



Cambridge
connections
Moving forward together

Engagement Project - Design

This document was approved by the Strategic Planning and Policy Committee on Wednesday, August 6, 2025, and may be updated as the project progresses.

NAME OF PROJECT	Cambridge Connections – Moving forward together
PROJECT SPONSOR	CE
PROGRAMME LEAD	Executive Director
BUSINESS OWNER	Transportation Manager
ENGAGEMENT LEAD	Event and Engagement Delivery Team Leader
COMMUNICATION LEAD	Senior Communication Advisor
SPOKESPERSON	Executive Director
DATE OF PLAN	July 2025

CONTEXT

The Cambridge Connections project is a long-term strategic initiative led by Waipā District Council to future-proof Cambridge's transport network over the next 30 years. It responds to population and economic growth, congestion, safety concerns, and the limited river crossing capacity, as the town, Waipā District and the wider Waikato region, continues to grow now and into the future.

During 2022, specific organisation stakeholder sessions were held to help identify key issues and ideas for the Cambridge Connections project. In 2024, further organisation stakeholder engagement took place on the short list options, and this included an 'emerging preferred corridor' for an additional river crossing. More than 500 pieces of feedback were received. While some feedback supported the direction and made constructive suggestions about activities that would improve the transport system in Cambridge, there was also significant concern from parts of the community about the low level of engagement afforded to them and the way this occurred, as well as the potential social and environmental impacts of the proposal.

In response, Council initiated a "refresh" phase, pausing the project and commissioning an independent review by WSP New Zealand to assess process integrity and community input. This phase is a critical opportunity to rebuild trust, improve transparency, and co-create future decisions with the community.

Key contextual factors

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- **History of the problem:** Cambridge has long faced transport challenges due to growth, limited river crossings, and increasing pressure on ageing infrastructure. These concerns have been acknowledged in Council documents and echoed through public submissions over the past decade.
- **Reputation and standing of Council:** Council has generally upheld strong engagement practices, but confidence was shaken following the ‘emerging preferred’ bridge corridor announcement. How Council manages the refresh will be crucial in restoring public confidence and maintaining its reputation.
- **Previous engagement and community sentiment:** Despite engagement with the original project ‘stakeholder’ group¹ and a focus group² some residents feel their views were not fully considered in the project’s development and options presented. This contributed to public dissatisfaction and led to the independent review process.
- **Local issues and concerns:** Key concerns include the impact of the ‘emerging preferred’ corridor (at that time, this **was** a proposed bridge route closer to the town centre) on nearby properties, urban sprawl, lack of provision for freight and underinvestment in active transport options. Questions remain around how transport options were developed and assessed, and what data was relied on.
- **Scale and consequence of the proposed changes:** An additional river crossing represents a significant long-term planning and intervention. It will influence Cambridge’s urban form, economic development, and community wellbeing for decades. The consequences, especially for mana whenua and directly affected residents, are substantial.
- **Relationships with mana whenua and stakeholders:**
Engagement with iwi, particularly Ngāti Korokī Kahukura, Ngāti Hauā and Waikato Tainui is a core part of the process. Their cultural values, environmental stewardship (kaitiakitanga), and aspirations for the whenua and awa must be authentically reflected and embedded in future planning and decisions.
- **Wider organisational and strategic context:** The project intersects with regional and national strategies, including the Future Proof Growth Strategy, Council’s Ahu Ake – Waipā Community Spatial Plan, Long Term Plan(s), Waipā Transport Strategy and Waipā 2050, and local initiatives such as the Cambridge Town Concept Plan and Cambridge Pathways. It also connects to legislative frameworks, including the Local Government Act 2002, and may trigger requirements under the Resource Management Act, Land Transport Management Act, or Public Works Act.
- **Global, national, and regional trends:** Broader trends include climate action and adaptation, mode shift towards sustainable transport, housing intensification, economic productivity, long-term growth and infrastructure planning and infrastructure resilience. These trends frame the strategic lens through which future decisions should be viewed.

Implications for the engagement process

This complex and evolving context calls for a participatory engagement approach that is:

- Transparent and inclusive

¹ The original ‘stakeholder’ group consisted of representatives from mana whenua, NZ Transport Agency Waka Kotahi, Council and Cambridge Community Board, Waikato Regional Council and the Road Transport Association, and Council staff.

