
To: Cambridge Connections Community Reference Group

From: Katie Mayes, Growth, Strategy and Planning Director

Date: 23 September 2026 **Ref:** 11777456

Subject: Overview on development of the draft Transport Plan

PURPOSE

The purpose of this memo is to provide the Cambridge Connections Community Reference Group (CRG) with background information for the 23 September Elected Member workshop and the emerging short-term transport programme proposed for delivery over the next 0–3 years, to support development of the draft Transport Plan.

Key areas to test with CRG include:

1. *Does the CRG have any feedback on the key messages and communications and engagement for the draft transport plan?*
2. *Does the CRG support the direction of the emerging 0–3 year transport programme, and are there any activities, priorities, risks or community considerations that should be further tested as the draft Transport Plan is refined?*

COMMENTARY

1. ELECTED MEMBER WORKSHOP UPDATE (23 September)

- *Does the CRG have any feedback on the key messages and communications and engagement for the draft transport plan?*

(See relevant slides from the Elected Member workshop Supporting Information Pack – Attachment 1).

At the 23 September Elected Member workshop, the project team will seek direction on the following key components:

1. Future bridge corridor option - decisions and consultation

Seek direction on the key information to include in the draft Transport Plan, and 7 October GS&P committee report, to support committee decisions and subsequent community engagement and feedback.

2. Proposed key messages

Test the key messages to underpin the draft Transport Plan to clearly communicate its purpose, intent and overall approach.

3. Proposed key questions for community feedback

Test the key areas where Council is seeking community feedback.

4. Consultation communications and engagement approach

Identify any other avenues, audiences or opportunities Elected Members would like included in the proposed approach.

A verbal update following the workshop will be provided at the CRG meeting.

2. DRAFT TRANSPORT PLAN EMERGING TRANSPORT PROGRAMME (0-3 years)

- *Does the CRG support the direction of the emerging 0–3-year transport programme, and are there any activities, priorities, risks or community considerations that should be further tested as the draft Transport Plan is refined?*

The draft Cambridge Connections Transport Plan will include a 30-year transport programme of investment choices shown over the short (0-3yrs), medium (4-10yrs) and long-term (11-30yrs).

The 0–3-year transport programme is currently being developed to identify activities that can be progressed in the short term and begin to respond to the transport issues and opportunities identified through the agreed strategic framework.

As per the agreed strategic approach to the Transport Plan, the short-term (0-3yr) programme is intended to focus on practical, achievable actions that can deliver visible improvements and build momentum, while also laying the foundations for longer-term investment. This includes opportunities to optimise the existing transport network, improve safety and accessibility, support walking, cycling and public transport, manage parking and travel demand, and progress the planning and investigation needed for larger future projects.

The project team would like to test the emerging short-term programme with CRG for any activities, priorities, risks or community considerations that should be further tested through the draft Transport Plan. Attachment 2 includes the draft Transport Plan emerging 0-3yr transport activities.

ATTACHED DOCUMENTATION

Title	Author
CRG Supporting Information Pack - key messages and communications and engagement (ECM: 11780384)	Janeane Joyce
Draft Transport Plan - emerging short term (0-3yr) transport activities (ECM: 11780615)	Janeane Joyce



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Cambridge Connections Project Manager

Cambridge Connections

CRG Meeting - Key messages and communications & engagement approach for the draft Transport Plan

Supporting information: 23 September 2026

Key messages for the Transport Plan

The Transport Plan:

- Takes a **comprehensive, system-wide approach** to managing Cambridge's future transport network, considering how different parts of the network work together, rather than addressing individual issues in isolation.
- **Responds to the Cambridge Connections Strategic Framework** through an integrated programme of activities that can adapt over time as transport demand, technology and wider circumstances change.
- **Makes the best use of the existing network and infrastructure**, recognising the significant funding and investment constraints facing Council and New Zealand.
- **Maximises the role of active modes, public transport and demand management** as lower cost ways to manage congestion and support agreed investment objectives, before considering significant new infrastructure.
- **Takes a 30-year strategic view**, while identifying a staged programme of actions for the short, medium and long term.
- **Identifies a preferred future bridge corridor option** recognising that further technical work and decisions would be required before any future bridge is progressed.
- **Uses a staged and adaptable approach**, with triggers and monitoring to allow the Plan to respond to growth, changing network performance, technology and future circumstances.

