
To: Cambridge Connections Community Reference Group

From: Katie Mayes, Growth, Strategy and Planning Director

Date: 16 September 2026

Ref: 11749253

Subject: Overview on development of the draft Transport Plan

PURPOSE

The purpose of the Memo is to outline recent workshop sessions with Elected Members and seek the Community Reference Group feedback to inform an upcoming Elected Members workshop and continued development of the draft Transport Plan.

COMMENTARY

TRANSPORT PLAN DEVELOPMENT

On 7 September 2026, the Cambridge Connections Project Team ran a workshop with Elected Members to support direction on developing the draft Transport Plan.

This included:

- Confirm key planning principles
- Outline the proposed Strategic Approach (Part 2 of a Strategic Transport Plan)
- Outline the two bridge corridor pathways that will require further consideration through the Transport Plan
- Outline the proposed approach to developing the 30-year transport programme

Appendix 1 includes the supporting information pack shared for this workshop.

7 September Elected Member Workshop

The Elected Members supported:

1. The key planning principles.
2. The proposed strategic approach including application of the intervention hierarchy with a shifting focus between intervention levels over time.
3. The approach to cost estimation for transport activities including that these will be sufficiently robust to support strategic option comparison, without implying a detailed business case or design has been undertaken.
4. The approach to developing the 30-year transport programme.

Key points to note

Elected Members:

- Are actively considering the links between Cambridge Connections and the Long Term Plan and are comfortable that the Transport Plan will give indicative cost ranges for activities, that can be further determined through the LTP process.
- Have requested information to come back to a subsequent workshop about how we can best reflect the two bridge corridor pathways in the Long Term Plan.
- Gave positive feedback about the way possible future funding sources have been represented (this information will also be made available on the website).
- Directed staff to advocate to central government for legislative changes to enable Road Controlling Authorities (RCAs) to use tolling as a potential future funding source.

Approach to Public Transport

The workshop also included specific discussion on how the draft Transport Plan should detail Council's approach to public transport activities. This was supported from a previous position paper developed by Cllr Gordon as well as a workshop in August where representatives from the Waikato Regional Council (WRC) attended to discuss the WRC's Cambridge Local Service Assessment Technical Report.

Direction from Elected Members at the recent workshop was for the draft Transport Plan to:

- Support the establishment of an around-town public transport service and identify the steps required to progress this in the short term.
- Build on Route 20 and the service improvements proposed by the WRC, including advocate for adjustments to the route to better connect key destinations within Cambridge.
- Advocate for improved school bus services to support peak time movements.
- Identify opportunities to maximise the role of public transport in achieving the Cambridge Connections investment objectives, including, Council led initiatives, such as intersection prioritisation and additional bus infrastructure (shelters, stops, real-time passenger information).

The next step is to work with the WRC to strengthen the public transport network in Cambridge, including through future services and contract reviews and renewals.

COMMUNITY REFERENCE GROUP

There are three key areas the project team seek CRG discussion on.

1. Strategic Approach

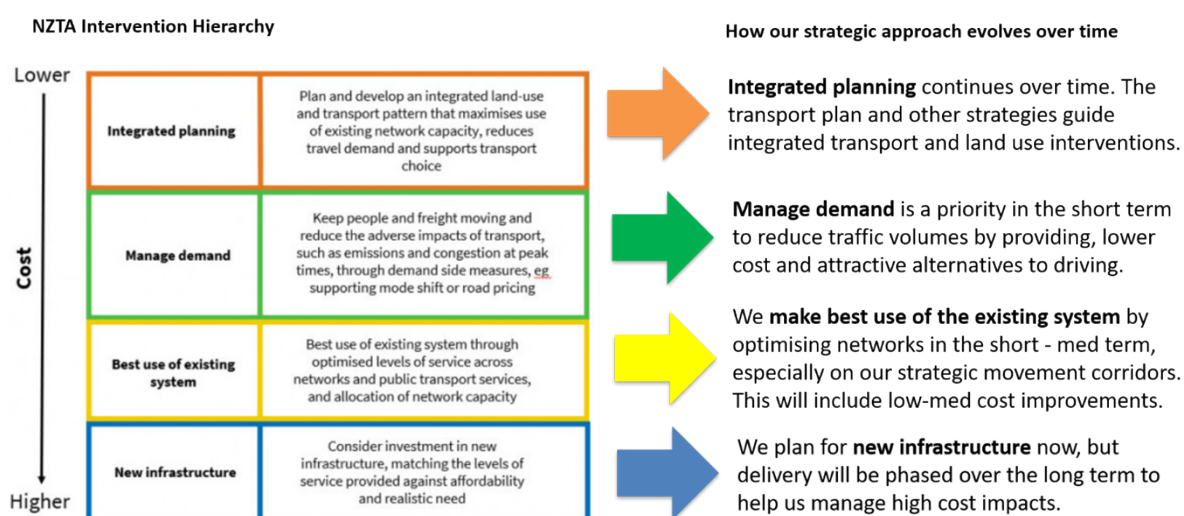
Key Question: Does CRG agree with the proposed strategic approach to developing the transport plan? What other approaches / areas of focus might we need to think about?

Part 2 of strategic transport planning includes development of the 'strategic approach'. This part outlines the 'best way to respond to the identified challenges and opportunities' from Part 1, and includes:

1. Identify the outcomes and areas of the network that need the greatest focus.
2. Identify what we should do differently over time.
3. Agree the appropriate strategic approach(es) for the:
 - Short term (0-3yrs),
 - Medium term (4-10yrs), and
 - Long Term (10-30yrs).
4. Identify how different transport solutions work together, overtime.

New Zealand faces significant infrastructure investment challenges and funding constraints for the foreseeable future. This means Council needs to take an optimisation-first approach to transport planning and investment, making the best use of the existing network, prioritising investment where it will deliver the greatest benefits, and ensuring new investment is affordable and sustainable overtime.

The proposed Strategic Approach for the Transport Plan applies the intervention hierarchy with a shifting focus between intervention levels over time.



2. Two bridge corridor pathways for Council to consider

Key Question: *The Transport Plan will outline two key pathways for the future bridge corridor. What information does CRG feel needs to accompany this, to support the community consultation process?*

The Transport Plan will consider all transport activities and modes, over the short, medium and long term. On a future bridge corridor, the draft Transport Plan will include two pathways to be considered:

- Years 1-3 will focus on protecting a future bridge corridor through designation and integrated planning.
- Years 4-10 and 11-30 will focus on implementing strategic direction.
- Once designation is complete, (approx. from Year 4) there will be two pathways that Council could take to support agreed project objectives.
- **Both will require significant planning and investment.** Given the current financial environment in NZ, the funding approach will differ between the two pathways, reflecting their different timing, investment requirements and potential eligibility for external funding and co-investment.

Pathway 1

Designation and implementation of a new third bridge

Includes:

- Complete designation, consenting and property acquisition.
- Design, construct, operate new bridge
- Connecting local roading improvements at either end of the bridge
- Supporting network improvements and optimisation in key strategic corridors:
 - Pope Terrace - Future bridge corridor – Hamilton Rd - Cambridge Rd (north)
 - Hamilton Rd/Victoria St - Victoria Rd

Pathway 2

Designation in place; Enhance what you already have

Includes:

- Complete designation for a future bridge corridor.
- Design, construct, operate additional capacity - Fergusson Bridge and Karapiro Stream Bridge
- Deliver optimisation of Victoria St Bridge corridor
- Supporting network improvements and optimisation in key strategic corridors:
 - Pope Terrace – Cook St – Shakespeare St
 - Albert St – Queen St - Victoria St/Hamilton Rd
 - Hamilton Rd/Victoria St - Victoria Rd
 - Victoria St Bridge – Victoria St/Queen St (town centre)

3. Approach to public transport in Cambridge

Key Question: *Following Elected Member direction on Council's approach to public transport, are there any other key points or areas of focus, that the CRG feel we need to think about?*

PARKING MANAGEMENT FRAMEWORK

The parking management approach for Cambridge Connections builds on the five parking management objectives and the town centre parking hierarchy approved by the Strategic Planning and Policy Committee on 3 June 2026. An Elected Member workshop will be held on 16 September 2026 to further develop the approach, including which locations may require parking guidance beyond the town centre hierarchy.

The parking management workstream completed through Cambridge Connections will also provide the foundation for a district-wide parking framework.

Following the 16 September Elected Member workshop, the project team will provide an update to the Community Reference Group. Feedback will also be sought at the meeting on the 23 September

on any location-specific parking issues or priorities that should be considered as part of the parking framework.

ATTACHED DOCUMENTATION

Title	Author
7 September Elected Member Workshop – Supporting Information Pack (ECM: 11768728)	Rachel Algar



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Project Manager

Rachel Algar
Transportation Planner

Cambridge Connections Transport Plan Development

Elected Member Workshop - Draft Strategic Approach

Workshop Information Pack: 7 September 2026

Workshop format

This Summary Information pack includes:

Supporting context

Key areas to test with Elected Members

- Confirm key planning principles
- Proposed strategic approach
- Two bridge corridor pathways to consider
- Approach to the transport 30yr programme.

