



DRAFT TRANSPORT PLAN

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CHANNELED CONSULTING
Strategy, Planning & Project Management





THE WHY

Cambridge is growing quickly

Over the next 30 years, more people will live in Cambridge, our population will get older, and Hautapu will continue to develop as an important employment, manufacturing and logistics area. Much of that growth is already planned for. Cambridge has provided for around 30 years of residential, commercial and industrial growth, which means we have a good understanding of where people are likely to live, work and travel in the future.

All of this is happening at a time when transport funding is constrained and councils are under increasing pressure to keep rates affordable. Planning for growth therefore also means making careful choices about what is needed, what can wait and what the community can afford.

Transport is an important part of how Cambridge responds to that growth. It is not simply about whether a journey takes a few minutes longer at busy times. How people and goods move around the town affects whether children can get to school safely, whether businesses can move goods reliably, whether people can reach jobs and services, whether our town centre remains an attractive place to visit and spend time, and whether people have realistic choices about how they travel.

Growth will put more pressure on the way we get around

Cambridge already relies heavily on private vehicles. Only around 5% of residents travel to work by cycle or by using public transport according to the 2023 census. The percentage of vehicles trips residents make to commute to Hamilton is between 15-20%. At the same time, public transport patronage and cycling have increased where better services and facilities have been provided.

As Cambridge grows, simply accommodating more and more vehicle trips on the same roads will become increasingly difficult.

Growth is also changing where journeys begin and end. By 2055, around 60 percent of Cambridge's population is expected to live north of the Waikato River and 40 percent south of it. Many important destinations - including the town centre, schools, employment and services - are concentrated north of the river.

The Waikato River is one of the things that makes Cambridge special, but it also creates a physical constraint. Victoria Street Bridge and Fergusson Bridge are critical connections between the two sides of town. They need to continue serving a growing community while also providing resilience when incidents, maintenance or other disruptions affect the transport system.

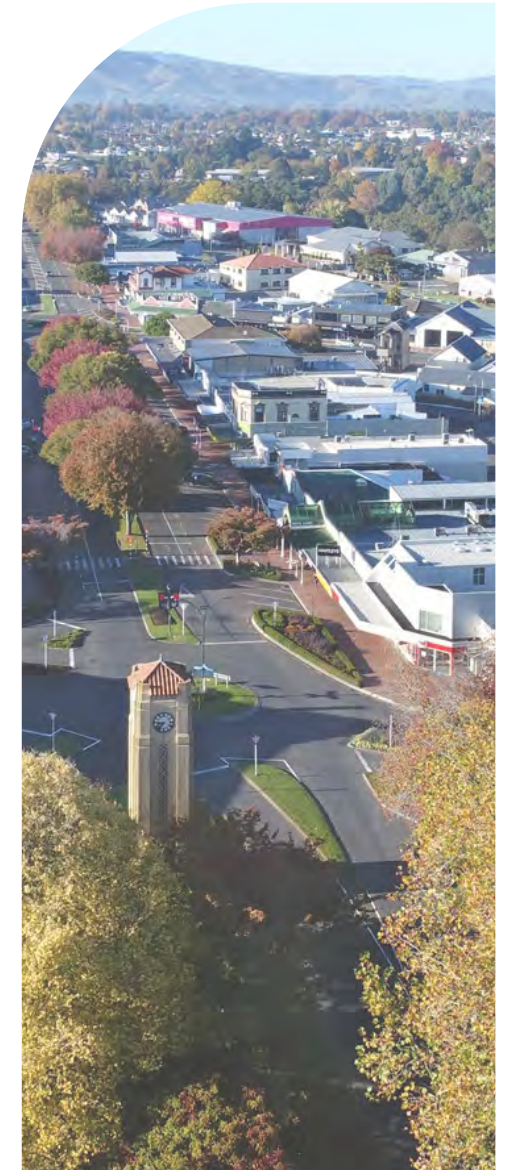
The town centre and main street are at the heart of Cambridge's identity and community life. They need to remain vibrant, accessible and safe places that connect people with shops, services, employment and community activities, and provide an attractive destination to spend time. Managing traffic demand and creating better choices for how people travel will help protect and enhance this role as Cambridge grows, supporting a thriving town centre and a thriving Cambridge.

