long-term. Without a plan we will be limited to reactive quick fixes to safety, access and capacity pressures. The transport system will degrade and it will be harder for people and freight to move around.
2. Complex interactions between transport activities and growth plans that need to be considered holistically. Cambridge's ongoing population and employment growth increases pressure on the transport system. While significant planning work has been progressed to provide for future growth cells, there is less certainty about how to best support this growth while supporting the function and efficiency of the transport system.

The outcomes and benefits will be clearly defined and performance measurements will be set.

4. Scope

The project scope proposes three stages – it is envisaged these would be progressed successively with key decision-making points at the end of each part. This approach will help lock in key findings, build alignment across the community and clarify/refine the tasks of subsequent stages where necessary. The three stages are:

Stage 1: Understanding the Challenge - the why – Stage 1 of the CCTP will clearly articulate the role the Cambridge transport system needs to play over time in the local context and the wider sub-region, current issues and emerging issues, and a clear logic about why changes to the transport system will be needed over time (the case for change ‘Strategic case’).

The scope includes:

- Setting the context of the transport system within the planning and policy framework of Ahu Ake, Waipā 2050 (including the upcoming refresh), Waipā Transport Strategy, and the Town Centre Concept Plan refresh.
- Clearly articulating the roles and functions the Cambridge transport system needs to play within Waipā’s wider transport system now and in the next 30 years.
- Understanding the scale, urgency and impact of current and future challenges facing the transport system, including understanding the impacts on the transport system if no changes are made.
- Direction about where effort needs to be focused.
- Outputs describing the objectives, problems, opportunities, and benefits to be addressed by the transport plan.

Part 2: Strategic Approach - the how - The next stage of the CCTP will provide strategic direction about how the challenges outlined in Stage 1 should be addressed over time (via network operational optimisation activities, infrastructure projects, increased services, planning mechanisms and other interventions) and include analysis of value for money over the 30 year period.

In developing this strategic approach, applying a “whole of system” approach will be important, looking across all intervention types. It will also be necessary for the strategic approach to be consistent with the NZTA intervention hierarchy, especially in the following ways:

- Consider potential ways that land-use integration could maximise use of existing capacity and reduce pressure on the transport network (particularly via aligning with the refresh of Waipā 2050).
- Consider how to make better use of existing infrastructure.
- Consider how to reduce adverse effects of the transport network.

We also propose applying the One Network Framework¹ as a tool to identify the roles of roads and streets in Cambridge, based on their movement and place functions. This framework is valuable for presenting and shaping how the transport network operates and for evaluating transport activities and options accordingly.

Part 3: Identifying Transport Activities - the what - The final stage of the CCTP will set out a pathway forwards, including a clear programme of activities for how the transport network will need to evolve over time to achieve desired outcomes and meet future needs. It will align with the NZTA requirements of a Programme Business Case and provide sufficient information for Year 1-3 activities to be included in the RLTP and LTP.

Applying the NZTA intervention hierarchy², the CCTP will identify the triggers for making changes to the transport system, as well as how interventions of all kinds are applied to efficiently and effectively address the identified problems over time.

As a strategic transport plan, interventions will generally be identified at a fairly broad conceptual level for latter years, to be subsequently refined through project development and design in future phases. A 'rough order' of costs will be provided for at least some of the short-term activities identified.

The scope includes:

- Setting out a clear pathway forward, including short-term activities, and where further project development is necessary. It is intended that sufficient detail will be developed to inform future investment planning for following stages of project development.
- High-level information about CCTP's efficiency and effectiveness as a plan.
- A list of potential future activities, their priority, interrelation and rationale for why they are required.
- The role the Cambridge transport system needs to play over time in the local context and the wider sub-region.
- High-level timing of future activities based on high-level complexity, risk and cost bucket (i.e. short, medium, and long-term time horizons and low, medium, high complexity / costs/ risk).

The Cambridge Connections transport plan will be shaped by community engagement, driven by a robust community engagement plan (refer to Appendix 1), ensuring the proposed activities deliver on both current and future community needs.

The transport plan will be based on both qualitative and quantitative evidence. The project scope includes utilising established methods, such as traffic modelling, population data, vehicle counts, and crash statistics, while also investigating new and innovative data collection and analytic methods.

Out of scope

- Detailed design, property acquisition, consenting and construction of any transport activities. These activities would occur as part of funded work in future Long-Term Plans.