The project team will present a succinct sub-set of this pack at the workshop, focused on the key areas for direction.



Supporting Context



Developing the Transport Plan

Completed

Identify Issues

We identified the transport challenges affecting how people travel around Cambridge today.

Listen to the Community

We listened to the community, gathered ideas, local knowledge and concerns from residents, businesses and stakeholders.

Develop Options

We developed a themed long list of transport options and the criteria for assessing them.

Develop Strategic Transport Network Review

We defined the current and future network, tested future bridge corridor options, refined the MCA, and commenced further technical work, including the pathway to protect a future bridge corridor.

Current Stage

Develop Transport Plan (August – Sept)

We are undertaking additional technical work including (but not limited to):

- developing the Parking Management Framework
- Possible refined transport modelling at a localised scale

We then bring it all together, share and test with the community, and then refine the draft Transport Plan for public consultation in October.



We share our thinking; help you understand the emerging work and find out your views

WE
ARE
HERE

Future Milestones

Out for public consultation (October)

We go out to the community with the draft Plan to seek feedback, test proposed activities, and identify any further issues or opportunities.

SP&P Meeting
7 October



You get to have a formal say on what you think about the draft Transport Plan.

Finalise Transport Plan (Nov - Dec)

We review all information gathered and update the Transport Plan for final sign off.

SP&P Meeting
2 December



We share the Final Plan and keep sharing progress and delivery.

Strategic Transport Planning

Development of the Transport Plan follows NZTA's strategic transport planning approach, which includes development of a **single, integrated, strategic long-term plan**, that:

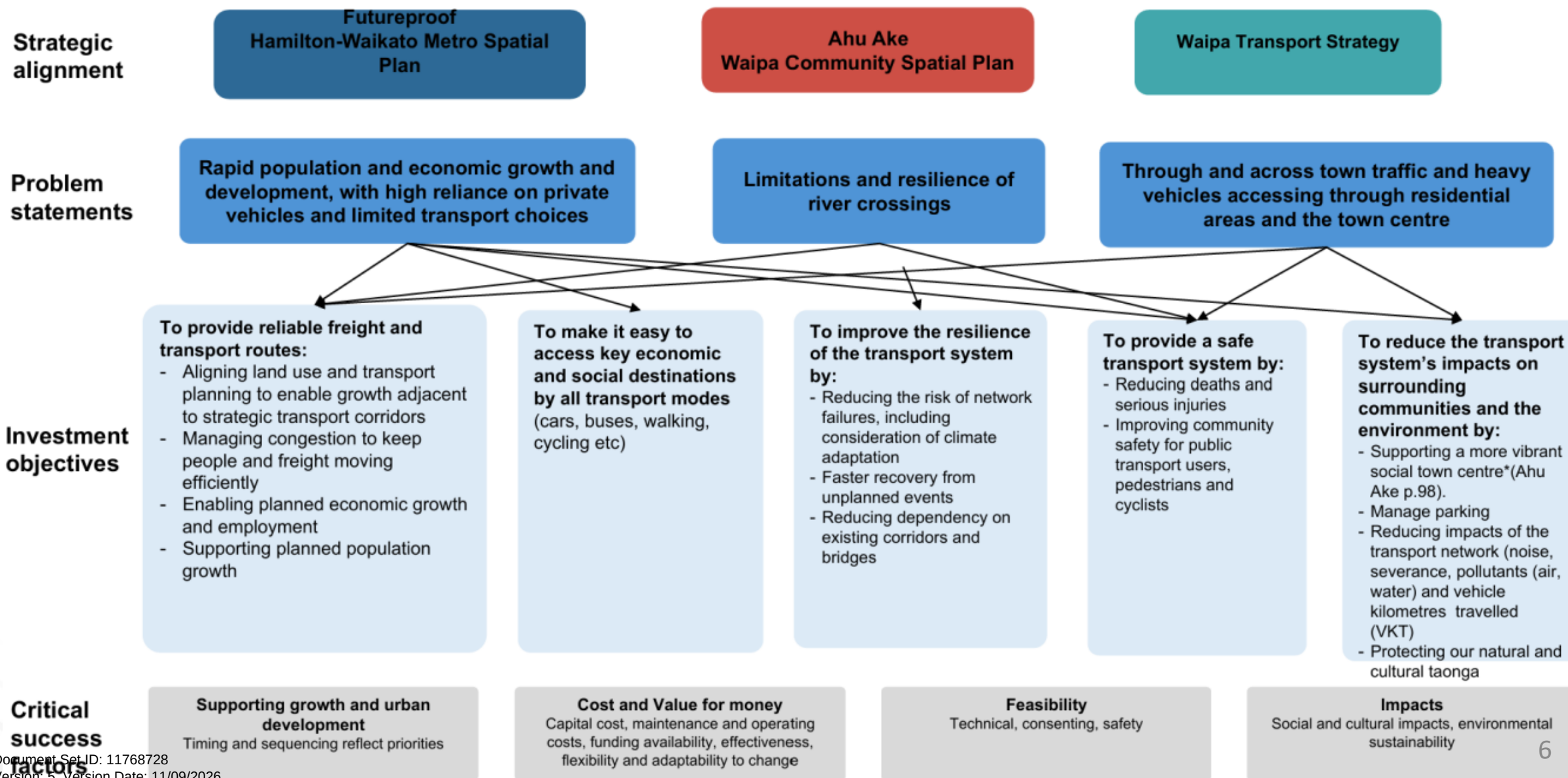
- Guides how we manage, optimise and enhance the strategic network over 30 years.
- Provides future decision makers with a menu of good quality investment choices.
- Provides inputs to future prioritisation, network operation, project development and decision making.

The draft Transport Plan will outline:

- How the strategic network needs to evolve and change overtime to meet challenges and/or realise opportunities.
- Priority areas, identified challenges (gaps and deficiencies), opportunities and proposed future actions.
- A menu of high value activities that support the strategic framework and deliver on project objectives.

Cambridge Connections – Strategic Framework

The draft Transport Plan will support the agreed strategic framework.



The Transport Plan brings together supporting workstreams

**TIER 1
FOUNDATIONS**

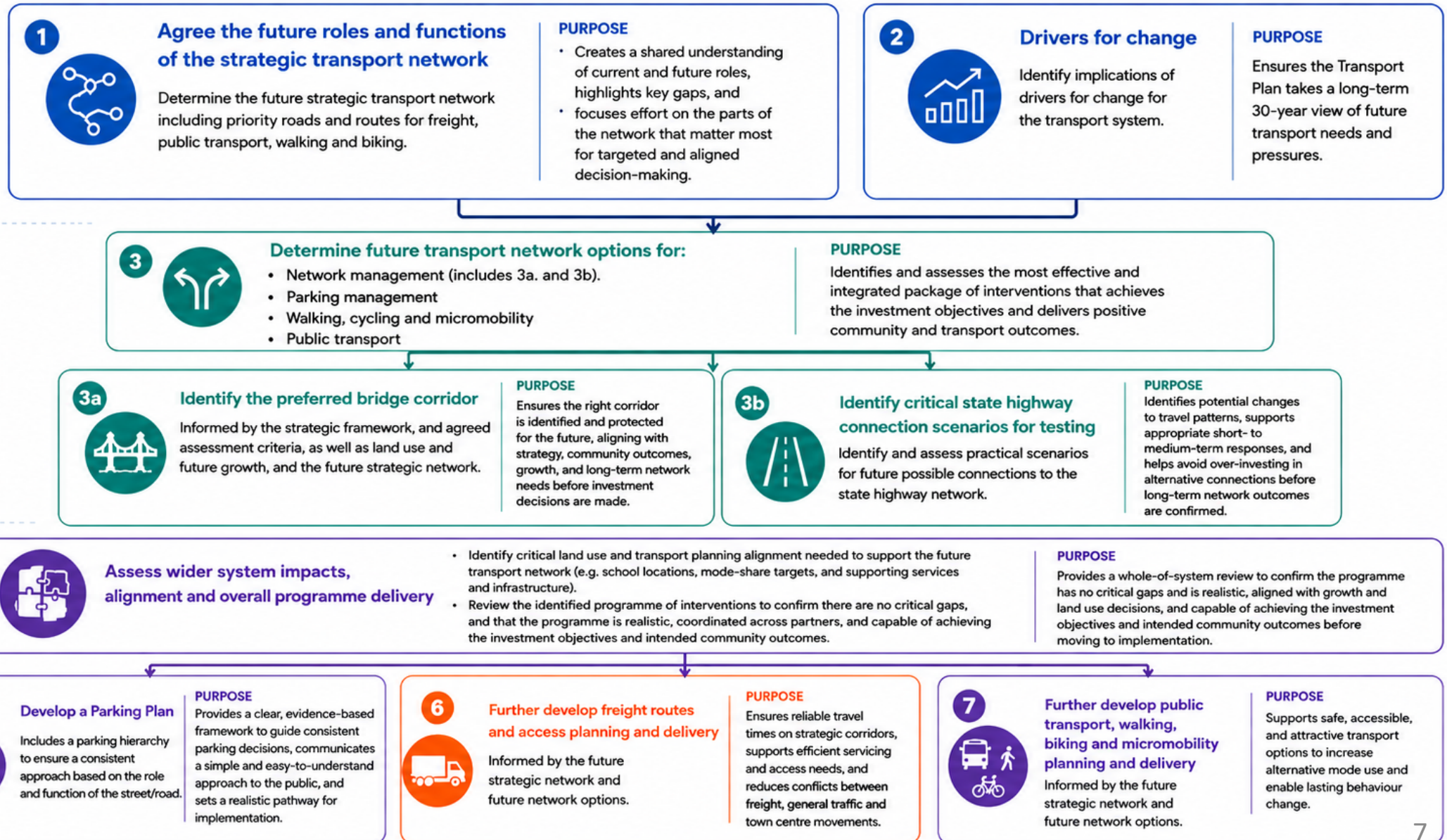
Establish the future context and network direction

**TIER 2
NETWORK &
SCENARIO
TESTING**

Test options to identify the future long-term network

**TIER 3
DELIVERY &
MODE PLANS**

Develop targeted plans to guide implementation



Supporting Strategic Direction

The draft Transport Plan will support direction applied in the Waikato Metro Spatial Plan, Waipa Growth Strategy 2050, Ahu Ake Waipa Community Spatial Plan, Waipa Transport Strategy and Cambridge Town Concept Plan Refresh.