² Early focus group invitees were from a range of local stakeholders including representatives from the Cambridge Chamber of Commerce, local businesses, Road Transport Association, Cycling Groups, Environmental Groups, Grey Power and heritage groups.

- Supports one-off input and ongoing involvement, so people can engage at a level that suits them.
- Responsive to diverse perspectives, especially those of mana whenua and directly impacted people and organisations identified in the stakeholder matrix.
- Clear about scope, limitations, trade-offs and decision making
- Grounded in best practice under the IAP2 framework
- Legally sound, with a minimum four-week feedback period for all engagement, not just engagement carried out under the special consultative procedure of the Local Government Act.

By acknowledging and working within this context, Council can design an engagement process that is better trusted, more collaborative, and ultimately more successful in shaping Cambridge's transport future and regaining the community trust in Council.

The following table outlines the global, community, organisational, and leadership context relevant to the Cambridge Connections project refresh.

Global, national and regional trends	Stakeholders / Community
Political: It's a local government election year (2025), which may shift Council priorities or leadership. Nationally, the current government is strongly focused on growth and infrastructure delivery, with fast-tracking legislation likely influencing public expectations and perceptions of due process. Legislative drivers: The current Central Government is prioritising infrastructure delivery through programmes like the National Roads of Significance, with an emphasis on fast-tracked consenting and reduced regulatory barriers. These national priorities are influencing public expectations for delivery speed and transparency. As a Tier 1 council under the National Policy Statement on Urban Development (NPS-UD), Waipā is legally required to plan for significant growth, including enabling housing capacity and infrastructure. This includes progressing Plan Change 5 and aligning with the Waipā 2050 Growth Strategy, which shapes how future urban development is managed and connected across the district. Social and cultural: There's rising community concern about the cost of living and of growth, equity in infrastructure investment, and the protection of local identity and heritage. Distrust in a post-COVID world: Distrust in authority and at all levels of government has seen an increase following the COVID-19 pandemic. Although a few years have passed since the 'peak' of the pandemic, distrust is still increasing world-wide, and locally.	Importance to community: The project is of high importance due to its long-term impact on transport, land use, lifestyle, and local identity. Trust in Council was notably eroded during the previous phase, particularly among parts of the Cambridge community. The refresh presents both an opportunity and a challenge, depending on stakeholder perspectives. Awareness: Awareness is generally high following past engagement and the 2024 'emerging preferred corridor' announcement but understanding of the project's scope and implications varies. Community profile: Cambridge includes long-term locals, new urban arrivals, rural communities, and mana whenua (notably Ngāti Korokī Kahukura, Ngāti Hauā and Waikato Tainui). Many value the town's heritage, environmental factors and green space, and village character. Relationships and trust: Trust has been impacted by perceptions that the community was not given sufficient opportunities to be involved, data was not reliable and decision making was secretive. Strong relationships need to be maintained and some rebuilt, particularly with directly affected residents, and community groups. Diversity: The community is diverse across ethnicity, age, income, and mobility. Families/whānau and businesses that have been in the area for generations, and newer residents and businesses all bring different values and lived experiences to the project.