¹ [One Network Framework | NZ Transport Agency Waka Kotahi](#)

² [Intervention hierarchy | NZ Transport Agency Waka Kotahi](#)

5. Assumptions

The following assumptions have been made to guide the planning for this project:

Assumptions	
<i>Planning horizon</i>	30-year plan of transport services and infrastructure (key road networks, intersections, bridges, rail, public transport, urban mobility networks) with short (0-3), medium (3-10) and longer term (10+) activities.
<i>Community engagement</i>	The project will build on previous engagement and ideas and with a robust community engagement plan (refer to Appendix 1).
<i>Geographic scope</i>	Cambridge town boundary to 2050 (as identified in Ahu Ake – Waipa Community Spatial Plan), noting importance of Cambridge supporting the wider rural district and wider sub-regional context ³³ .
<i>Transport modes</i>	Considers the role of all transport modes and how they integrate to cater for freight and people who drive, taxi/uber, use public transport, bike, walk, scooter or use mobility aids. The scope also includes understanding the use of existing bridges and the location of any additional bridge corridor.
<i>Planning outputs</i>	Sufficient details enough to feed into the next RLTP and LTP, and meet NZTA's business case requirements. The final plan (output) will be presented in a way that reflects community views and is clear, engaging and accessible.
<i>Supporting evidence</i>	Known and investigation of new data sets will help inform the plan.

6. Methodology and profile milestones

The project methodology is based around the following key stages (as outlined in section 4 Scope). The project milestones, tasks and engagement approach (refer to Appendix 1 for Engagement Project Plan) for each phase are outlined under the key stages below:

1. Scene setting (understanding the key challenges)
2. Developing the strategic approach (ideas/solutions and options) and
3. Identifying the transport activities ('the plan' for short, medium and long-term activities).

Stage 1: Scene setting

³ Note: Amendment of growth cells if any changes aligning with the refresh of the Waipa 2050 Growth Strategy and RMA reform.

1.1 Set-up the 'Reset' framework and confirm scope

- Project set-up.
- Committee approval of the Project implementation plan (PIP).
- Point of Entry/liaison with NZTA on the steps to proceed with the transport plan.
- Set-up the Project Governance Group.

Engagement approach: Inform: Project Implementation Plan (PIP) approval.

1.2 Information review and Strategic Context

- Review information in line with the Cambridge context (growth and transport data, current issues, emerging trends) and as a 'place shaping' initiative within the strategic context of Ahu Ahe (Community Spatial Plan), Waipa 2050 and Cambridge Town centre refresh.
- Identify data and information needs and recommendations.
- Identify local and regional transport challenges, opportunities, and priorities.
- Apply the 'One Network Framework' to understand the town's place and movement functions⁴.

Engagement approach: Inform + Consult: Reintroduce the project with a project 'reset' approach (purpose, scope and community expectations)

1.3 Define the problem and benefits and investment objectives

- Define project problem and benefit statements and investment objectives (against strategic priorities, evidence, community priorities).
- Update the draft 'Strategic case' with background supporting evidence, agreed problems and benefits and investment objectives.

Engagement approach: Inform + Consult: Define project problems and benefits and investment objectives.

Stage 2: Developing the Strategic Approach

2.1 Develop the transport Ideas (the 'long list')

- 'Brainstorm' a wide range of potential ideas/solutions (e.g. for key road networks, intersections, bridges, public transport, urban mobility networks, infrastructure upgrades and public transport improvements).
- Build on transport ideas from previous community feedback/ideas to develop 'long list' of transport ideas.
- Align the transport ideas to the intervention hierarchy⁵.

⁴ [One Network Framework | NZ Transport Agency Waka Kotahi](#)

⁵ The intervention hierarchy is used to optimise existing and proposed new transport investments in the land transport system ahead of new infrastructure to ensure value for money. [Intervention hierarchy | NZ Transport Agency Waka Kotahi](#)

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- Develop assessment criteria for potential ideas/solutions e.g. Waka Kotahi Early Assessment Sifting Tool (EAST) to progress ideas to emerging short-list options.
 - Identify emerging short-list options.

Engagement approach: Inform & Involve: Generate and assess ideas with the community to identify preferences and community priorities.