Growth at Hautapu and increasing regional movements bring another challenge. Cambridge sits within an important regional freight system. Trucks and through traffic need reliable routes, but when those routes become congested, traffic can move onto streets that were not intended to perform that role. That can mean more through traffic in residential areas and around the main street of the town centre. The right traffic on the right roads is a principle of this Transport Plan, and the role of every road is set using the One Network Framework so freight and through traffic use the routes built for them, and local streets are for local access.

Other important aspects that will make a difference include:

- **Better public transport**, working with Waikato Regional Council on services for Cambridge and Leamington, and providing the stops, shelters, footpaths and intersection priority that make catching a bus a realistic choice.
- **A connected walking and cycling network**, completing a series of improved urban mobility activities including, extending the Victoria Street protected cycleway across the river into Leamington, and making school routes safe enough for children to use independently.
- **Parking and travel demand management**, applying a parking hierarchy so the town centre and other key destinations stays accessible, and working with schools and employers on flexible start times, carpooling and other ways to ease pressure at peak.
- **Explore technology advancements and change** that can help manage demand and support other modes i.e., public transport, and reduce or defer the need for new infrastructure.

More information about the project and links to the full reports can be found at here: [Cambridge Connections](#).



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An aerial photograph of a town, likely Cambridge, New Zealand, featuring a prominent clock tower in the foreground, surrounded by residential and commercial buildings, with mountains visible in the distance. The image is overlaid with a semi-transparent blue filter.