Key questions for community feedback

Key Area	Question for feedback
Preferred future bridge corridor	Do you support the preferred future bridge corridor as the right long-term option for Cambridge, considering the benefits, impacts and trade-offs of the different options assessed?
Years 1–3 activities	Are the proposed Years 1–3 activities the right priorities for Cambridge now? Are there any important actions missing?
Public transport	Does the proposed direction for public transport, including a Cambridge/Leamington wide service, improvements to Route 20 and school bus services, respond to community needs?
Walking and cycling	Does the proposed approach provide the right connections and priorities for improving walking and cycling, particularly to key destinations?
Parking and Travel Demand	Is the proposed approach to parking management and managing travel demand appropriate as Cambridge grows?
Long term direction for the transport network	Do you support the proposed long-term direction for the transport network, including optimising existing infrastructure in the short to medium term before investing in significant new infrastructure?
Network priorities	Are there other specific locations, routes or intersections where you experience transport problems, that you think the Plan should address?
Trade offs and investment priorities	Where should Council focus investment if funding is constrained, recognising that not everything can be delivered at once?
What have we missed	Are there any other transport issues, opportunities or priorities that you think should be considered in the Transport Plan?

Consultation: comms and engagement approach

Online

- We will use interactive online tools to engage with the community. This will combine maps, images, text and other key information to help the community understand the draft Transport Plan and provide informed feedback.

Coordinated Community Engagement

- **Joint consultation:** Align formal consultation on the draft Transport Plan with pre-engagement for the Long-Term Plan.
- **One coordinated conversation:** Engage the Cambridge community on both plans at the same time to avoid over consultation.

Community Pop-Up Events

13–18 October | Six events across Cambridge

Locations include:

- Markets
- Playgrounds and parks
- Supermarkets
- Late-night library session

Targeted Workshops

Dates and times to be confirmed

Four workshops proposed with:

- Seniors – Grey Power, 60s Up, Lions, Rotary etc
- Advocacy Groups – Achievement House, Interlock Trust etc
- Youth – Scouts, Guides, Sports Clubs, AgTeen etc
- Business – Chamber of Commerce

Consultation: comms and engagement approach continued

IAP2 Level of Influence and Positioning

The IAP2 framework outlines five levels of community engagement. Empower does not apply, as Elected Members are the decision makers.

For this stage of the project: IAP2 level: Consult

Community feedback is being sought on the draft plan to help inform Elected Members’ decision-making.

This is informal consultation under the Local Government Act, as there are no hearings or deliberations.

Tailored approaches for key groups

Different groups have different roles and levels of influence throughout the project:

Mana whenua

IAP2 level: Collaborate

Cambridge Community Board

IAP2 level: Collaborate

Community Reference Group

IAP2 level: Involve

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Question to CRG:

Does the CRG have any feedback on the key messages and communications and engagement for the draft transport plan?

Cambridge Connections DRAFT Transport Plan – emerging short-term (0-3yr) programme

Community Reference Group meeting (23 September 2026)

Strategic approach	Activity	Primary investment objectives					Cost ranges	Key Corridor	
		Reliable freight and transport routes	Accessible economic and social destinations	Resilient transport system	Safe transport system	Minimise impact on surrounding communities and the environment			
Integrated Land Use and Growth									
Integrated Planning	Progress designation of new (mid-west or in town) river crossing corridor for possible future third bridge.	Y	Y	Y				6, 7	
Integrated Planning	Advance a study of opportunities, constraints, risks and potential costs of upgrading the Fergusson Bridge and Karapiro Stream bridge, to support future decisions on a future bridge corridor.	Y	Y	Y				1, 2	
Integrated Planning	Land use planning that supports transport outcomes by providing services and opportunities within or close to where people live, and housing close to multimodal transport corridors. Discourage land use changes that do not support the transport investment objectives.		Y	Y		Y		Network wide	
Integrated Planning	Improve monitoring of transport indicators and transport analysis techniques to support future decision making. Monitor transport outcomes as described in the Monitoring Plan.	Y			Y	Y		Network wide	

Strategic approach	Activity	Primary investment objectives						Cost ranges	Key Corridor	
Public Transport and Accessibility										
Manage Demand	Support the extension of the Route 20 bus service including advocating to WRC for adjustments to the route to better connect key destinations within Cambridge.	Y	Y			Y		Network wide		
Manage demand	Support the establishment of a Cambridge / Leamington local coverage public transport service, including working with WRC, and identify the steps required to progress this in the short term.	Y	Y			Y		Network wide		
Manage Demand	Low cost low risk public transport improvements to upgrade existing and deliver new bus stops, support extension of the Route 20 bus service, support growth and improve public transport services (shelters, seating, lighting and real time information).	Y	Y			Y		Network wide		
Manage demand	Advocate for improved school bus services to support peak time movements.	Y	Y			Y		Network wide		
Manage Demand	Support travel behaviour change programmes such as school travel planning, mobility as a service, promotional activities like the ‘Wednesday challenge’, ride share apps etc.		Y		Y	Y		Network wide		
Walking, Cycling and Micromobility										
Manage Demand	Urban Mobility Business Case priority action: Extend the existing protected cycleway on Victoria		Y			Y		Network wide		