2.2 Develop the short list options and recommended programme of transport activities

- Co-develop assessment criteria (e.g. multi-criteria analysis) for emerging short-list options in terms of meeting the objectives, benefits and any factors ruling out options (e.g. cultural sites, planning, heritage, or infrastructure barriers).
- Assess short-list options using the confirmed assessment criteria.
- Complete any traffic modelling to test options (*note: we anticipate some additional traffic modelling may be needed for bridge options).
- Confirm short-list options.

Engagement approach: Inform & Involve: Co-develop assessment criteria (e.g. multi-criteria analysis) of refined options based on evidence and feedback, Consult on the draft short-list options.

Stage 3: Identifying the Transport Activities

3.1 Draft the Transport Plan

- Identify the recommended programme of transport activities (following consultation).
- Develop transport programme – assess against staging and timing for short, medium and long-term activities.
- Develop financial and management case (part of NZTA business case process).
- Complete any cost estimates (noting at least for the short-term activities).
- Draft Transport Plan.

Engagement approach: Inform & Consult: Consult on the draft plan and recommended programme.

3.2 Finalize the Transport Plan

- Consider feedback into the final plan.
- Finalise plan

Engagement approach: Inform the community of the final outcomes, how feedback was used and next steps.

3.3 Implementation plan for short-term activities Committee approval for short-term activities in the RLTP and LTP.

Engagement approach: Inform the community on future projects and next steps.



Figure 1: Cambridge Connections Project Process

A detailed programme (Gantt Chart) will show the breakdown of tasks at the different project phases.

7 Benefits (measures of success)

Benefit description	Examples of how measured	How and when reported (tbc)	Existing Measure or new
1.Strong community trust			
1.1 Residents, ratepayers, mana whenua and key stakeholders have confidence in Council decisions about the project.	Percentage of survey respondents confident in the Council to make decisions.	Communications and engagement survey (to be confirmed), Reported through Council quarterly project status reporting.	New
1.2 A broad range of community opportunities for engagement.	Number of community engagement sessions held.	Reported through Council quarterly project status reporting.	New
1.3 Satisfaction with overall trust with the Council.	Percentage of survey respondents who expressed satisfaction with regard to Trust in	Annual	Existing

Benefit description	Examples of how measured	How and when reported (tbc)	Existing Measure or new
	the Waipā District Council Residents' Survey.		
2.Improved Communication & Engagement			
2.1 A broad range of opportunities to provide input into decision-making.	Number and range of community engagement and participation opportunities.	Reported through Council quarterly project status reporting.	New
2.2 Mana whenua and key stakeholders are provided with opportunities to input into decision making in ways that suit their interests.	Number of community engagement and participation opportunities.	Reported through Council quarterly project status reporting.	New
3.Demonstrable Progress on Project			
3.1 Key milestones and budget are met.	Percentage of project milestones met on time and within budget.	Progress on project milestones, reported through Council quarterly project status reporting.	New
3.2 Project advances with community engagement at every stage.	Percentage of project phases informed by community engagement activities.	Reported through Council quarterly project status reporting.	New
3.3 Project advances with robust decision-making.	Percentage of project decisions made using the RAPID framework.	Reported through Council quarterly risk reporting to Audit & Risk Committee.	New
4. Effective Infrastructure Planning			
4.1 Clear community agreement emerges on the proposed transport plan.	Percentage of survey respondents agree/strongly agree the proposed transport plan reflects the priorities of the community.	Communications and engagement survey (to be confirmed), reported through Council quarterly project status reporting.	New
4.2 The proposed transport programme aligns with	Percentage of transport activities identified in transport	Final plan	New

Benefit description	Examples of how measured	How and when reported (tbc)	Existing Measure or new
Council and community priorities.	programme aligned with Council's strategic outcomes, represent value for money, and deliver benefits.		

8 Project Organisation & Structure

Below are the roles and responsibilities for project governance. The project governance and organisation framework is shown in Figure 2 for overall decision-making for the project.

Project Sponsor	Role and Responsibilities
Strategic Planning & Policy Committee	- Project overall decision-maker for the Cambridge Connections project. - Refer to Decisions (section 10.1). This includes endorsement of the Project Implementation Plan (PIP), decisions at key milestones of the project and the final Transport Plan.
Project Governance Group	- An internal Project Governance Group to support and guide the Cambridge Connections project ensuring it aligns with Council's strategic direction, community and stakeholder expectations, management of risks and key tasks and milestones. Its role is to make recommendations to the Project Lead to take to Strategic Planning & Policy Committee for approval of decisions for this project. - The first meeting will focus on the proposed approach with subsequent meetings scheduled at key milestones of the project.
Audit and Risk Committee	- Provide advice and support to the Project on risk and issue management from a governance perspective and overall risk profile of project - Provide assurance to Strategic Planning and Policy Committee of the effectiveness of the risk management - Escalate risks and issues to Council if required
Executive Team	The Project Control Group with organisational oversight ensuring project is delivered in scope.
Project Lead	Lead the project ensuring project deliverables on track. Recommendations for project decisions to Strategic Planning and Policy Committee.
Project Team	- Support the Project Lead with the project deliverables. - Regular project team meetings.