MSP Transport Directives

- Optimise use of existing transport infrastructure.
- Plan and protect efficient freight network operations.
- Connect transport and resident hubs, linking major growth centres by public transport and active modes.
- Plan and design neighbourhoods to make public transport use, walking and cycling easy and attractive.



Growth Strategy Key Directives

- Provide a policy framework to guide, and where appropriate, encourage future growth.
- Define the pattern for future growth of settlements in the district.
- Inform Council's infrastructure planning, to help maximise the efficient timing and scale of infrastructure provision.
- Tāngata whenua support development of sustainable transport infrastructure that considers best use of road, rail, air, water, cycle, horse, pedestrian, public & private transport modes.



Ahu Ake Transport Directives

- Continuing to prioritise investment into the active mode networks in Cambridge
- Completing the development of demand management programmes, including road and parking space reallocation
- Cambridge urban mobility improvements increase opportunities to develop Cambridge CBD as a more people friendly place, aligned with the third bridge

The draft Transport Plan also supports and aligns with NZTA key strategic documents including:

- Arataki (NZTA 30 year plan)
- NZTA strategic transport planning approach
- NZTA One Network Framework (ONF)

NZTA intervention hierarchy

NZTA STP Part 1: Understanding the Challenge

We have completed Part 1.

Phase	Key questions	Key tasks		
Part 1 Understanding the challenge 	» How well does the system currently perform? » What role, function and level of performance is required to effectively and efficiently achieve desired transport outcomes? » What long-term changes may influence how the system will perform in the future? » What would happen if we don't do anything?	Network roles, functions and LOS (current) Plausible future scenarios Network roles, functions and LOS (future)	Current problems and constraints Desired future Measures of success	Counterfactual Existing and future direction Understanding the challenge

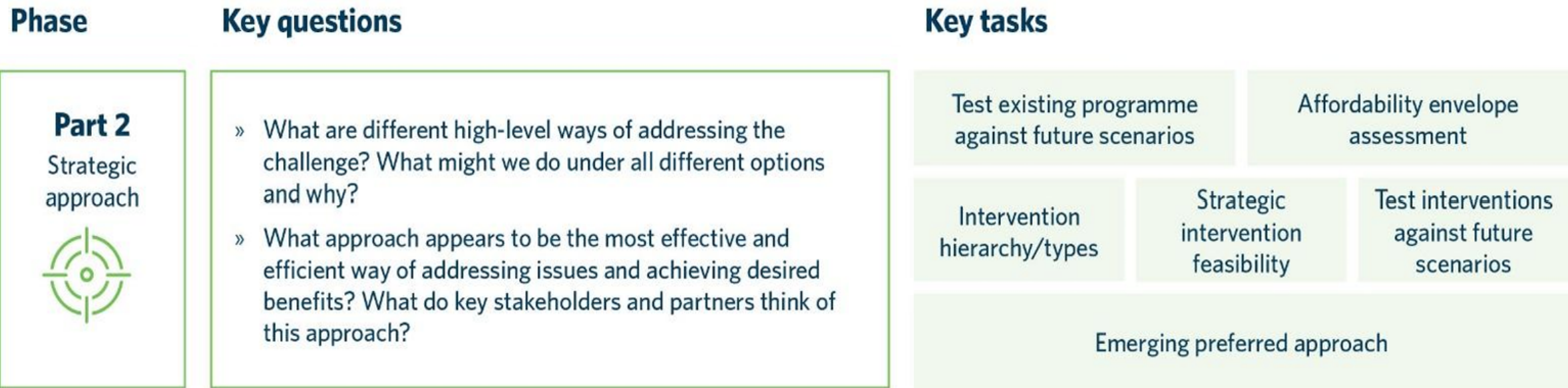
Part 1 asks: **‘What are the current and future transport challenges’**

Through Cambridge Connections we:

- Engaged with mana whenua, stakeholders and the community to help shape and better understand key transport ideas, challenges and opportunities.
- Completed the draft Strategic Case and various strategic and technical studies, modelling and investigations.
- Agreed the Strategic Framework and identified drivers for change.
- Agreed the MCA assessment criteria and refined the themed long-list of transport activities.
- Completed the Strategic Transport Network Review.
- Assessed agreed future bridge corridor options through modelling and technical analysis.

NZTA STP Part 2: The Strategic Approach

We have commenced Part 2.



Part 2 asks **“What is the best way to respond”**

1. Identify the outcomes and areas of the network that need the greatest focus.
2. Identify what we should do differently over time.
3. Agree the appropriate strategic approach(es) for the Short term (0-3yrs), Medium term (4-10yrs) and Long Term (10-30yrs).
4. Identify how different transport solutions work together overtime.

NZTA STP Part 3: Identify Activities & Finalise the Plan

We will commence Part 3 from September.

Phase	Key questions	Key tasks
Part 3 Identifying activities 	» What are the activities required to deliver the strategic approach? Which ones are most urgent to progress and why? » How can the plan be delivered in an efficient, effective and affordable way over time? » What is the next phase of work, and what is its timing? Who needs to do what?	Identify activities Prioritisation/ timing of activities Costs, risks, triggers and dependencies Confirm, action plan and next steps

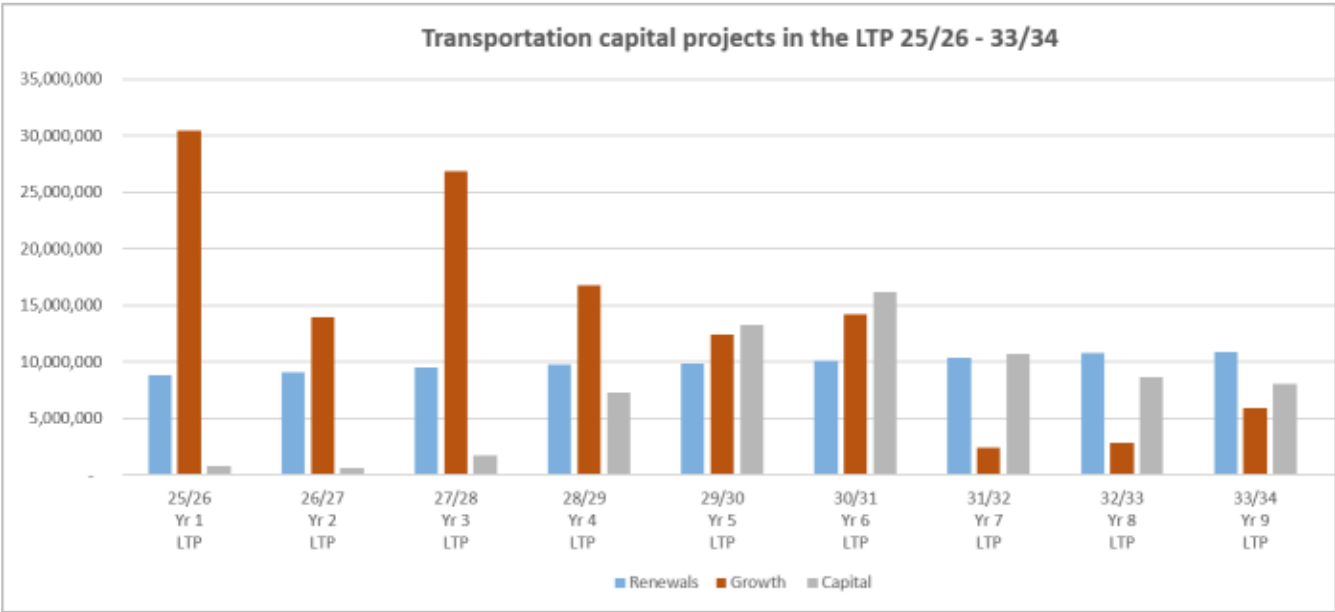
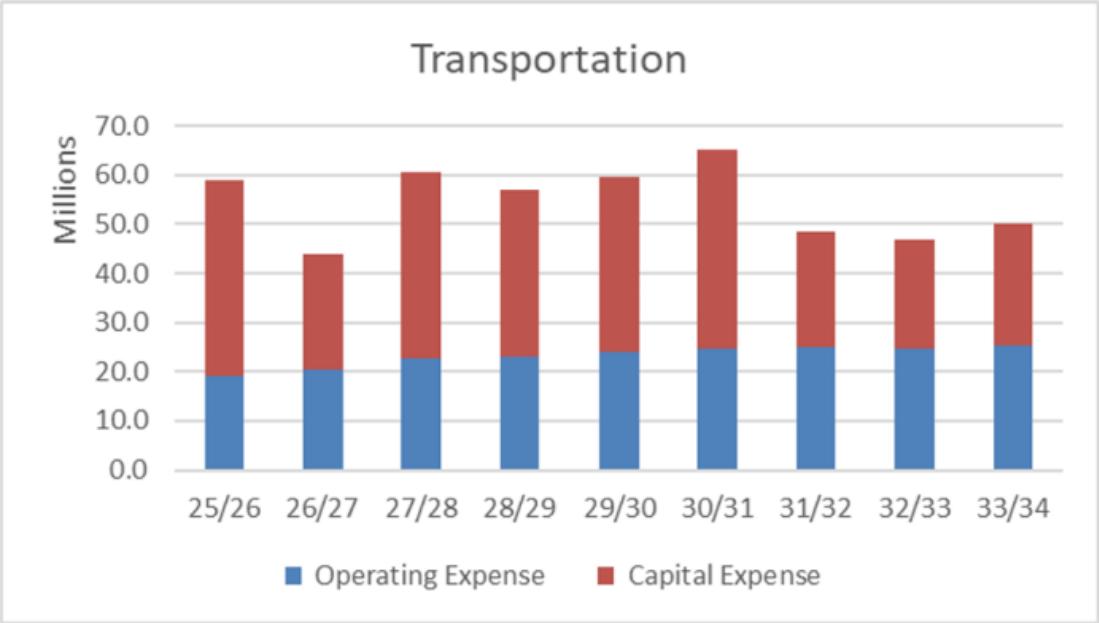
Part 3 asks: **“What are we going to do and when (short-, medium-, long-term)”**