EXECUTIVE SUMMARY

CAMBRIDGE CONNECTIONS TRANSPORT PLAN *at a glance*

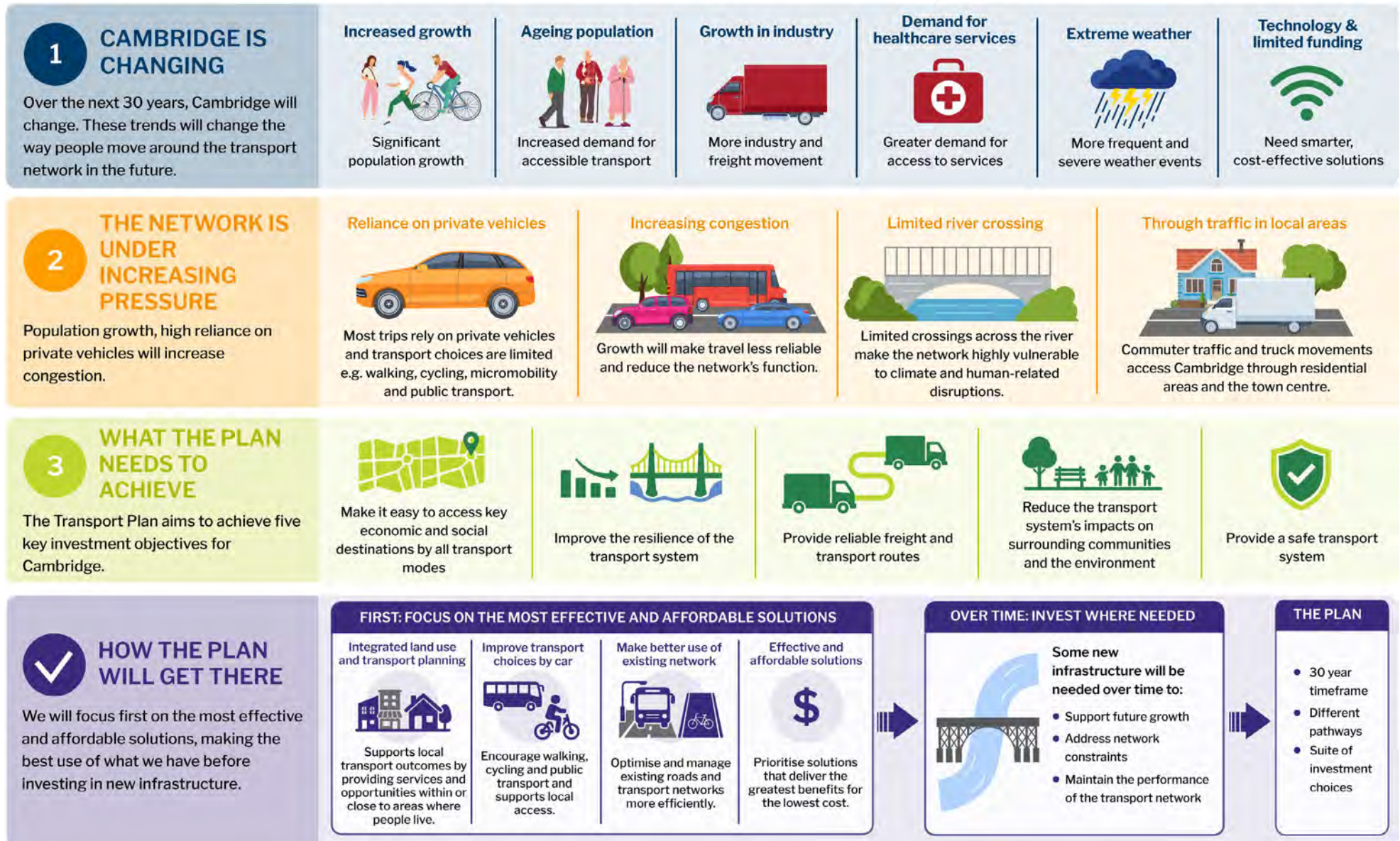


Figure 1: Executive Summary

There are three challenges we need to tackle together

The Cambridge Connections Strategic Framework identified three interconnected challenges that the Transport Plan needs to address:

- 1. More people, more trips and a high reliance on cars.** As Cambridge grows, the number of trips will increase. We need to make it easier and more attractive for people to use public transport, walk, cycle or use other ways of getting around where these are realistic choices, while keeping the road system working for people and goods that need to travel by vehicle.
- 2. Limited and vulnerable river crossings.** The Waikato River concentrates movement onto a small number of crossings. We need to make the best use of these connections now, improve their resilience and plan ahead for the additional capacity Cambridge may need in future.
- 3. Through traffic and heavy vehicles in places where we do not want them.** Freight and through traffic are essential to Cambridge and the wider economy, but they need to use the roads best suited to that job. We need to improve the reliability of those routes and reduce through traffic and heavy vehicles on local streets and in the town centre main street.

The answer is not one project

These challenges are connected. Addressing one in isolation can simply move the problem somewhere else. A new bridge on its own would not address every problem. Neither would road improvements, better buses, more walking and cycling connections or changes to parking.

We will need to consider improvements across the transport system.

That means making better use of the roads and infrastructure we already have. It means improving public transport and making walking and cycling realistic choices for more local journeys. It means managing parking and travel demand, improving key intersections and routes, catering for freight and through traffic on the roads best suited to them, and planning now for infrastructure that may be needed in the future.

That does not mean doing everything, everywhere, all at once. Council will need to prioritise improvements that provide the greatest benefit for the money available, and avoid committing to major new infrastructure until the need and benefits justify the cost.

Affordability and value for money

Transport improvements come at a cost, and some of the choices Cambridge may face involve very significant sums of money. Council cannot do everything, so we need to consider not only whether an investment would be beneficial, but whether the benefits justify the cost and whether there is a realistic way to pay for it.

For each major investment, we need to ask:

- What problem would it address and how much difference would it make?
- Is there a more affordable way to achieve a similar result?
- Can it be delivered in stages so we can respond as circumstances change?
- Is external funding realistically available?
- Can Council and the community afford both its share of the investment and the ongoing cost of maintaining it?

The question is therefore not simply whether an improvement would be beneficial, but whether the problem is significant enough to justify the cost at this time and what we would get for the money.

Government funding may contribute to eligible transport projects, but it is not guaranteed. Projects must meet national funding priorities and Council would still need to fund a local share, while continuing to provide other services and infrastructure across the whole of Waipā.

Based on current advice, a new bridge would be extremely unlikely to attract government transport funding within the next 10 years. This reflects the limited availability of national transport funding and the significant competing demands for central government investment across the country. There is also a need to first optimise the performance and capacity of the existing transport network and demonstrate that available network improvements have been maximised before seeking government funding for additional major infrastructure. Whatever is not funded from external sources would ultimately need to be met locally, through rates or borrowing repaid through rates. Alternative funding could also include tolling, private investment or Infrastructure Funding and Financing (IFF) levies through rates.