Project Sponsor	Role and Responsibilities
Wider Project Team	- Support the Project Lead with the project deliverables. - Regular project team meetings.
Technical Advisors	Assist with providing technical requirements, including NZTA and WRC.

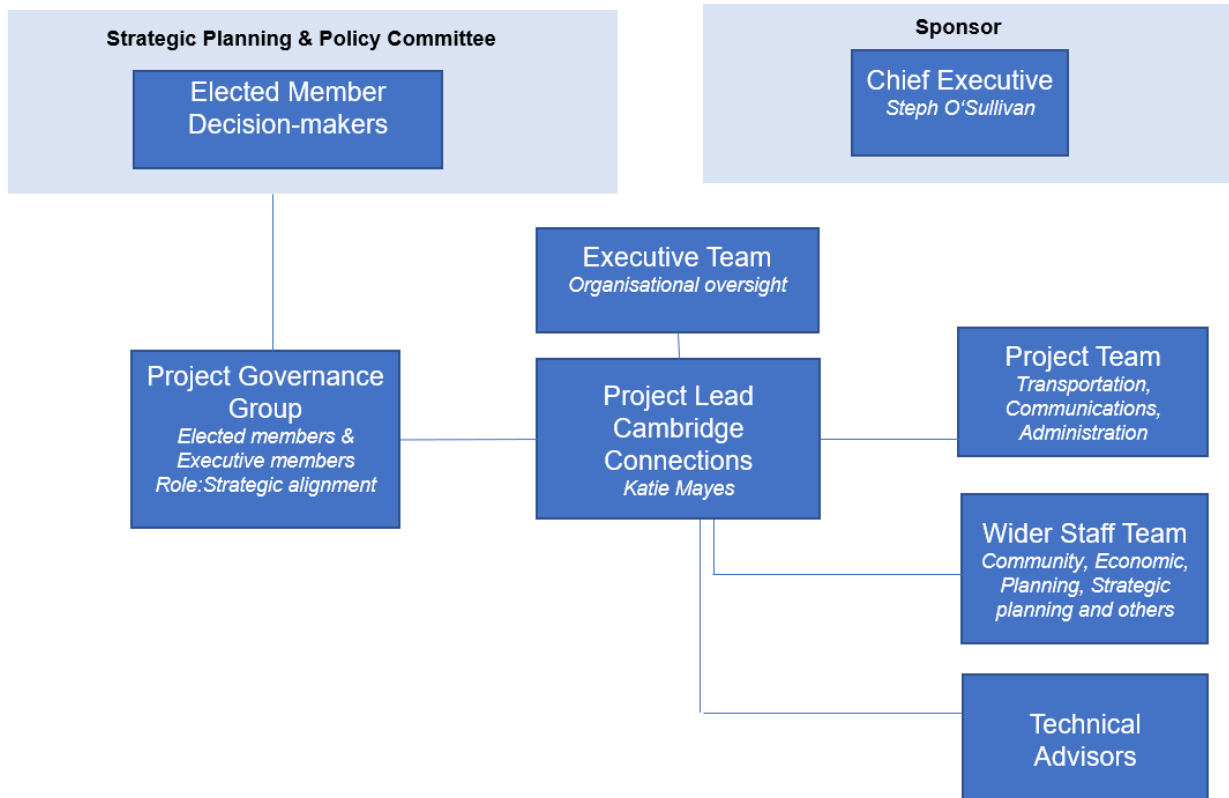


Figure 2. Project Governance and Organisational Structure

9 Deliverables & Budget

The funding available for contracted services, technical modelling and community engagement to complete the Cambridge Connections Transport Plan is \$300,000. This amount will be funded from the Transport Roding Reserve budget as approved as part of the 2025-2034 Long Term Plan.