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Environmental: Climate resilience remains high on the agenda. Media interest: National media coverage is focused on infrastructure delivery delays and cost, housing pressures, cost of living and public organisations avoiding ‘nice-to-haves’. Locally, media interest in this project remains high, both from a desire to see positive outcomes for Cambridge and a commitment to holding Council accountable for transparent, well-informed decision making. Projects like this are likely to draw attention if there’s perceived community division or governance missteps, and there is an ongoing risk of misinformation being spread. Social Media: Social media platforms are amplifying concerns about trust and transparency. Engagement processes are being watched closely, especially by younger and digitally active demographics. There is an ever increasing risk of misinformation being spread.	Hidden populations: Groups such as youth, renters, disabled people, low-income households, newcomers from around the country and from overseas, and the digitally excluded are less visible and face barriers like time, transport, language, and online access. Historical inequities: Past decisions may have marginalised Māori voices or underserved rural and low-income communities, contributing to ongoing inequity in infrastructure and planning. Privileged populations: Property owners, older residents, and those with high digital literacy tend to have greater influence and representation in Council engagement processes. Without deliberate efforts to broaden participation, other perspectives may be missed.
Organisation Project importance: Cambridge Connections is a major strategic priority for Council, with long-term impacts on reputation, transport, growth, and infrastructure planning. Engagement approach: Council follows IAP2-aligned best practice and is prioritising transparency, inclusivity, and trust-building as part of the project refresh. Governance and management: The project is governed by Council with senior leadership and elected member oversight. Governance processes are being strengthened post-review to ensure better integration of community feedback and clearer decision-making.	Leaders and decision-makers Who: The key decision-makers are elected members (Cambridge and district-wide), supported by senior Council leadership and project sponsors within the executive team. What’s important to them: They are focused on delivering a future-ready transport network, ensuring value for ratepayers, managing growth effectively, and rebuilding public trust and confidence, especially following the recent project pause and review. Engagement style: Elected members vary in their engagement approaches, but there is increasing recognition of the need for transparent, inclusive processes that reflect community input and withstand public and political scrutiny. Project importance: The project is highly significant to decision-makers due to its scale, cost, visibility, and potential to shape Cambridge’s future. It is also politically sensitive, with strong community views and long-term implications and reputational risk. Other considerations: There is a heightened focus on demonstrating integrity in decision-making and ensuring iwi and affected communities are genuinely heard. Leadership will be closely watching how this refresh is delivered to rebuild trust and social licence.
The project	The practitioner

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The engagement occurs during a critical refresh of a large-scale, long-term transport project. Decisions made to date, including the preferred 'emerging preferred corridor' announcement, have shaped community sentiment. Engagement now must clarify purpose, rebuild trust, and support a credible pathway forward.

Skills, capacity and resourcing:

Council has a skilled internal engagement team, with access to external specialists and legal support – if and when required to call upon. More of the organisation will be brought into different stages of this project, over time, to ensure well-supported engagement.

Proposed governance structure

- Project team
- Programme Lead
- Executive as Project Control Group
- Project Governance Group
- Project Sponsor
- Council committee

SCOPE

This engagement marks a refresh for the Cambridge Connections project, restarting the conversation from the beginning. There is currently **no fixed decision** on transport routes or specific solutions, and all stakeholders have a genuine opportunity to influence the project's direction with a district-wide focus on Cambridge and Waipā's future.

The engagement scope clearly outlines what parts of the project are open for discussion and which boundaries exist, to ensure transparency and manage expectations.

Negotiables (What the public can influence):

- Identification of transport challenges and priorities for Cambridge and Waipā's future.
- Options and alternatives for crossing the Waikato River, including corridor possibilities.
- Social, cultural, environmental, and economic considerations for potential solutions.
- Values, concerns, and trade-offs the community wishes to highlight or prioritise.

Non-negotiables (What's off the table):

- Engagement methods and how Council partners with mana whenua, stakeholders, and the community. This is a required commitment and not negotiable. While the overall approach will be guided by best practice, feedback on how engagement is being received will be monitored throughout, and refinements may be made where appropriate to ensure it remains accessible, respectful, and effective.
- Budget and resource constraints that limit the scale, timing, and sequencing of the project's stages and engagement.
- The commitment to follow statutory processes and legal requirements for consultation and decision-making.
- Safety and technical standards that any future solution must meet.
- The broader strategic objectives of Council related to growth and regional transport integration.

Scoping statement

This refresh phase of the Cambridge Connections project is an open and inclusive engagement project designed to listen, learn, and collaboratively explore transport solutions, including transport network

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options, with a fresh perspective, focusing on both Cambridge and the wider Waipā District. While some boundaries exist around safety, legal compliance, resources, and engagement approach, the community's views will help shape the project's direction moving forward.

Council is committed to transparent and meaningful engagement, building trust through this fresh start to guide the development of a transport network that supports a thriving, connected, and resilient Cambridge and connections to the rest of the Waipā District and region.

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STAKEHOLDER MATRIX AND COMMUNITY ANALYSIS

As this project will run over approximately 18 months, it's important to note that stakeholders, their interest and level of engagement will change and adapt over the course of the project. This will be a live matrix, as is the entire engagement project document.

Stakeholders that are broad/wide reaching won't have an assigned internal relationship holder but instead will have varying relationship holders around Council.