The sums involved are significant. A new bridge and its connecting roads are currently estimated to cost \$110 to \$160 million. Protecting a possible future corridor, which involves technical investigation and the designation process rather than construction is estimated to cost \$10 to \$20 million over four to five years.

Different investments also provide different benefits. Some may improve safety, travel times or reliability. Some may improve resilience or provide people with more transport choices. Major new road capacity may improve particular journeys and provide resilience, but it can also change travel patterns and shift pressure elsewhere in the transport system.

That is why investments need to be considered for their overall benefits, costs and impacts rather than on congestion or travel time alone. Resilience is a good example: having another way across the river if an existing bridge is unavailable may provide an important benefit that is not fully reflected in travel time savings.

This Transport Plan therefore takes a staged approach. It prioritises worthwhile improvements, makes better use of existing infrastructure and keeps future options open. Major investment decisions can then be made when the evidence shows they are needed, the benefits justify the cost and there is a realistic way to pay for them.

1.1 How to read this Plan

Council will be asked to adopt this Transport Plan to set the direction for transport investment in Cambridge over the next 30 years.

Knowing what this Transport Plan does and does not decide will help you see where your feedback makes a difference, and where the next opportunity to have a say will be.

1.2 What this Transport Plan does

- sets the strategic approach: the transport challenges Cambridge faces, what we want the transport system to achieve, and how we intend to respond
- identifies the investment choices that follow from that approach, across all modes
- groups those choices into short, medium and long term, so the order of work is clear
- identifies where more investigation is needed before anything can be decided
- keeps future options open, including protecting a possible corridor for a future river crossing
- sets out what Council will monitor, so investment can be brought forward, delayed or reconsidered as Cambridge actually grows
- informs the 2027 to 2037 Long Term Plan, and gives the community and our funding partners a shared basis for the decisions that follow.

What this Transport Plan does not do

- it does not fund anything. Adopting the activities in this Transport Plan does not commit any money.

- it does not confirm the year any activity will happen. Timeframes are indicative, and depend on how Cambridge grows and what funding is available
- it does not set your rates
- it does not design individual projects. Route, layout and property effects are worked through later, with the people affected
- it does not decide bus routes, timetables or fares. Those belong to the Waikato Regional Council
- it does not control the Waikato Expressway or state highway connections (including ramps to SH1). Those belong to the NZ Transport Agency
- it does not commit to building a new bridge.

Why timeframes are shown as ranges

Thirty years is a long time. Cambridge may grow faster or slower than expected, travel habits change, technology changes, and funding changes. Rather than pretend we can name the year, the Transport Plan groups activities into short, medium and long term, sets out what has to be understood before the larger decisions are made, and identifies what Council will keep an eye on.

What this means for your feedback

We want to know if you think the Transport Plan has the balance right, including the proposed priorities, the order in which investment choices are considered, and how Council should balance benefits, impacts and affordability.

Once adopted, this Plan is what Council takes into the 2027 to 2037 Long Term Plan, where decisions about all project funding and timing are made (not just transport projects) and where you will have another opportunity to have your say.

How we will review the Plan overtime

The Transport Plan will be reviewed every three years to ensure it remains relevant and responsive to Cambridge's growth, changing transport needs, new technologies and investment priorities. Reviews will be aligned with Council's planning and decision-making processes for future Long-Term Plans (LTPs), helping inform investment priorities and delivery sequencing. Annual monitoring, guided by the monitoring framework included in the Transport Plan, will track progress against the Plan's objectives and identify emerging issues or changes that may need to be considered as part of future reviews.



1.3 A Programme of Investment Choices

The Cambridge Connections Transport Plan defines a programme of investment choices that Waipā District Council and the community can consider to determine a preferred approach to addressing the evident transport challenges and improve transport outcomes over time.

A list of transport improvement ideas was defined through community consultation. This list of ideas was evaluated against our transport challenges and objectives to determine the best actions to bring into the Transport Plan. These actions were refined and prioritised to derive a recommended list of investment choices that Council can progress in the short term (0 to 3 years), medium term (4 to 10 years) or longer term (11 years on).