Outlined below are the Project Budget Assumptions:

- The project will be Council-led. This will include project management, consultation and engagement, processing of feedback and drafting and final transport plan.
- Additional communications resources/graphic design will be contracted externally.
- Additional transport modelling, data, assessments will be contracted externally for the transport activities.
- Mana whenua and iwi engagement support will be contracted externally.

The budget breakdown is as follows:

Project Deliverable	Budget	Comment (may reference delegation)
Communications and stakeholder engagement -Resources, engagement and presentation materials. -Graphic design, resources for final plan.	\$150,000	External Communications resources
Transport modelling, data collection and assessments.	\$150,000	External technical resources, allowance for traffic modelling, traffic counting

10 Key Decisions & Resources

10.1 Decisions

Outlined below are the proposed dates for Council decisions for the delivery of the proposed scope of works.

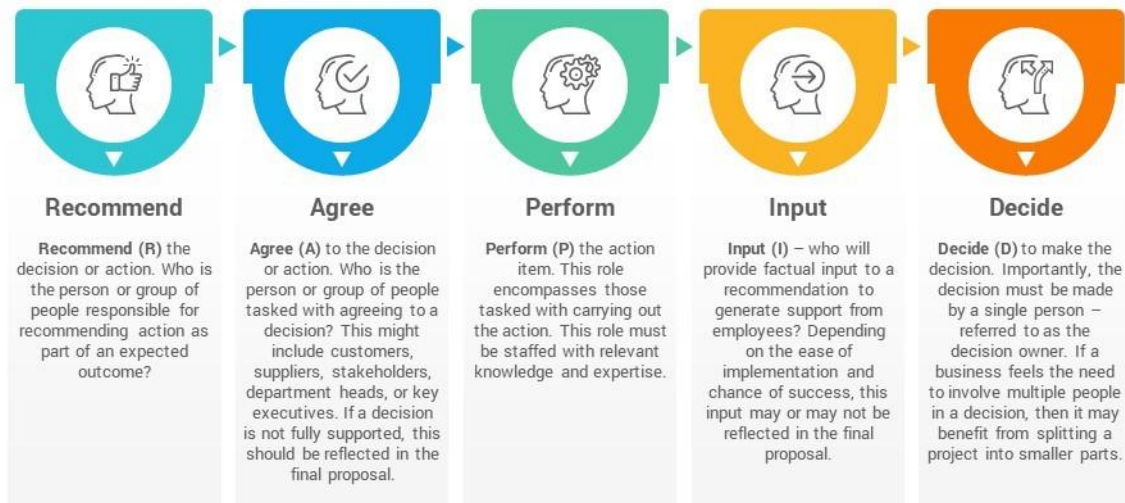
Decisions	Date
Committee approval of Project Implementation Plan.	SP&P Committee - 6 August 2025
Committee approval of problems, benefits and investment objectives and draft 'Strategic case'.	December 2025
Committee approval of emerging short-list options from the 'long-list' assessment.	March 2026
Committee approval of short-list options for consultation.	June 2026
Committee approval of draft Cambridge Connections Transport Plan for consultation.	October 2026
Committee approval of Final Cambridge Connections Transport Plan.	December 2026
Committee approval of recommendations for short-term projects in the LTP and RLTP.	March 2027

10.2 Decision making framework

The RAPID decision-making framework will be used to guide decision-making for this project. Figure 3 outlines the roles in the decision-making model.

RAPID Decision-Making Model

RAPID Decision-Making Model



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Figure 3: RAPID Decision-making Model

For the Cambridge Connections project, the roles are as follows:

Role	Person or group responsible*
Input	Subject matter experts, community, community board
Agree	Executive Team (Project Control Group) Project Governance Group
Recommend	Project Lead
Decide	Strategic Planning & Policy Committee Audit & Risk Committee (Re risk & issue management)
Perform	Council staff

*Note, Iwi and mana whenua desired involvement currently being discussed.

10.3 Resources

Outlined below are the anticipated core resources for the project. The project will be delivered predominantly using the Council resources across the organisation that will work collaboratively to meet the project outcomes. Other staff and subject matter experts will be engaged for the project as required.

In addition, we anticipate some consultancy resources requirements the project's technical requirements (e.g. analysis of transport data, cost estimates, assessments), additional data/evidence sourcing as well as communications resources e.g. graphic design, presentation materials.