1. Identify the recommended 30-year programme of transport activities.
2. Develop the implementation pathway, including indicative timing and sequencing.
3. Develop the monitoring framework including key triggers and measures.
4. Undertake public consultation on the draft Transport Plan.
5. Refine and adopt the Cambridge Connections Transport Plan.

LTP 2024-34: District wide Transport 10year Programme

- The Transport Plan needs to support affordability principles and consider the proposed programme within the whole of District transport programme and Council LTP.
- The LTP already includes committed activities and ongoing investment that needs to be maintained and funded.
- This includes essential maintenance, operations and renewals required to keep the existing transport network safe, reliable and fit for purpose.
- **New activities will need to be considered alongside these existing commitments**, recognising that funding is limited and priorities and supporting investment will need to be staged over time.

Waipa LTP Transport Programme: Capital and operating expenditure graph



Further Test with Elected Members

1. Confirm Key Planning Principles
 2. Proposed Strategic Approach
 3. Two bridge pathways to think about
 4. Approach to the transport programme
-



Confirm key planning principles for the Transport Plan

Optimisation First

- The Transport Plan will first consider how the existing transport system can be better utilised through measures such as operational improvements, demand management, public transport, walking and cycling, micromobility, and parking management.
- New infrastructure will only be considered where these measures are insufficient to address transport challenges and support future growth, consistent with the NZTA intervention hierarchy.

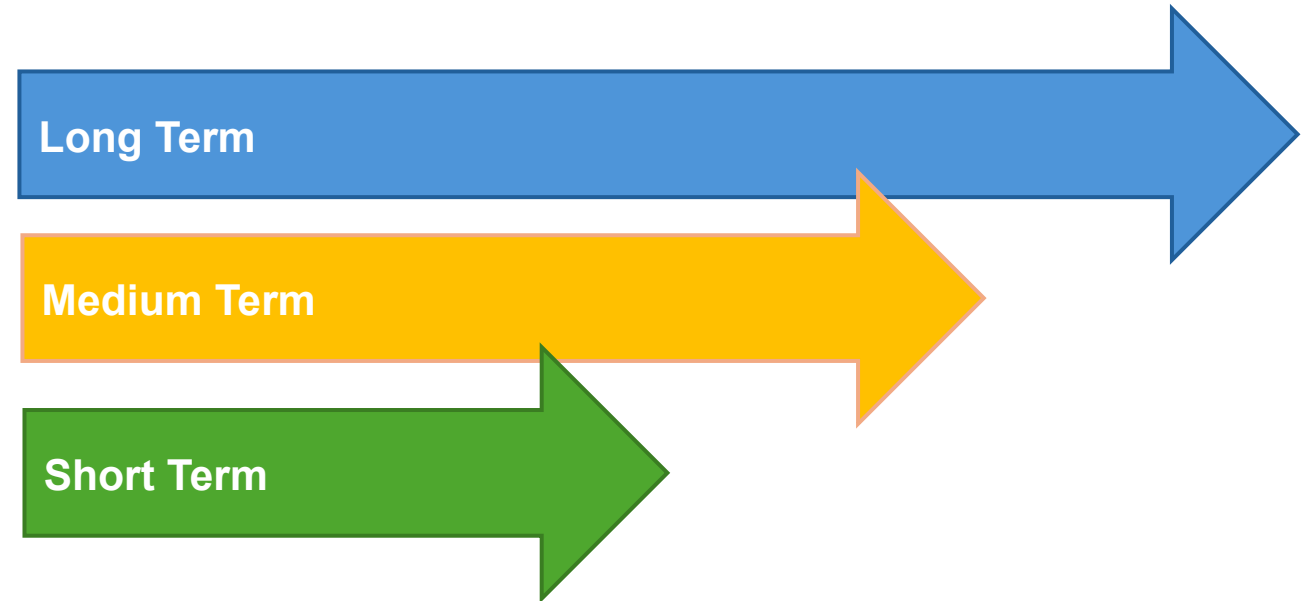
Evidence-Based Decision Making

- Base decisions on technical evidence and assessment, supported by stakeholder input and community feedback to ensure investment responds to identified needs and opportunities.

Affordability

- The Transport Plan will recognise that transport funding is limited and will identify a realistic, affordable and deliverable 30-year programme of activities.
- Identify transport activities that can be delivered over the short, medium and long term, recognising that investment will occur progressively as funding and growth occur.

Proposed Strategic Approach



Cambridge Connections - Strategic Approach

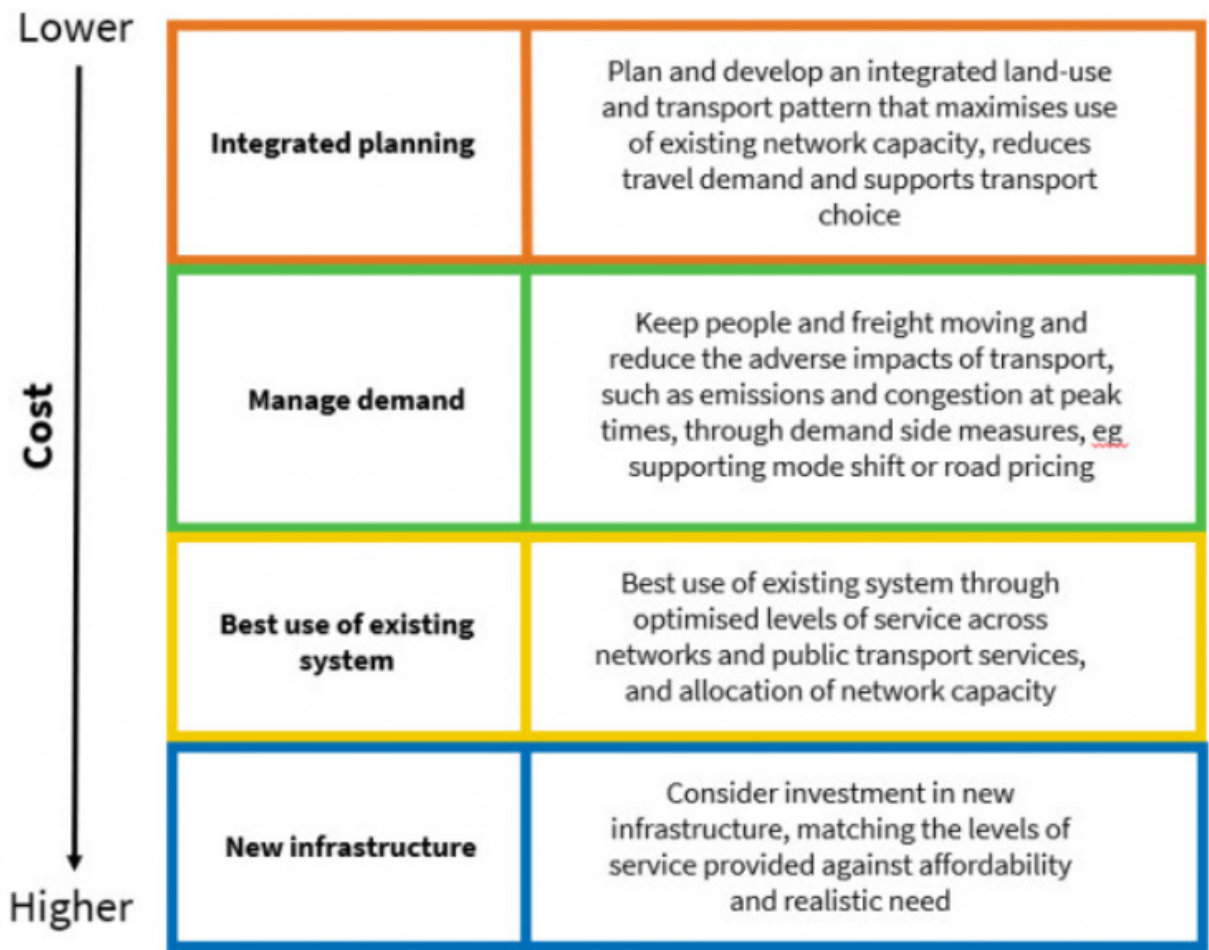
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Strategic Approach