The Transport Plan is also guided by established strategies and plans that the community has contributed to in the past, such as the Cambridge Town Concept Plan and Waipā Spatial Plan.

The programme of investment choices outlined in the following pages is the result of technical work and consultation and feedback. Feedback on the Transport Plan can inform changes to the programme that can be made ahead of the Long Term Plan process so that Waipā District Council, with our community, can agree the preferred way forward.

What we mean by an investment choice.
An investment choice is something Council could invest in to respond to one or more of the three challenges. For each one, the Plan sets out what it is, which challenge it responds to, which investment objectives it serves, roughly when it would be needed and what it would cost.

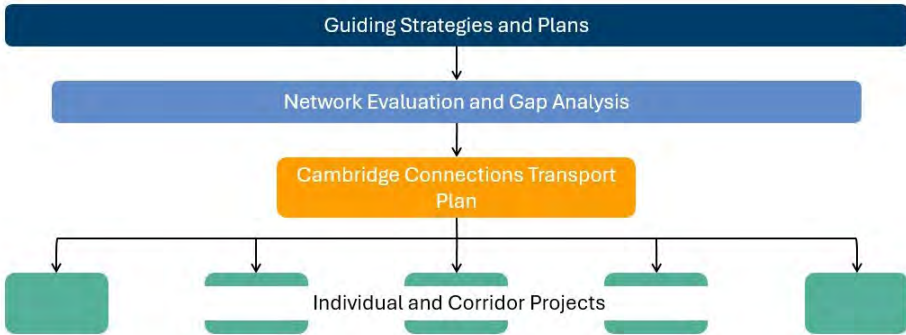


Figure 2: Inputs and outputs of the transport plan

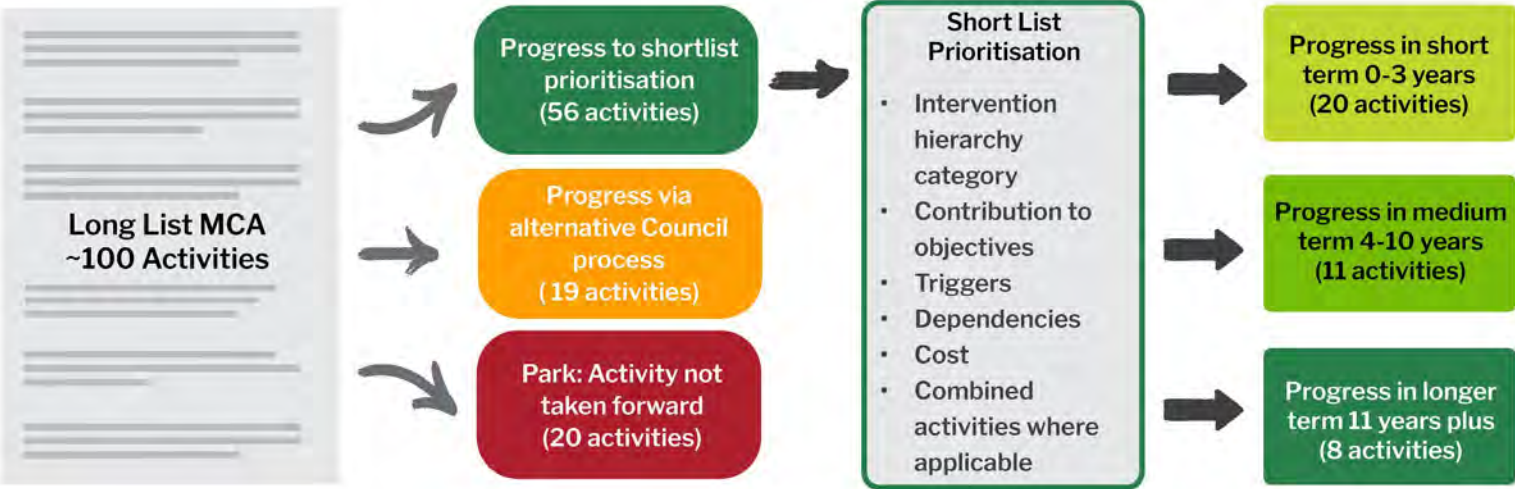


Figure 3: Process undertaken to create the Transport Plan

Summary of the Transport Investment Choices

Table 1: Transport Investment Choices

Intervention Hierarchy	Examples of Interventions for Cambridge Connections (see Part 3 for the full list of investment choices and timing)	Anticipated Timing
Integrated Planning	Reduce demand on the transport network by locating key origins and destinations in closer proximity - Improve access to opportunities on both sides of the river (shops, schools, medical facilities, employment etc) through supportive land use planning policies - Support higher density housing close to public transport and cycle routes and within walking catchments of local centres - Ensure all new developments provide appropriate onsite transport facilities that support a range of transport options - Avoid new development that could create poor transport outcomes - Progress designation of a future river crossing corridor.	Do these over time
Manage Demand	Shift travel demand to space efficient modes through activities that encourage and support mode shift: - Prioritise the town centre (main street) as an attractive, accessible and safe destination by managing traffic demand and supporting a vibrant CBD where people want to spend time, contributing to a thriving Cambridge. - Support travel behaviour change programmes such as school travel planning, mobility as a service, promotional activities like the 'Wednesday challenge', ride share apps etc - Support the extension of the Cambridge bus service optimised to support travel in Cambridge, and work with Waikato Regional Council to progress a dedicated local Cambridge bus service as part of future service contracts - Support bus route changes with supporting infrastructure e.g. bus stops and safe access for pedestrians - Low cost low risk improvements such as footpath upgrades, pedestrian crossings, lighting and upgraded bus stop facilities (shelters, seating, lighting) - Work with Waikato Regional Council to provide information to support bus use such as real time information, ticketing technology, access to information (website, apps etc) - Improve cycleways and safety for cyclists, with a focus on school networks initially - Leamington cycle connection to town centre: An extension of the existing protected cycleway on Victoria Street across the Waikato River and into Leamington - Implement the parking management framework and optimise parking supply around key destinations such as the town centre. - Monitor new technologies and adopt if appropriate to improve movement and / or manage demand, e.g. intelligent transport systems (ITS) and road user pricing.	Prioritise in the short term; 0 - 3 and 4 - 10 year periods.