Strategic approach	Activity	Primary investment objectives					Cost ranges	Key Corridor	
	Street across the Waikato River and into Leamington.								
Manage demand	Urban Mobility Business Case priority action: Implement safe routes in and around schools including safe crossing and connections between the local residential areas, parks and community destinations.		Y			Y		Network wide	
Manage demand	Low cost low risk walking and cycling improvements supporting key connections		Y			Y		Network wide	
Parking Management									
Best use of the existing system	Implement the parking management framework to support efficient management of parking, and encourage people to walk, cycle or use the bus to reduce traffic volumes. • Apply the town centre parking hierarchy for Cambridge Town Centre. • Safety, lighting, signage and enforcement improvements.	Y	Y			Y		5	
Optimisation / Demand Management									
Best use of the existing system	Implement appropriate traffic calming on local streets where required to discourage rat running and unnecessary truck movements.	Y				Y		Network wide	
Mange Demand	Low cost low risk improvements such as footpath upgrades, pedestrian crossings, and lighting		Y		Y	Y		Network wide	

Strategic approach	Activity	Primary investment objectives					Cost ranges	Key Corridor	
Best use of the existing system	Adopt new technologies to optimise movement and encourage the right trips on the right roads. Variable message signage, traffic signal advanced detection, bus stop real time information, apps and ticketing technology.	Y	Y	Y	Y	Y		Network wide	
Local Roothing Improvements									
Best use of the existing system	Optimise the Pope Terrace – Cook Street – Shakespeare Street corridor through targeted intersection improvements e.g. roundabout metering at the three roundabouts, prioritising the strategic movement corridor.	Y	Y					1	
Best use of the existing system	Optimise the Victoria Street north corridor to Hautapu with intersection rationalisation and priority for movement along the strategic transport network	Y	Y	Y	Y			4	
New infrastructure	Upgrade the Victoria Road / Hamilton Road and Victoria Road / Queen Street intersections to improve traffic flow, provide bus priority through advanced detection and improve pedestrian and cycle safety.	Y	Y	Y	Y			3, 4	

Minutes for:
Cambridge Connections Community Reference Group

Time:	5:15 – 6:45 pm
Date:	23 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; Kellie Pearson; David Cooney; Ian Wilson; and Chris Minnee, representing Andrew Myers and the Cambridge Community Board.
In support:	Katie Mayes; Janeane Joyce; Jane Thompson; Rachel Algar and Bryan Hudson.
Apologies:	Sharon Creswell, Kelly Bouzaid.
Absent:	Ngawai Hamblin, Poto Davies.

1. High-level summary

The meeting focused primarily on the developing Cambridge Connections Draft Transport Plan, particularly the draft 0–3-year programme, the level of detail being provided to the community, and preparations for public consultation. Members of the Community Reference Group expressed strong concern that the material circulated lacked sufficient detail, specificity, prioritisation and cost information to allow meaningful feedback or community understanding. Katie Mayes and Bryan Hudson explained that the transport plan is intended to be strategic and corridor-based, with detailed design work occurring later.

The group also discussed timelines for elected member decisions, consultation activities, transport corridor priorities, bridge corridor options, affordability considerations, and how information should be presented to the public. A consistent theme was the need for clearer communication, simpler language, stronger explanation of priorities, and realistic expectations regarding delivery timeframes and costs.

2. Draft Transport Plan lacks detail

Several members stated that the draft 0–3-year programme was difficult to understand because it contained high-level statements without enough explanation of what projects would actually involve or when they would occur.

Key feedback raised

- The programme appeared too general and lacked specific actions.

- It was unclear how proposed initiatives would be delivered.
- Members wanted clearer priorities, timing and cost information.
- There was concern the public would struggle to understand what would actually happen.

Response from staff

- Bryan Hudson explained the programme is intended to identify priorities, while detailed design work would occur later.
- Staff noted that many projects still require investigation and design before specific solutions can be confirmed.
- Additional corridor-based material showing indicative costs, sequencing and timeframes would accompany the draft transport plan.

3. Early improvements and corridor-based planning

Need for early visible improvements

Members emphasised that the community would expect tangible outcomes early in the programme and not just further planning work.

- The public will want to know which projects can realistically be delivered in calendar year 2027.
- Members felt that identifying early wins is important to maintain credibility.
- Costs and implementation sequencing need to be clearer.

Corridor-based planning approach

Katie Mayes presented an example corridor map demonstrating how activities would be shown along transport corridors with cost ranges and indicative timing bands.

- Projects are being considered as integrated corridor improvements rather than isolated interventions.
- The approach aims to show interdependencies between intersections and transport issues.
- Some members felt this presentation format was more useful than the draft programme list alone.
- Members expressed clear need for ensuring any corridor work plan programme should be sequenced in order that a single improvement does not result in downstream pinch points.