Our proposed Strategic Approach applies the intervention hierarchy but with a shifting focus between intervention levels over time.

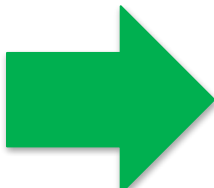
NZTA Intervention Hierarchy



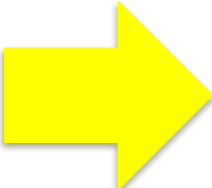
How our strategic approach evolves over time



Integrated planning continues over time. The transport plan and other strategies guide integrated transport and land use interventions.



Manage demand is a priority in the short term to reduce traffic volumes by providing, lower cost and attractive alternatives to driving.

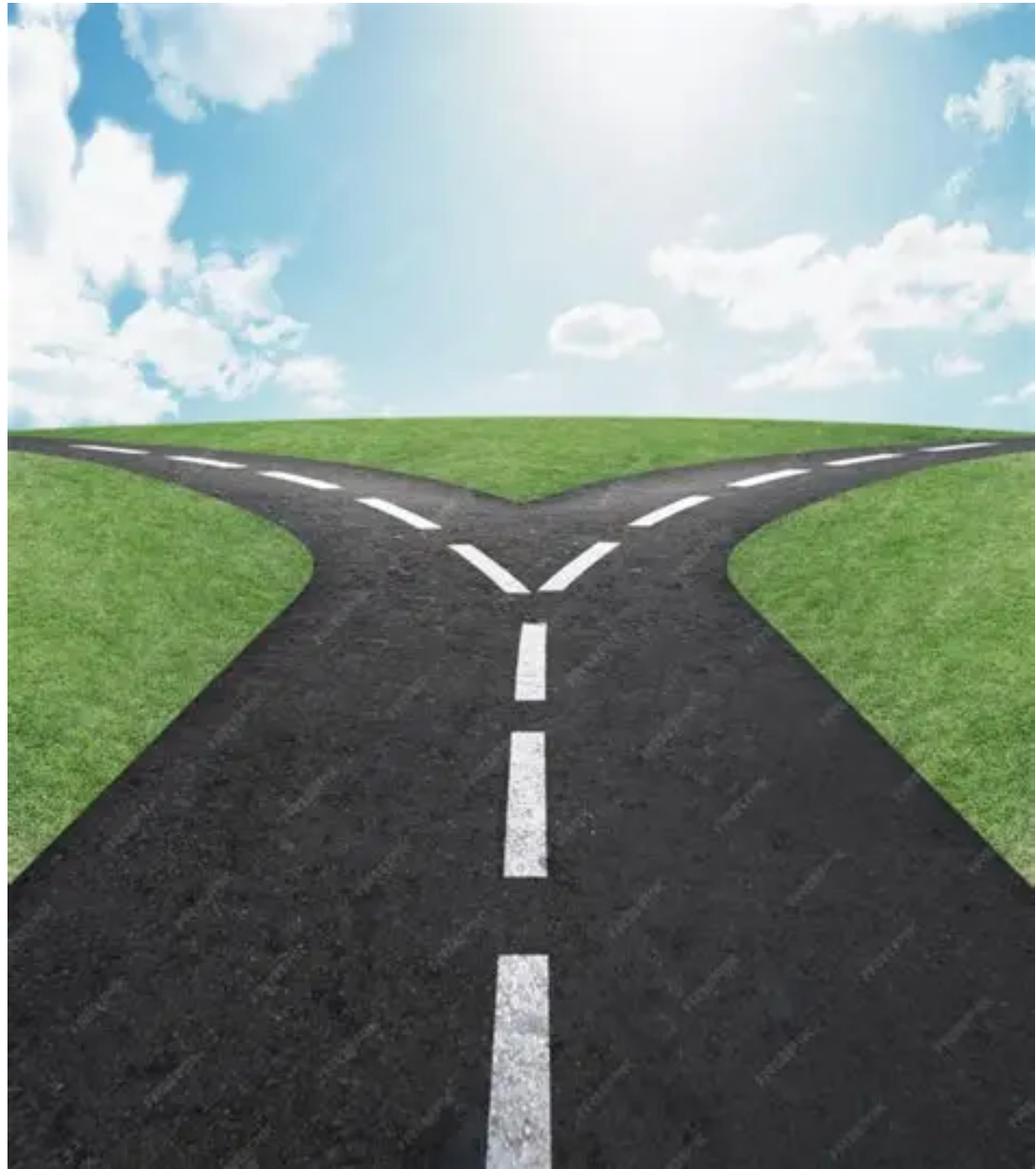


We **make best use of the existing system** by optimising networks in the short - med term, especially on our strategic movement corridors. This will include low-med cost improvements.



We plan for **new infrastructure** now, but delivery will be phased over the long term to help us manage high cost impacts.

Two bridge corridor pathways to consider



Two bridge corridor pathways to consider

The Transport Plan will consider **all transport activities and modes**, over the short, medium and long term.

In regard to a future bridge corridor, the draft Transport Plan will include two pathways to be considered:

- Years 1-3 will focus on protecting a future bridge corridor through designation and integrated planning.
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- Once designation is complete, (approx. from Year 4) there will be two pathways that Council could take to support agreed project objectives.
- **Both will require significant planning and investment.** Given the current financial environment in NZ, the funding approach will differ between the two pathways, reflecting their different timing, investment requirements and potential eligibility for external funding and co-investment.

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Pathway 2

Designation in place; Enhance what you already have

Includes:

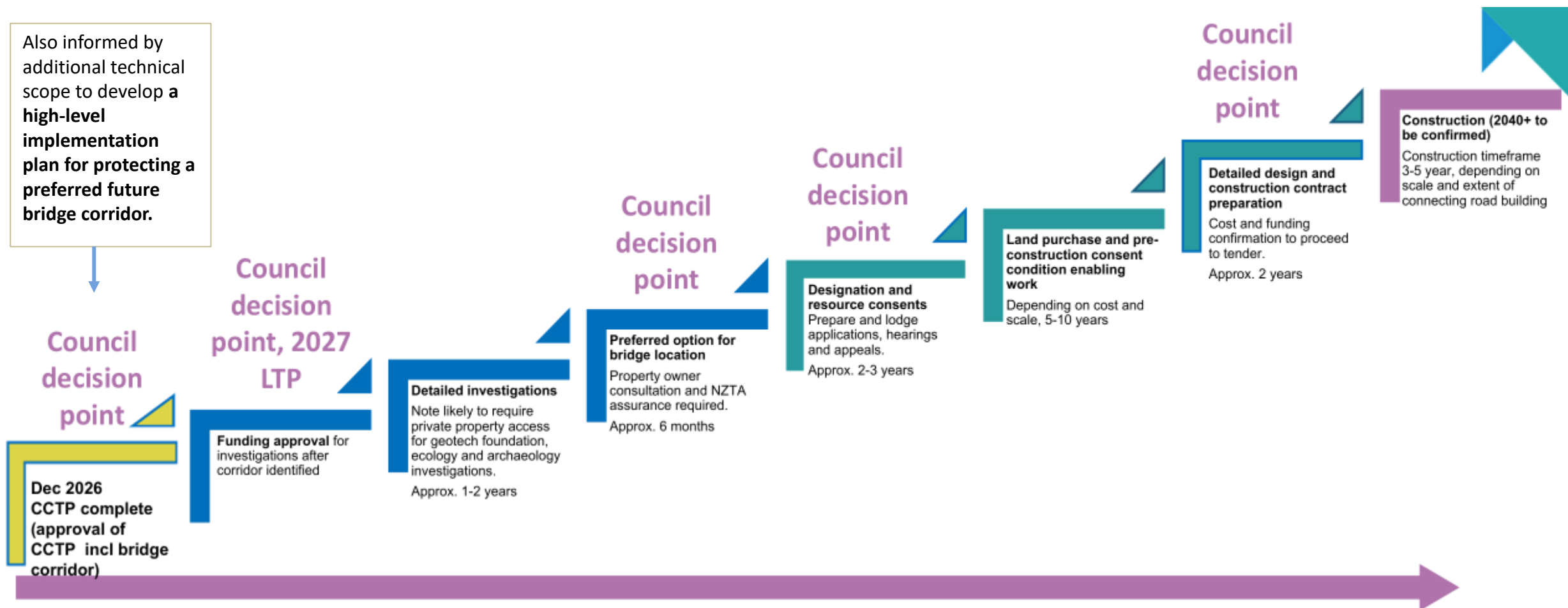
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Possible future funding sources for major transport activities

- Major transport activities are likely to require a funding package rather than a single funding source.
- The appropriate mix will depend on the scale, timing, beneficiaries and strategic importance of each project.
- Any future decision(s) would need to take a **‘whole of network approach’** so that people and traffic aren’t pushed to using already congested bridges and roads, i.e., to avoid paying a toll or user charge.
- The below table includes examples of the main funding sources available at this time.