Community or Stakeholder Group <i>Individuals, sectors or known groups</i>	Topics of Interest	Level of Interest <i>Low, Moderate, High - Why?</i>	Impacts, Potential Impacts or Consequences	Level of Impact <i>Low, Moderate High How much the project affects the stakeholder</i>	Level of Influence <i>How much power the stakeholder has to affect the project</i>	Engagement Needs or Expectations <i>Includes barriers and enablers to engage</i>	Benefits of Engagement <i>What they can bring to the project that is of benefit?</i>	Quality of Relationships <i>(Very poor, poor, neutral, strong, very strong, mixed (broad stakeholder))</i>
Councillors (all) Internal relationship holder: Project Sponsor/ Programme lead	Community sentiment, transparency, robust engagement and technical process, decision making points clear, well supported by evidence	High – Project is a high priority.	They will want to understand how we are managing risks and delivering on the engagement approach and project overall	High	High	Decision makers at key points in the project	Sell the why and help inform the community Support good quality decisions being made	NA

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Council's Audit and Risk Committee Internal relationship holder: Project Sponsor/ Programme lead	Active risk management to protect Council's reputation and service delivery. Consideration of impacts on Community Boards and district-wide stakeholders. Informed, risk-aware decision-making with assurance for Council and auditors.	High – given previous reactions and significance of project and risk	They will want to understand how we are managing overall risks and be able to provide assurance that decision-making is robust and right assurance and governance applied to project	High	Moderate	Regular update of risk profile at quarterly meetings. Escalation of risks. Assurance of project and governance	Independent Chair and Member provide fresh eyes and specialist knowledge, sector experience, Support for project	NA

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Community Boards (Cambridge) Internal relationship holder: Project Sponsor/ Programme lead	Community sentiment, Board well supported to undertake its function, transparency, robust engagement and technical process, decision making points clear, well supported by evidence	<i>High - Future of their community.</i>	They will want to be well supported to undertake their function They may want more detail, which we don't have at this time. To provide ideas	High	High	To provide ideas To act as conduit between community and council	Bring their respective communities' views to the table Potential champion of project – increase trust in council, sell the why and help inform the community	Strong
Community Boards (Te Awamutu/ Kihikihi) Internal relationship	Community sentiment, Board well supported to undertake its function,	High - Future of their community.	They will want to be well supported to undertake their function	High	High	To provide ideas To act as conduit between community and council	Bring their respective communities' views to the table	Strong

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holder: Project Sponsor/ Programme lead	transparency, robust engagement and technical process, decision making points clear, well supported by evidence		They may want more detail, which we don't have at this time. To provide ideas				Potential champion of project – increase trust in council, sell the why and help inform the community	
Council staff – technical Growth, planning and property Internal relationship holder: Programme lead	Align with Ahu Ake, LTP, Waipā 2050, and growth scenarios. Coordinate messaging with developers. Link to District Plan reviews and	High - Alignment with their work.	Opportunity to integrate growth and transport plan at an early stage and share objectives with residents and developers who they are regularly in contact with.	Moderate	Moderate	Input throughout project and influence decisions and be kept up to date with direction of project.	Strong alignment between growth provision and lead and supporting infrastructure Expertise utilised	Strong

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	structure planning.							
Council staff – technical Transport Internal relationship holder: Programme lead	Alignment with current work programme and forward work programme and aspirations for all of district	<i>High - Impacts their work programme and professional reputation.</i>	Additional technical workload and resourcing pressure Need for alignment with transport strategies and plans Risk of misalignment if not engaged early Opportunity to shape efficient, safe network design	High	High	Input throughout project and influence decisions	Expertise utilised Alignment with committed work	Strong

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Council staff – process support Strategy Internal relationship holder: Programme lead	Giving effect to Ahu Ake and underlying strategies and plans e.g. EWS, CCS, Aligning with other organisation priorities and work programme	Moderate - Internal alignment	Ensuring project aligns with council strategies Supporting consistent messaging and coordination Managing strategic risks and growth projections Influencing long-term planning and resources Maintaining reputation through strategic alignment Enhancing internal	High	Low	Ideas taken into account and influence decisions	Expertise utilised Alignment with strategic direction, technical support for feedback analysis and reporting	Strong

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			collaboration and decisions Resourcing to support consultation processes					
Council staff – internal Customer Support, Communication, Organisation excellence, Finance Internal relationship, holder: Project team (all)	Applying best practices across risk, comms, governance, change, and budgeting Using innovative tools for engagement and feedback Protecting Council reputation	High - Internal alignment and risk management.	Ensures smooth internal coordination and service delivery Supports timely, clear, and accessible engagement and communication internally and externally Maintains financial integrity and resource allocation	High	High	Good practice followed; ideas taken into account	Expertise utilised Alignment with committed work	Strong