Role	Resource Type	Internal and/or external
Project Governance Group	Chief Executive/Council Executive Member: Steph O'Sullivan Elected Member Representative: the Mayor: Susan O'Regan Elected Member Representative: tbc Elected Member Representative: tbc Elected Member Representative: tbc Project Lead: Katie Mayes Council Executive Team: Eeva-Liisa Wright Council Executive Team: Kirsty Downey Business Owner/Transportation Manager: Bryan Hudson	Internal
Project Control Group	Executive team	Internal
Project Sponsor	Chief Executive: Steph O'Sullivan	Internal
Business Owner	Transportation Manager: Bryan Hudson	Internal
Executive Director/Project Lead	Katie Mayes	Internal
Transportation Planner	Rachel Algar	Internal
Communications	Senior Communications Advisor	Internal
Project Support	Anna Kensington, Karen Strawbridge	Internal
SME Manager Transportation	Bryan Hudson	Internal
Economic Development/Strategy	Joy Mickelson	Internal
Community Advisor	Gina Scott	Internal
Organisational Excellence	Genny Wilson	Internal

10.4 Communications and Engagement

The engagement project plan is based on the International Association of Public Participation (IAP2) framework⁶ to inform all communications and engagement for this project.

The Engagement Project Plan is outlined in Appendix 1 of this plan (document number 11476263).

⁶ [Engagement Institute — the Home of Engagement Professionals](#)

11 Procurement Plan, Options & Strategy

Goods and services will be purchased in accordance the Waipā District Council Procurement Policy and Procedures Manual.

12 Interactions & Dependencies

The following interactions and dependencies that will be considered include:

Interactions:

- Strong alignment with key transport partners (NZTA, Waikato Regional Council and Futureproof) to ensure alignment with funding, planning and delivery of transport projects.
- NZTA decisions regarding Southern Links and Cambridge to Piarere, and FutureProof work, e.g. Southern Hamilton Northern Waipā Study.

Dependencies:

- Identification of settlement patterns and/or future growth scenarios in and around Cambridge for the next 30 years through the refresh of Waipā 2050 to ensure that interdependencies between land use and transport are considered in the Cambridge Connections Transport Plan.
- Subject matter experts with knowledge and background in their specialist areas will be drawn on for the project as required.
- That transport modelling and data will be available to support the transport plan.

13 Risks

The table below shows how we will manage risks and issues, including the appropriate escalation through the duration of the project:

Who?	When?	Role and Purpose
Monthly wider Project Team meetings	Regular agenda item for significant changes to risks and issues if/when they arise. Bi-monthly agenda item for formal review of risk and issue registers	Managing risks and issues register, including appropriate escalation to PCG
Executive Team	Reporting of residual high risks and above (after mitigation)	Project Control Group
Project Governance Group	At key project milestones as per the Programme Implementation Plan	Project status reporting and recommendations for escalation of any critical issues or risks to

Who?	When?	Role and Purpose
		Strategic Planning & Policy Committee
Strategic Planning & Policy Committee	At key project decision points as per the Programme Implementation Plan Project Status reporting	Project status and decision on any critical issues or risks
Audit & Risk Committee	Quarterly reporting.	Quarterly reporting of risk profile (very high risks and above after mitigation escalation and reporting)

A full copy of the Risk Register is available in ECM (document number 11460058).

14 Health & Safety

The development of this project will be consistent with Council's health and safety policy statement.

15 Environment/Legislative/Regulatory Issues

The CCTP will follow the Waka Kotahi NZ Transport Agency business case approach and will consider policies and strategies at the national, regional and district level.

The CCTP will include a broad RMA assessment of the options and risks and consideration of any planning, heritage or infrastructure barriers to any of the options. Engagement with iwi and mana whenua is a core part of this project.

16 Carbon Options and Assessment

A broad assessment of the impacts of climate change will be completed as part of the options assessment for this project.

Carbon option and assessments will be completed as part of project planning for any detailed projects and activities that are progressed in this plan.

17 Significance and Engagement

Staff have considered the key considerations under the Significance and Engagement Policy, in particular sections 7 and 8 and have assessed that the matter(s) in this report have a high level of significance as it is a high-profile project with a high level of stakeholder and community interest, iwi and mana whenua cultural significance for whenua and awa for future planning and decisions, and a long-term financial impact to fund transport infrastructure needs for Cambridge.

18 Change Management Plan

External change management will be provided for through the Communications and Engagement Plan. Internal change management will be considered following the approval of the Project Implementation Plan.