Potential Funding Source	Potential Application	Key Considerations
Council funding / rates	Local contribution	Competes with other Council priorities; potentially supported through long term borrowing
Targeted rates or other local targeted revenue	Potentially targeted to areas or beneficiaries receiving a particular benefit	Requires consideration of fairness, affordability and statutory requirements
NZTA co-investment	Potential contribution where the project meets national/regional investment priorities	Requires inclusion in the relevant transport planning and investment programme
Crown / Government funding	Potential project-specific contribution for infrastructure with wider regional or national benefits	Dependent on Government priorities and investment decisions
Infrastructure Funding and Financing Levy (IFF)	Potential where the project supports a defined infrastructure need and meets IFF legislative and policy requirements.	Requires further assessment of eligibility, structure and affordability including whether the project meets the Act's definition of ‘eligible infrastructure’.
Developer contributions / value capture	Potential contribution where growth is a significant driver of the infrastructure need	Requires a clear relationship between development, growth and infrastructure demand; mechanisms have legislative limitations
Private sector / partnership funding	Potential contribution where there is a clear commercial or development benefit	Requires an appropriate commercial structure and value-for-money assessment
Tolling / user charging	Potential future funding mechanism, subject to legislative and policy requirements. Council could consider advocating for legislative changes to enable Road Controlling Authorities (RCAs) to use tolling as a potential future funding source	Not currently provided for under the existing New Zealand legislative framework for a local-road bridge; would require legislative change and further policy assessment.
Borrowing	Can bring forward a major project where future revenue/rates support repayment	Increases Council debt and financing costs; ultimately requires a sustainable revenue source.

Planning pathway for a new bridge



- Community engagement with affected property owners, iwi and mana whenua, stakeholders and the wider community are critical steps in this planning process.
- Timeframes will become more certain as each step progresses.
- Decision points require Council and NZTA Waka Kotahi approval and funding to allow progress.

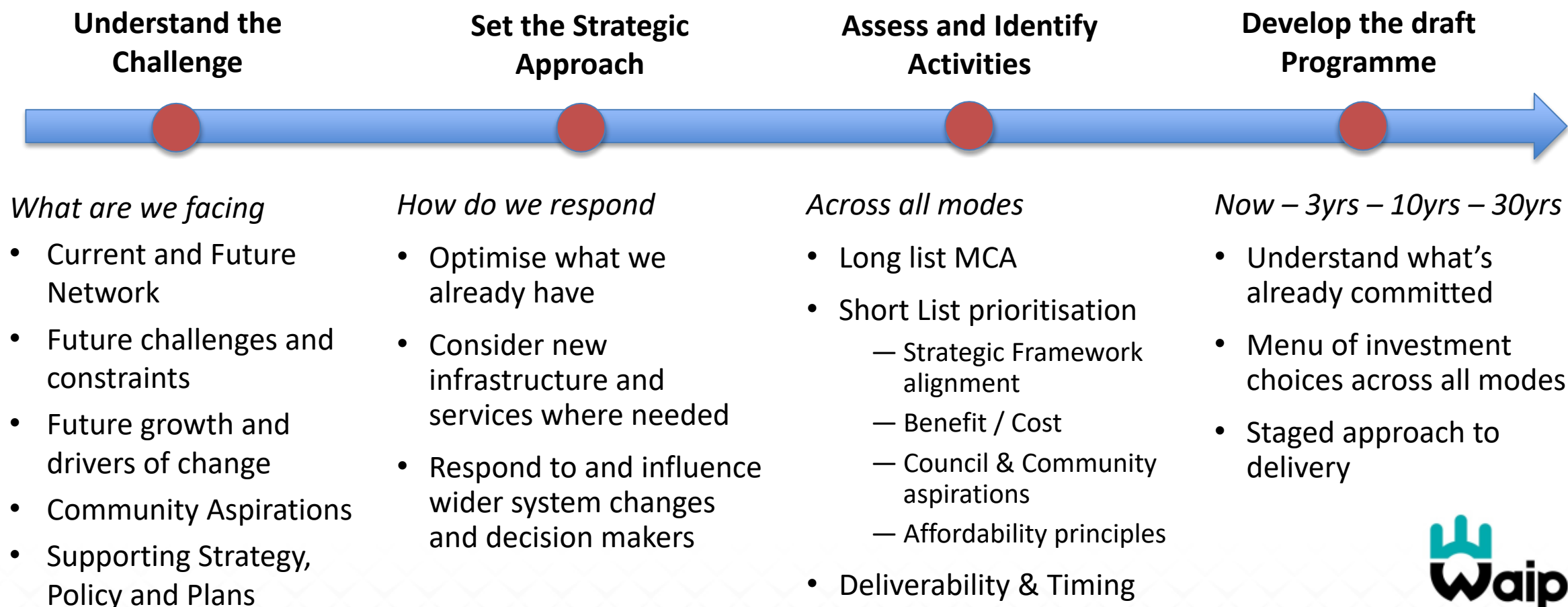
Approach to the Transport Programme



How we build the Transport Plan programme

The Transport Plan needs to identify a **balanced menu of investment choices** that address the current challenges, while at the same time has a clear long term lens to the future.

We build the programme through the following strategic transport planning steps:



Approach to transport activities

The Transport Plan will focus on practical, achievable initiatives for the short term, while providing a clear long-term direction for Cambridge's transport network.

It will identify a balanced programme of transport activities across all modes, not just major infrastructure.

- **Public transport:** Respond to the WRC Public Transport report and outline Council's priorities and actions, including opportunities to increase services in the short to medium term.
- **Demand management:** Identify opportunities to manage transport demand, including parking management, travel behaviour and supporting alternative modes.
- **Walking, cycling & micromobility:** Identify targeted improvements and connections that support safe and attractive travel choices.
- **Network optimisation:** Identify intersection, corridor and local network improvements across all modes to address identified problems, now and in the future.
- **Major infrastructure:** Consider larger activities, including potential future bridge capacity, within the context of the wider transport network and long-term strategy.

The Plan will focus on what we can do now, while planning for the future.

- **0–3 years:** *Practical, deliverable actions and LTP priorities*
- 4–10 years:** *Developing priorities and investment pathways*
- 10–30 years:** *Long-term network direction and future infrastructure needs*

Approach to public transport activities

- WRC Cambridge Local Service Assessment Technical Report 2 proposes increasing services to the existing Route 20 Cambridge-Hamilton through the introduction of separate northern and southern branch routes.
- The proposal would improve public transport coverage to growth areas including Cambridge North, Cambridge East, Norfolk Downs and parts of Leamington. However, it remains fundamentally focused on strengthening travel between Cambridge and Hamilton.

Discussion to inform strategic direction for public transport in the Transport Plan

As Cambridge grows:

- Should future investment continue to prioritise strengthening connections between Cambridge and Hamilton?
- Should Council, in partnership with WRC, plan for a more locally focused public transport network within Cambridge to connect key areas, destinations and services?
- How should the balance between regional and local public transport investment evolve as Cambridge grows?
- Are there particular areas, destinations or types of trips that Council considers should be prioritised by a future local network?

Approach to cost estimates on major activities

- Major infrastructure projects have significant cost implications and need to be considered alongside their strategic benefits.
- Previous cost estimates provide a useful starting point, but further refinement is required.
- Costs should be sufficiently robust to support strategic option comparison, without implying a detailed business case or design has been undertaken.

Proposed approach

- Review and build on previous cost estimates including identifying key assumptions, exclusions and uncertainties.
- Undertake further strategic-level costings, for relevant activities, appropriate to the project and stage of development.
- For future bridge corridor options, consider the relative comparative costs of:
 - A new bridge and associated connections
 - Additional capacity and/or improvements to existing crossings
 - Additional capacity and/or improvements to supporting network/roads
 - Other supporting activities.

Strategic Corridors – take a ‘whole of corridor approach’

- We will take a **‘whole of strategic corridor approach’** to developing the Transport Plan.
- This means taking a corridor approach, and considering how different activities interact, over time, rather than assessing individual projects in isolation.
- This helps us understand the wider network and community impacts of each activity, so that we avoid simply moving congestion or other problems to the next pinch point.
- The aim is for activities to be complementary and collectively support the future role and function of the network, over the short, medium and long term.