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	Aligning with partner priorities Keeping customer support informed		Drives organisational excellence and staff engagement					
Residents and ratepayers (Cambridge/ surrounds)	Transparency of decision making, robust engagement and technical process, affordability, meeting community aspirations, uncertainty/c concern about decisions re	Low to moderate, noting those with particular interests are identified below - Impacts how they get around now, how the town	They may want quick wins, they want genuine engagement and to be heard, and to understand what the project includes and the impact on them	High	High	To provide ideas and influence decisions, time constraints	Bring a wide range of viewpoints Increase trust in council	Neutral

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	additional bridge capacity	may develop in the future and whether their land is impacted by any additional bridge or other change to the road network.						
Youth (Age 16-24)	Future of their town, safe and easy mobility options	Moderate - Impacts how they travel now and their future lifestyle,	Affects their quality of life, time with family, social connections, and access to education/work	Moderate	Low to Moderate (due to time, resources, and typical lower	Need flexible, accessible engagement methods (e.g., digital, social media); time constraints are a	Provide fresh ideas and perspectives; represent long-term community interests;	Neutral to poor

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		including land use and transport changes			formal influence)	barrier; seek meaningful, authentic opportunities to contribute	balance voices of older residents	
Young Families (Households with parents aged approximately 25-40 years, with one or more children under 12 years old.)	Safe, accessible transport options; good local services; quality of life for children	High – Mobility and community design directly affect daily routines, safety, childcare, schooling, and lifestyle	Impacts daily travel, access to amenities, children’s safety, work-life balance, and community connectedness	High	Moderate – Often actively engaged through schools, community groups but time-poor	Require family-friendly engagement options (timing, format, childcare); clear, practical info; opportunity to express needs	Bring insight on practical, day-to-day needs; highlight family priorities; support community cohesion	Neutral
People with limited transport options	Ability to get around safely and easily	Moderate – affects current mobility	Similar to young families: daily travel, access to	Moderate	Moderate	Need accessible engagement methods; may face barriers like	Provide critical perspective on mobility barriers and	Neutral

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		and whether future planning considers their needs	services, safety, independence			transport, digital access, health	inclusivity; highlight ageing population needs	
Residents and Ratepayers (District-wide)	Concern about who will pay for the programme and what the wider district benefits are	Moderate – Mainly interested in rates impact and overall district benefits	Potential for rates impacts <u>if</u> project costs are allocated district-wide; interest in how Cambridge-based project affects district	High	High	Clear, concise communication placing the project in a district-wide context; respect for time constraints	Bring broad community perspectives; help balance local and district priorities	Neutral
Significant travel generators (Cambridge schools, lifestyle villages/aged care living,	Safe and easy movement of students and residents	Moderate – Interested in safe, easy travel for students and residents	Schools generate high peak hour travel and parking demand	Moderate	Moderate	Opportunities to provide ideas; time constraints	Bring diverse viewpoints; help test ideas to better manage demand	Mixed

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65+ senior networks and others)								
Cambridge/surrounds businesses Internal relationship holder: Economic Development Advisor	Safe and efficient movement of staff, customers, and freight; vibrancy of the CBD	High – Impacts customers and viability of business	Financial impacts (increased costs, bottom line); staff attraction/retention; freight delivery challenges	High	High	To provide ideas and influence decisions	Bring wide range of viewpoints; increase trust in council	Mixed
Waipā businesses Internal relationship holder: Economic Development Advisor	Safe and efficient movement of freight/supplies and staff, as well as goods and services produced.	Moderate - Impact on movement of freight.	They will want quick wins or to understand what the project includes and the impact on their business	High	High	To provide ideas easily, time constraints	Collectively, bring a wide range of viewpoints but individual businesses will be providing input based	Mixed