Best Use of Existing System	Improve the operation of the transport network by optimising movement at pinch points for all travel modes - Set speed limits appropriate to the function and role of the road corridor - Appropriate traffic calming on local streets where required, to manage through traffic and encourage the right trip on the right road. - Optimisation of the Pope-Cook-Shakespeare Street corridor through improvements that prioritise movement along the strategic transport network - Optimisation of the Victoria Street north corridor to Hautapu with intersection rationalisation and priority for movement along the strategic transport network.	Prioritise in the short term; 0 - 3 and 4 - 10 year periods.
New Infrastructure	Targeted capacity upgrades on the strategic movement corridors to support longer distance trips and freight movements - Upgrade the Victoria Street / Queen Street and Victoria Street / Hamilton Road intersections as a corridor improvement - Long term delivery of a third river crossing, or, longer term upgrades to existing bridges to improve capacity on the strategic transport network to support urban growth and freight movements	Progress planning and design in short term 0 - 3 years and implementation from year 4 onwards.
Others	- Improve monitoring of transport indicators as triggers for further initiatives (travel times, traffic volumes, queue lengths, bus and cycle volumes etc) - Improve transport option evaluation techniques such as transport modelling to inform project development and design.	Progress in 0-3 years and continue over time



1. INTRODUCTION (PART 1)

1.1 Overview

Cambridge Connections is a collaborative transport project to develop an integrated approach to how people, goods and services move around Cambridge over the next 30 years. Cambridge needs a coordinated and long-term strategic transport plan to support planning for growth, create positive community outcomes and support changing future needs. The Transport Plan will support future funding decisions through the Regional Land Transport Plan and Long Term Plan.

1.2 Process

The Transport Plan has been developed collaboratively, using evidence, to respond to the Cambridge’s current and future needs. As per the figure, community feedback played a key role throughout the process, with ideas, local knowledge and concerns gathered from residents, businesses and stakeholders. This input, alongside technical analysis, has informed the development of the Transport Plan. Public consultation on the Transport Plan will provide an opportunity for the community to review proposed activities, identify any remaining issues and help refine the final plan. Feedback received through consultation will be considered for the final Transport Plan, before it is adopted by Waipā District Council.