Examples of these strategic corridors could include (red lines on map):

1. Pope Terrace - Cook St - Shakespeare St
2. Albert St – Queen St/Victoria St
3. Victoria St/Queen St – Victoria St/Hamilton Rd
4. Hamilton Rd/Victoria St - Victoria Rd
5. Pope Terrace - Victoria St Bridge – Victoria St/Queen St (town centre)
6. Future bridge corridor - Hamilton Rd - Cambridge Rd (north)



What the 30-year programme could look like

Example content and presentation of what the 30-year programme might look like in the Transport Plan.

Activities within the 30-year programme will be included under two key areas:

- 1. Network wide activities** (including general improvements, parking, PT, walking, cycling, micromobility activities)
- 2. Specific corridors** (outline 'package' of activities for each of the key corridors)

Relevant costs in years 1-3 (detail), and 4-10 (outline) will be further refined through the LTP process.

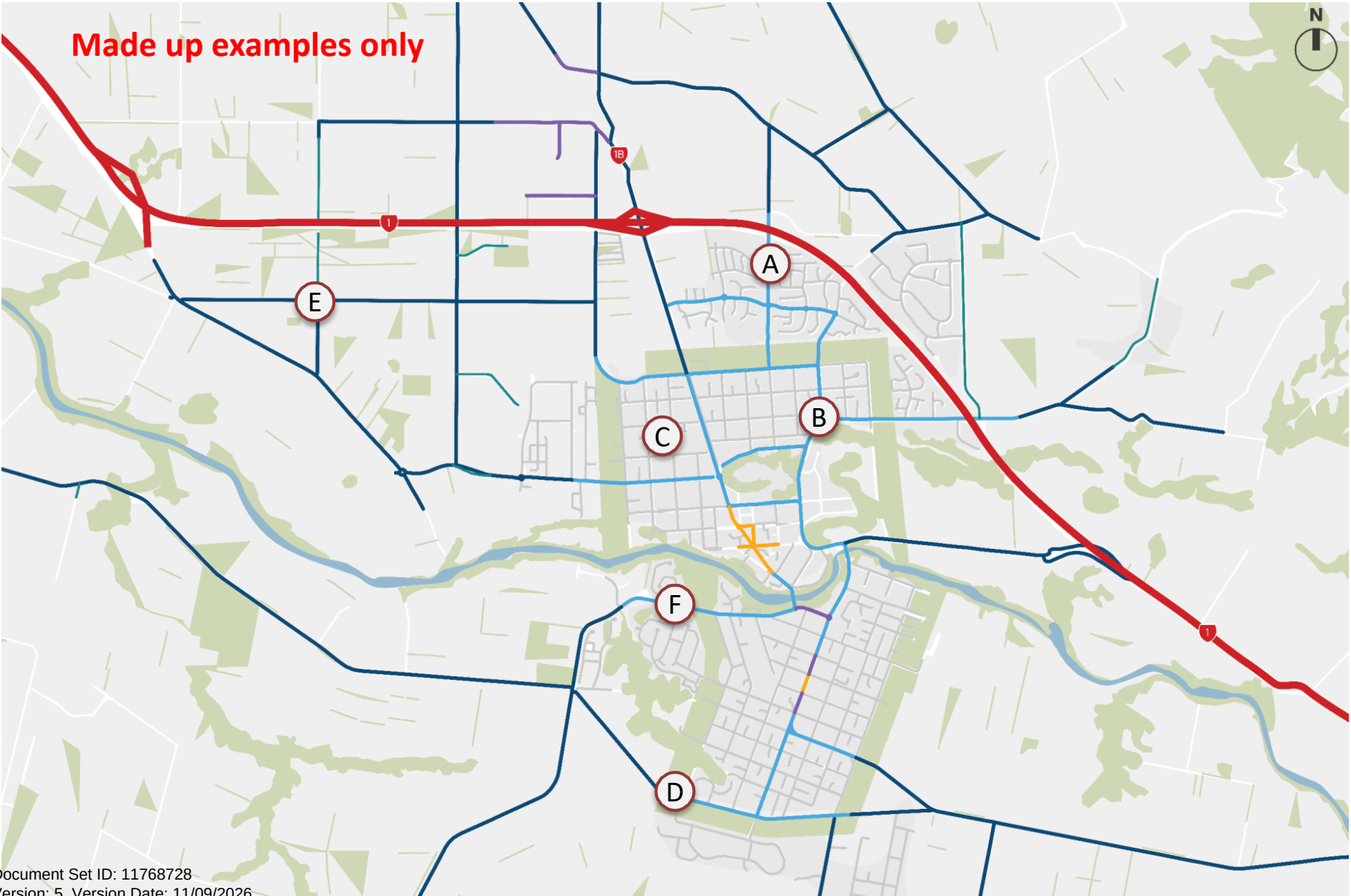
Each key activity would have the following proposed information within the programme

Strategic Approach	Activity	Investment Objective	Timing	Cost ranges	Status
Intervention Hierarchy - Integrated planning - Manage demand - Best use existing network - New infrastructure	Project Name Made up examples only	Strategic framework	Short (0-3yrs) Medium (4-7yrs) Long (11-30yrs)	Under \$1M \$1M - \$5M \$5M - \$10M Specific Activity \$ ranges	Committed Planned Proposed Not yet defined
<i>Low Cost Low Risk Programme</i>	<i>Multiple pedestrian safety and amenity projects</i>	 	<i>Long Term Plan annual programme</i>	<i>\$xx per annum programme cost</i>	<i>Proposed</i>
<i>Integrated Planning</i>	<i>Complete Waipa Growth Strategy update</i>	 	<i>Short (0-3yrs)</i>	<i>Under \$1M</i>	<i>Planning underway</i>
<i>Manage Demand</i>	<i>Micromobility action plan delivery - Leamington connection to town centre</i>	 	<i>Medium (4-10yrs)</i>	<i>\$5M - \$10M</i>	<i>Not yet defined</i>
<i>Best use of existing system</i>	<i>Optimisation: Pope - Cook - Shakespeare Corridor intersection improvements</i>	  	<i>Medium (4-10yrs)</i>	<i>Approx cost range (specific activities and total corridor package)</i>	<i>Not yet defined</i>
<i>New infrastructure</i>	<i>Future bridge corridor</i>	  	<i>Long (11-30yrs)</i>	<i>Approx cost range</i>	<i>Not yet defined</i>

Project Investment Objectives

-  To provide reliable freight and transport routes
-  To make it easier to access key destinations by all modes
-  To improve the resilience of the transport system
-  To provide a safe transport system
-  To reduce impacts on surrounding communities and the environment

We will use spatial illustrations to show transport activities



Ref	Activity	Object	Time	Cost
A	PT project x	M, P, I	ST	\$\$
B	Intersection improvement x	M, P, R	LT	\$\$\$
C	Main street improvement x	R	ST	\$\$
D	Offline W&C project x	S	MT	\$\$
E	Minor road improvement x	P	ST	\$
F	Large new infrastructure x	M, P, R	LT	\$\$\$\$

Made up examples only

What a specific corridor sub-programme might look like

- All activities shown in these sub-programmes will be shown in the 'network-wide' programme under each network activity.
- These illustrations will show the importance of taking a 'whole of corridor' approach to key parts of the network.

This page is a concept only to show illustration

Total Corridor Programme
\$50M over 15yrs



Key Roading Improvements

- New bridge / Additional capacity
- Direct road connections
- Intersection upgrades at x, y and z
- Optimisation of existing roads

Key Network Improvements

- Walking and Cycling connections
- Public Transport enhancements
- Demand management i.e. parking management

Planning

- Designation and associated planning
- Future land acquisition

No	Activity	Timing	Cost ranges
1	Pedestrian safety project x	Short (0-3yrs)	Under \$1M
2	Optimisation improvement x	Short (0-3yrs)	\$1M - \$2M
3	Intersection improvement x	Medium (4-10yrs)	\$5M - \$10M
4	New / Additional capacity x	Long (11-30yrs)	\$xxM - \$xxM
5	Walking & Cycling improvement x	Short (0-3yrs)	Under \$1M
6	Public Transport infrastructure x	Short (0-3yrs)	Under \$1M
7	Parking Management x	Short (0-3yrs)	Under \$1M
Plan	Designation process of future bridge corridor	Short (0-3yrs)	\$5M - \$10M

Next steps

- Undertake optimisation trial x
- Implement low cost low risk project(s) in short term
- Commence Investment Case x
- Commence designation process x

Note: not all corridors would have this many projects - some may have less than 5.

Next Steps

- **16 September** Elected Member workshop on parking management framework
- **23 September** Elected Member workshop on emerging 30year transport programme
- **7 October** SP&P Meeting – approve draft Transport Plan
- Continue to gather feedback Sept to early October through:
 - Cambridge Connections project email
 - online comments map
 - written feedback form
 - social media
 - multiple stakeholder groups and forums.
- Complete the technical scope on implementation pathway to protect a future bridge corridor.