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							on THEIR needs only.	
Chamber of Commerce – Cambridge Internal relationship holder: Economic Development Advisor	Safe and efficient movement of staff, people, supplies, goods, freight; vibrancy of the CBD; parking; foot traffic; short-term wins and long-term aspirations	High – Concerned with future of town, CBD viability, and representing members' interests	Interest in quick wins and understanding project scope and impacts	High	High	To be kept informed; provide ideas and influence decisions	Brings diverse business viewpoints; potential project champion; helps build council trust; advocates for business community	Neutral
Te Awamutu Chamber of Commerce Internal relationship holder:	Regional transport connections; economic impacts; movement of	Moderate – Interested in district-wide economic health and	Potential indirect effects on freight routes, staff commuting, and customer access	Moderate	High	To be kept informed and consulted on district-wide impacts; clear	Provides district perspective; helps ensure broader district	Neutral

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Economic Development Advisor	staff, customers, and freight; long-term regional growth	connectivity; less direct impact than Cambridge				communication needed	benefits are considered	
Industry groups, leaders, peak bodies, associations (e.g. Airport, Fieldays, Mercury Energy)	Infrastructure capacity, regional economic development, connectivity, event logistics	High – Major stakeholder with broad regional and economic interests	Project impacts on logistics, transport, event management, and regional growth	High	High	Timely, clear communication; involvement in strategic planning discussions	Provides expert insight; supports coordination of regional infrastructure and services; potential partners or advocates	Strong
Developers Internal contact: GM District Growth &	Transport supports current and future development aspirations,	Medium to high – Affects development opportunities	Project influences timing and scope of developments, financial outcomes	Medium to High	High	Involve early to provide input and align infrastructure planning	Expertise and alignment with infrastructure needs	Strong

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Regulatory Services	investment certainty	es and financial returns						
Retailers Group – Cambridge	CBD vibrancy, parking, foot traffic	High – Impacts business viability and town future	Concerned with quick wins and clear understanding of project impact	High	High	Provide updates, gather input, ensure clear communication	Represents multiple businesses; valuable perspectives; trust building	Neutral
Regional businesses and business associations (e.g. transport bodies) <i>Internal contact: Transport team</i>	CBD vibrancy, safe and efficient movement of staff and freight, short- and long-term outcomes	Low to Moderate – Some may be affected by freight movement issues, but interest may be low given district focus	May not see value in engaging at this stage; could influence freight and regional transport discussions	High	Moderate	Ability to share input if impacted; may need prompting to see relevance	Bring freight and regional lens, strategic input	Neutral

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Rural industry groups (e.g. Federated Farmers, Waikato)	Who pays, district-wide benefit, rural impacts	Low – Mostly interested in rates and value for money	May not feel engagement is relevant unless rural implications are clearer	High	Moderate	Clear connection to rural relevance needed; may prefer concise, low-effort channels	Adds rural/environmental lens, fiscal accountability	Neutral
Mana Whenua and Iwi partners – Ngāti Korokī Kahukura Ngāti Hauā Waikato-Tainui <i>Internal relationship holder: CE</i>	Impact of additional bridge on the mana of the river, access to housing (<i>refer Ironsand Consulting report</i>), long-term land use and planning	Low to High – Level of interest will vary depending on the stage and nature of the project	High interest in cultural, spiritual, environmental, and housing impacts – especially around bridge location and design	High	High	Preference for in-person hui, early and ongoing engagement, clear connection to areas of interest, capacity and timing considerations	Brings cultural insight, intergenerational thinking, strengthens partnership and project legitimacy	Strong
NZ Transport Agency Waka Kotahi <i>Internal</i>	Business case alignment, future programme and funding	Low – Provided Point of Entry is approved	Ensures alignment with business case process and	High	High	Kept informed, assurance that process and deliverables meet	Enables potential access to NZTA funding; supports	Strong

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<i>relationship holder: Business owner and Programme lead</i>	requests, impacts on State Highway network	and project not a current government priority	national transport priorities			Waka Kotahi requirements	alignment with national network planning	
Waikato Regional Council Internal relationship holder: Programme lead	Public transport, RLTP development, Future Proof alignment	Medium – Important to ensure regional alignment with transport direction and activities	Alignment needed with RLTP and Future Proof to support integration and funding	High	High	Input into process and clear communication to ensure alignment with their responsibilities	Enhances PT services to and within Cambridge; supports RLTP inclusion; improves inter-agency collaboration	Strong
Future Proof (Transport Working Group)	Alignment with Future Proof and Council plans and activities	Medium – Critical to ensure consistency across	Coordination ensures coherent direction for growth and transport;	High	High	Input and testing of ideas, regular involvement to ensure strategic alignment	Enhances PT service planning; ensures activities are	Strong