4. Realistic timeframes, costs and network priorities

Bryan Hudson advised that major intersection upgrades and corridor improvements are costly and take considerable time to design and deliver.

Examples discussed

- A major signalised intersection upgrade could cost approximately \$4–5 million.
- Roundabouts in developed urban areas can cost approximately \$5 million.
- Planning and construction of significant projects can take several years even if funding is available.

Members requested more realism about what can be achieved in the first three years versus later periods.

Walking, cycling and traffic management

Discussion covered cycling connections into Leamington, the role of cycling infrastructure within Cambridge, traffic calming measures, strategic vehicle corridors, and safety requirements for pedestrians and cyclists.

- Some members questioned prioritisation of cycling improvements.
- Concerns were raised about traffic calming and restrictions on rat-running streets.
- Bryan Hudson explained that, regardless of whether a corridor is prioritised for vehicles, safe crossings for pedestrians and cyclists remain necessary.

5. Updated project timeline

Updated timeline confirmed

- Elected members will no longer adopt the draft transport plan on 7 October.
- The 7 October meeting will instead be a workshop on the draft plan and supporting information; the Cambridge Connections Community Reference Group Co-Chairs will physically attend the 22 October Workshop Meeting.
- Elected members will consider adopting the draft transport plan on 22 October.
- Public consultation will then occur for four weeks.
- The final transport plan is intended to be adopted on 16 December.

Community Reference Group timing

- The group will meet on 13 October to review the complete draft transport plan and supporting technical information.
- Feedback from the group will be collated and provided to elected members before the 22 October decision.

6. Bridge corridor decision framework

Staff presented information regarding bridge corridor options.

Key messages presented

- Technical assessments show little difference between the remaining corridor options.
- Cost ranges for the broader corridors are broadly similar.
- Community impacts are likely to be the primary differentiating factor.
- Community impacts include affected properties, heritage considerations, environmental effects and connectivity impacts.

Decision options discussed

1. Select on a single preferred corridor now and consult on that option.
2. Delay the decision and undertake further technical investigations before selecting a preferred corridor.

Discussion themes

- Certainty for affected communities.
- Property impacts.
- Affordability.
- Long-term planning considerations.
- Designation processes and timelines.

7. Consultation and communications approach

The group discussed the proposed consultation and engagement approach.

Key feedback

- Messaging must be significantly simplified.
- Community information should clearly explain what is proposed and why.
- Maps and visual material should accompany technical information where possible.
- Highly affected property owners should have opportunities for direct engagement and one-on-one conversations.
- Technical language should be translated into plain language for the public.

Feedback on previous notification letters

Staff advised approximately a dozen responses had been received from previously notified residents. Most respondents either sought more information or requested to remain informed.

8. Decisions and questions raised

Confirmed decisions

- The draft transport plan adoption date was moved from 7 October to 22 October.
- Public consultation will remain four weeks in duration.
- The Community Reference Group will review the draft transport plan on 13 October and provide feedback before elected members make their decision.

Questions raised

- How much additional detail should be included in the draft transport plan versus later design stages?
- Which projects should be prioritised in the first 0–3 years?
- How will priorities be communicated to the public?
- Should elected members select a bridge corridor now or undertake further investigations first?
- How can consultation materials balance simplicity with the need to provide sufficient detail?

9. Actions

Owner	Task	Due date	Next step
Katie Mayes	Send the elected member workshop slide pack and supporting materials to the Community Reference Group.	Next day after meeting	Distribute workshop presentation pack.
Katie Mayes / Project Team	Provide the full draft transport plan and supporting technical information ahead of the 13 October meeting.	Before 13 October meeting	Distribute draft plan and supporting documents.
Katie Mayes / Project Team	Collate Community Reference Group feedback and circulate it to elected members.	Before 22 October	Prepare and circulate feedback summary.
Project Team	Consider feedback regarding detail, prioritisation,	Not confirmed	Review CRG feedback and

9. Actions

Owner	Task	Due date	Next step
	presentation, costs and sequencing within the draft transport plan.		incorporate where appropriate.
Project Team	Provide elected members with additional information on bridge corridor community impacts, including affected properties, heritage and connectivity considerations.	Before elected member workshop on draft plan	Prepare community impact information.
Project Team	Notify residents and property owners along major corridors and bridge corridors ahead of consultation.	Before consultation opens	Issue targeted communications.
Community Reference Group members	Review the full draft transport plan and supporting information and provide feedback.	13 October meeting	Attend meeting and provide feedback.

10. Next meeting

The Community Reference Group will meet on 13 October to review the complete draft transport plan and supporting technical information.