Minutes for:
Cambridge Connections Community Reference Group

Time:	5:15 – 6:45 pm
Date:	16 September 2026
Venue:	Kaipaki Room, Waipā District Council, Cambridge Office, 23 Wilson Street Cambridge, and via Teams.
In attendance:	Phil MacKay (Co-Chair); Peter Carr (Co-Chair); Peter Pickett; Graham Scott; Alan Garvin; Kelly Bouzaid; Kellie Pearson; David Cooney; Ian Wilson; and Chris Minnee, representing Andrew Myers and the Cambridge Community Board.
In support:	Katie Mayes; Janeane Joyce; Rachel Algar and Bryan Hudson.
Apologies:	Sharon Creswell, Jane Thompson.
Absent:	Ngawai Hamblin, Poto Davies.

1. Welcome and housekeeping

Phil MacKay opened the meeting with a karakia.

Chris Minnee represented the Cambridge Community Board for Andrew Myers today and will do for the next few meetings.

2. High- level summary

The group reviewed feedback and direction from the elected member workshop held on 7 September, then discussed the strategic approach to the Transport Plan, the two future bridge corridor pathways, public transport, and parking.

The group generally supported the proposed strategic approach. However, some members questioned whether the Community Reference Group could meaningfully influence the project when elected members had already provided direction. Other members and staff described the process as iterative and gave examples of earlier Community Reference Group input influencing subsequent work.

Members wanted the Transport Plan and supporting communications to explain the bridge pathways, corridor approach, funding choices, and current stage of the project more simply.

They also wanted visible short-term congestion improvements included alongside longer-term planning.

Public transport discussion supported earlier advocacy and planning for improved Cambridge services, while emphasising access to key destinations, retirement villages

and people with limited mobility. Parking feedback focused on evidence, enforcement, growth, retaining viable parking alternatives and avoiding measures that could harm the town centre.

3. Strategic Approach

Janeane Joyce explained that the Transport Plan would use an “optimisation first” approach, making better use of the existing transport system before progressing significant new infrastructure. The proposed approach would shift over time from managing demand and integrated planning to improving existing systems and, later, delivering major infrastructure.

She confirmed that elected members had endorsed the proposed strategic approach and planning principles at their workshop. She also clarified that the Transport Plan would present investment choices, while prioritisation, staging and funding would be determined through the Long-Term Plan.

The Community Reference Group did not identify any additional changes to the proposed strategic approach.

Some members expressed concern that elected members were providing direction before the Community Reference Group had discussed the issues. Other members and staff disagreed, describing the process as iterative and noting that Community Reference Group feedback had previously influenced the strategic transport network review and parking work.

4. Future bridge corridor pathways

Janeane Joyce explained that the Transport Plan would present two broad pathways:

1. Progress towards a new bridge corridor.
2. Protect the future corridor while making significant improvements to the existing bridges and connecting road network.

Both pathways would require a corridor-wide approach, rather than treating a bridge or individual intersection as a standalone project. This would include associated roads, intersections, and other network improvements.

No choice was made between the two pathways. Both will continue in parallel during the initial investigation and planning period so that elected members have robust information before making a future decision.

Members said the information provided for community consultation should:

- Show the short-term programme and visible congestion improvements, particularly at intersections and roundabouts.
- Answer: **If a new bridge cannot be funded, how can upgrades to the existing bridges be afforded?**
- Explain the scale of the full corridor investment, not simply the cost of the bridge structure.
- Explain the potential role of private funding without suggesting that such funding is guaranteed.
- Clearly explain the current stage of the project and when decisions will be made.
- Explain the corridor approach in plain language.
- Provide a short summary or key points that members can use when explaining the project.
- Explain how people and properties potentially affected by either pathway will be informed and involved.

Questions raised

- Why can improvements to existing intersections and corridors not begin sooner?
- Why are both pathways needed if a new bridge is the preferred long-term outcome for some members?
- What would each pathway cost at a strategic level?
- Would the material presented to elected members include a recommended corridor?
- How would the wider road network be improved to avoid moving congestion from one intersection to the next?
- When would designation, engineering investigations and associated technical work begin?

Janeane Joyce said designation and technical investigations for a new bridge would begin within the first three years. Strategic work on potential upgrades to Ferguson Bridge and the Karāpiro Stream bridge would also be undertaken so that information was available for both pathways.

5. Public Transport

Members supported the elected member direction to:

- Plan and advocate for an around-town public transport service.
- Build on the proposed Route 20 extension.
- Improve connections to important Cambridge destinations.
- Advocate for improved school bus services supporting morning peak travel.

Additional points raised included:

- Improved stops and services should connect key destinations such as the swimming pool and retirement villages.
- Public transport planning must consider Cambridge's ageing population and people with limited mobility.
- Members referred to eight retirement villages with a potential combined population of up to 2,000 people.
- Walking, cycling, and mobility routes were also described as important for mobility scooters and electric bikes.
- Older residents may not generally travel at peak times, so services supporting them may improve accessibility without necessarily reducing peak congestion.
- Council should continue advocating for improvements now rather than waiting for future contract changes.

Bryan Hudson said advocacy was already occurring through regional transport and public transport channels. He explained that funding rules affected what could be delivered immediately and that improvements to existing services were more fundable in the short term than entirely new services.

6. Parking framework

Chamber of Commerce feedback

Kelly restated the Chamber's earlier parking position and emphasised:

- Parking decisions should be evidence-led, including the use of pedestrian data.
- Further town-centre parking requirements were not supported at present.

- Paid parking could negatively affect retailers and the vibrancy of the town centre.
- Leamington did not currently have a parking problem, although growth would bring significant change.
- Enforcement and monitoring needed to improve.
- Parking should be considered early in private developments.
- Better public transport was important for Cambridge as a service town.

Bryan Hudson confirmed that routine parking enforcement had reduced following the loss of a parking enforcement officer. Recent activity had focused more on responding to complaints while recruitment was under way.

Wider group feedback

Members also raised the following points:

- Removing on-street parking during major construction could create additional pressure.
- A larger central parking area or future parking building should be considered.
- New neighbourhood and commercial hubs should be planned to avoid parking shortages.
- Members questioned why roadside parking was being reduced in locations including Bryce Street and Hugo Shaw Drive.
- Potential opportunities included angle parking using wide berm areas, making Dick Street one-way between Alpha and Queen Streets, and establishing a designated recreational vehicle parking area near the Town Hall.
- Viable transport and parking alternatives should be available before existing parking is removed.
- Parking should not be used primarily as a tool to discourage travel by car.
- Parking planning must account for people who travel into Cambridge for work.
- Members had mixed views about using paid parking as a revenue source.
- Better information was needed about private parking spaces and whether these might be available for wider use. Bryan Hudson noted that aerial photography could provide indicative information but would not confirm whether spaces were accessible or genuinely available.

7. Actions

Action	Owner
Ensure the Transport Plan clearly shows short-term congestion improvements and the proposed zero-to-three-year activities, including relevant intersection and corridor improvements.	Project team
Explain the two bridge pathways, the corridor approach, indicative investment scale and how upgrades to existing bridges could be funded if a new bridge cannot be funded.	Project team
Produce a short, plain-language explanation of where the project is in the process and what decisions are still to come.	Project team
Make regular project update emails shorter and simpler, with detailed information available through the website.	Katie Mayes / communications support
Consider communication with people and property owners potentially affected by either bridge pathway, including explaining the designation and decision-making process.	Project team
Continue technical and designation work for the future bridge corridor.	Project team
Undertake strategic work on what would be required to upgrade Ferguson Bridge and the Karāpiro Stream bridge so both pathways can be properly assessed.	Project team
Continue advocating and planning for improved Cambridge public transport, including an around-town service, key destinations, school travel, and mobility needs.	Council transport and project teams
Restore more regular parking monitoring and enforcement following the reduction in enforcement activity.	Parking/enforcement team
Consider whether better information can be developed on private parking supply and possible availability.	Project team

Next Steps

1. Incorporate the short-term congestion improvements and zero-to-three-year activities into the draft programme, then seek feedback on priorities.
2. Prepare clear information on the two bridge pathways, corridor approach, indicative investment scale and funding implications for the Transport Plan and consultation material.
3. Develop a concise, plain-language summary of the current project stage and future decisions for the community and Community Reference Group members.
4. Simplify the structure and content of future project update emails and direct readers to the website for supporting detail.
5. Develop an approach for identifying and communicating with people and property owners potentially affected by either bridge pathway.
6. Complete the technical scope for the future bridge corridor, including required investigations, reports, costs, and designation work.
7. Begin the strategic assessment of potential upgrades to Ferguson Bridge and the Karāpiro Stream bridge as part of the initial programme.
8. Reflect the agreed public transport direction and additional Community Reference Group feedback in the draft Transport Plan.
9. Continue recruitment for the vacant parking enforcement position and maintain responses to current parking issues.
10. Explore available data on private parking supply and potential work with the Chamber of Commerce.

8. Next meeting

The next scheduled CRG meeting is 13 Oct.

Phil MacKay closed the meeting with a karakia.