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Internal relationship holder: Programme lead		regional transport planning	supports funding and delivery				reflected in regional transport planning	
Road Transport Association NZ Internal relationship holder: Programme lead and transport	Movement of freight to and from SH, Hautapu, Southern Links and other key locations	Low to Moderate – May only affect some members directly	Disruption or improvement to freight efficiency, particularly for key routes	Moderate	Moderate	Input as needed if directly affected; may not engage unless relevance is clear	Bring a freight and region-wide perspective	Neutral
Media (local and regional) Internal relationship holder:	Transparency of decision-making, community engagement,	High – High public interest and scrutiny;	Media narratives can shape public opinion and trust; critical to maintaining	Moderate to High	High	To be kept well-informed, provided with clear, timely information	Can be champions of the project; help build trust and	Neutral

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Communication and engagement	short- and long-term programme activities	play a role in holding Council accountable	transparency and clarity				understanding with the community	
Technically experienced community members Retired engineers, ex-planning professionals etc.) <i>Internal relationship holder: Project team/ Business owner</i>	Project design, traffic flow, infrastructure decisions, cost-effectiveness, long-term outcomes	High – often personally invested in planning/technical matters and may follow project closely	May not be directly impacted but can influence public opinion and formal submissions	Moderate	Moderate	Clarity and transparency; access to technical detail; respectful acknowledgment of expertise	Can raise valid technical concerns and strengthen credibility of process	Neutral – strong

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Civic and Community Organisations (e.g. Grey Power, Lions, Rotary, CCS Disability Action, Citizens Advice Bureau, Neighbourhood Support, CommSafe, Churches/Faith-based groups, Community House/Achievement House, etc.)	Safety, accessibility, community wellbeing, affordability, future of town	Moderate – Represent community voices and are interested in local issues that impact quality of life	May influence or advocate for older residents or community-minded outcomes; could raise concerns publicly	Moderate	High – Trusted voices in community, may shape broader sentiment	Clear, timely information; meetings at accessible times/venues; desire to be respected as community leaders	Can amplify messages, bring insight from older or long-term residents, and support trust-building	Strong

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65+ senior networks (e.g. Grey Power, Age Concern, RSAs, Rebus/Probus Clubs, Altrusa, U3A, etc)	Accessibility, parking, street safety, public transport, access to services	High Impacts daily mobility and independence	Risk of isolation or reduced access if needs are overlooked	High	Moderate Active voters with strong networks	In-person preferred; some digital barriers; use trusted networks and printed info	Offers lived experience and builds project credibility	Neutral - strong

LEVEL OF INFLUENCE AND POSITIONING

For this engagement project, the level of influence will sit across multiple levels of engagement, depending on the stage of the project. Inform will be used across all stages of the project to ensure transparency and taking the community along the lifetime of the project.

Empower will not be an engagement level for this project, as decision-making will sit with Council.

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Level	Public Participation Goal	Promise to the Public
Inform	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	We will keep you informed.
Consult	To obtain public feedback on analysis, alternatives and/or decisions.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.
Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	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.
Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution.	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.
Empower	To place final decision-making in the hands of the public.	We will implement what you decide.

Levels of engagement: International Association for Public Participation.

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ENGAGEMENT PURPOSE AND OBJECTIVES

Overarching engagement purpose:

To work in partnership with the Cambridge community, and Waipā District, to refresh the priorities for the future transport system in and around the town. Through inclusive and meaningful engagement, we aim to understand what matters most to people, from everyday travel experiences to aspirations for a thriving, accessible, and connected future. Engagement will help shape a recommended programme that reflects community values, future needs and aspirations, is grounded in evidence, and supports wider place-making goals such as Ahu Ake and the Town Concept Plans.

Project stage	Engagement purpose(s)	Engagement objectives	Level of engagement	Method examples	Timeframe
Information review and context setting	Understand existing data and planning assumptions. Build trust through transparency. (Gather feedback)	Identify data gaps, key issues, and community expectations. Reintroduce the project with a refreshed approach.	Inform + Consult	- Public comms - Interviews/meetings/listening sessions – focus groups/conversations - Summary document of what’s known/unknown - Establish Community Reference Group / Brains Trust - Community group briefings - Hui - Online tools	Aug – Sept 2025
Define problems and objectives	Clarify shared problems, set collective aspirations, and establish governance model. (Gather feedback)	Review clear project problem/opportunity statements and investment objectives. Frame the project as a place-shaping initiative connected to Ahu Ake.	Inform + Consult	- Community workshop sessions - Citizens assembly / World café events - Webinars - Community visioning - Design charette	Sept – Nov 2025

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				- Hui - Public comms - Online tools	
Transport ideas – supporting technical work to support ‘long list’ ideation	Provide access to technical work such as transport modelling.	Identify transport ideas and previously community-generated solutions. Model traffic scenarios. Understand financial implications early.	Inform	- Public comms - Digital updates - Technical briefings - Behind-the-scenes explainer content - Hui - Online tools	Dec 2025 – Jan 2026 <i>(No formal engagement Dec–Jan)</i>
Transport ideas – generate ‘long list’	Generate ideas with community. <i>(Gather feedback)</i>	Develop buy in from community. Validate ideas shared. Identify preferences and community priorities.	Inform + Involve	- Pop-ups - Interactive online mapping/tools - Virtual reality scenario building - Community Reference Group and Brains Trust sessions - World café events - Stakeholder workshops - Hui - School projects - Community Reference Group - Technical advisory sessions - Public comms - Online tools	Feb – Mar 2026
Develop options (‘short list’)	Co-develop refined options based on evidence and feedback.	Develop assessment criteria. Shortlist feasible solutions; reflect cost, equity, and modelling inputs. Prepare for	Inform + Involve <i>(Involve: develop assessment criteria; Consult: on draft short list,</i>	- Public comms - Hui - Community Reference Group and Brains Trust	Apr – Jul 2026

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		governance and council decision-making.	Inform: prepare for governance and council decision-making)		
Consultation on draft transport plan	Gather input on recommended programme. (Formal submissions)	Test final draft plan with community to identify final concerns or refinements.	Inform + Consult	- Formal consultation process - Deliberative community panels - Feedback summary and response report - Engagement roadshow in communities - Hui - Public comms - Online tools	Aug – Sept 2026
Release final plan	Close the loop with stakeholders.	Inform the community of the final outcomes, how feedback was used, and next steps.	Inform	- Public launch - Public comms - Council briefing - Hui - Thank-you / close the loop	Dec 2026
Monitor and measure engagement and implementation sentiment	Understand community sentiment over time. (Gather feedback)	Track community satisfaction, trust, and usage as projects are implemented. Include engagement review points at: - End of major phases - Major LTP or spatial planning updates - 5-year milestones	Inform + Consult	- Community Reference Group sense-checks - Feedback surveys - Engagement reporting - Baseline community sentiment survey - Hui - Public comms - Online tools - Pop-up Feedback (construction or trials)	Dec 2026 – Dec 2027

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ENGAGEMENT LEADERSHIP

As part of the refresh of the Cambridge Connections project, Council is applying the Community Engagement Model (CEM) to ensure engagement leadership is appropriate to each stage of the project. The CEM identifies five domains of leadership that help determine who should lead engagement activities and how best to support community participation.

At this early refresh and scoping stage, the project will primarily follow the organisational implementation domain. This stage requires Council to take clear leadership in redefining the project scope, refreshing expectations, and re-establishing trust with the community. Engagement must be carefully framed to clarify what's on the table, what's changed, and how community input will influence the redefined approach.

How it applies:

- Council leads engagement planning and delivery, ensuring a coherent, transparent process.
- Engagement activities focus on listening, setting a clear purpose, and aligning internal decision-making structures.
- Council signals behaviour change by embedding more inclusive, early engagement practices to lay the foundation for future shared or community-led leadership.

Rationale:

At this point in the project, leadership must come from within the organisation to:

- Acknowledge past engagement fatigue and mistakes and refresh community relationships.
- Create the right conditions for more collaborative forms of engagement in later stages.
- Ensure engagement aligns with organisational capacity, technical constraints, and strategic direction (e.g. Ahu Ake,).

Planned transition:

As the project progresses, the leadership approach may evolve, introducing shared leadership and action structures (e.g. reference group or community "brains trust") to increase collaboration and build toward long-term community ownership and advocacy. At all times, decision-making will sit with Council and must balance technical, financial, and statutory responsibilities.