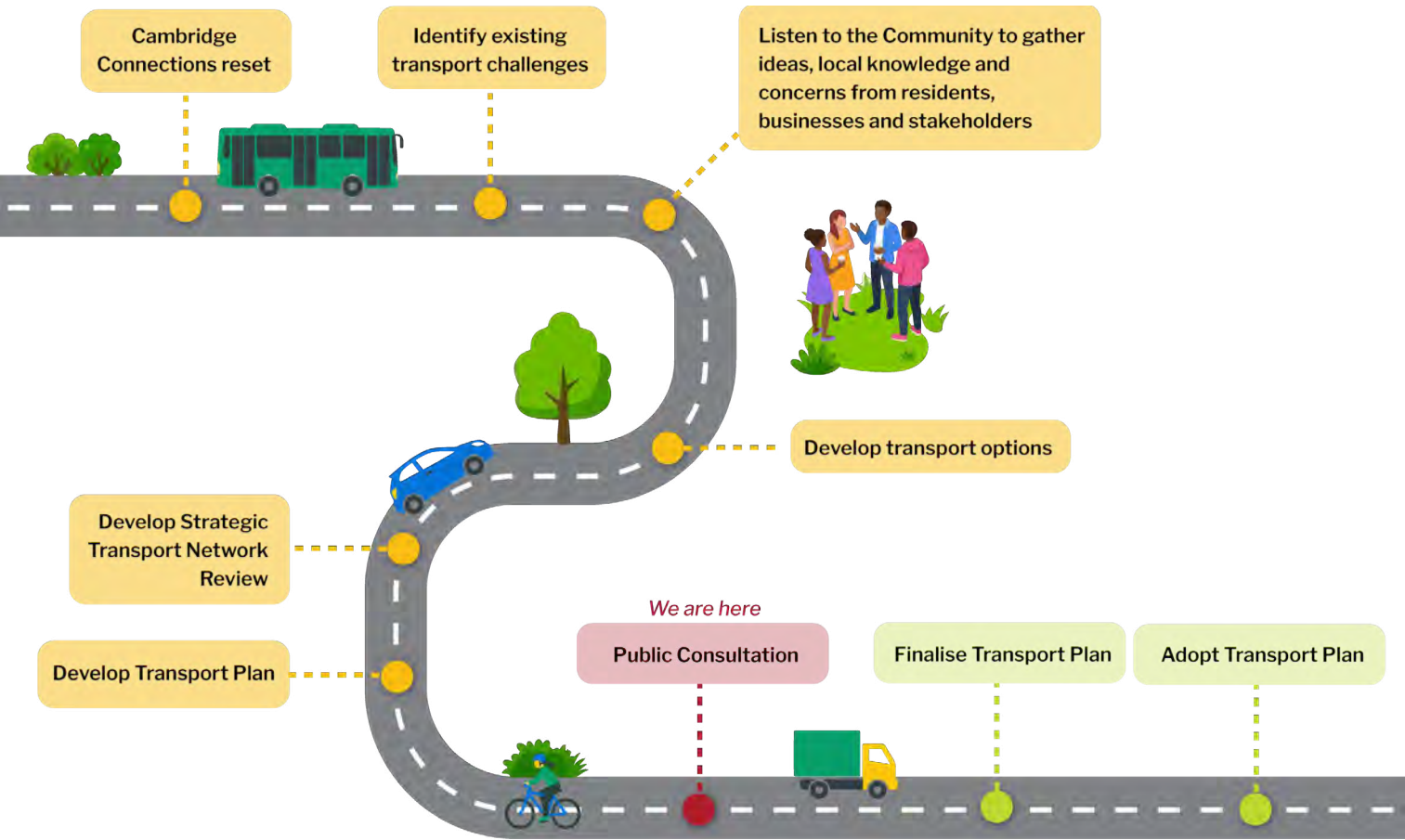


Figure 4: Process of the Cambridge Connections project

1.3 Strategic Framework

The Cambridge Connections strategic framework, agreed by Elected Members at the 4 February 2026 Strategic Planning and Policy Committee, sets out the challenges we want to respond to, and the investment objectives we want to achieve, through the Transport Plan. The Transport Plan is evaluated against the success factors and monitored over time.

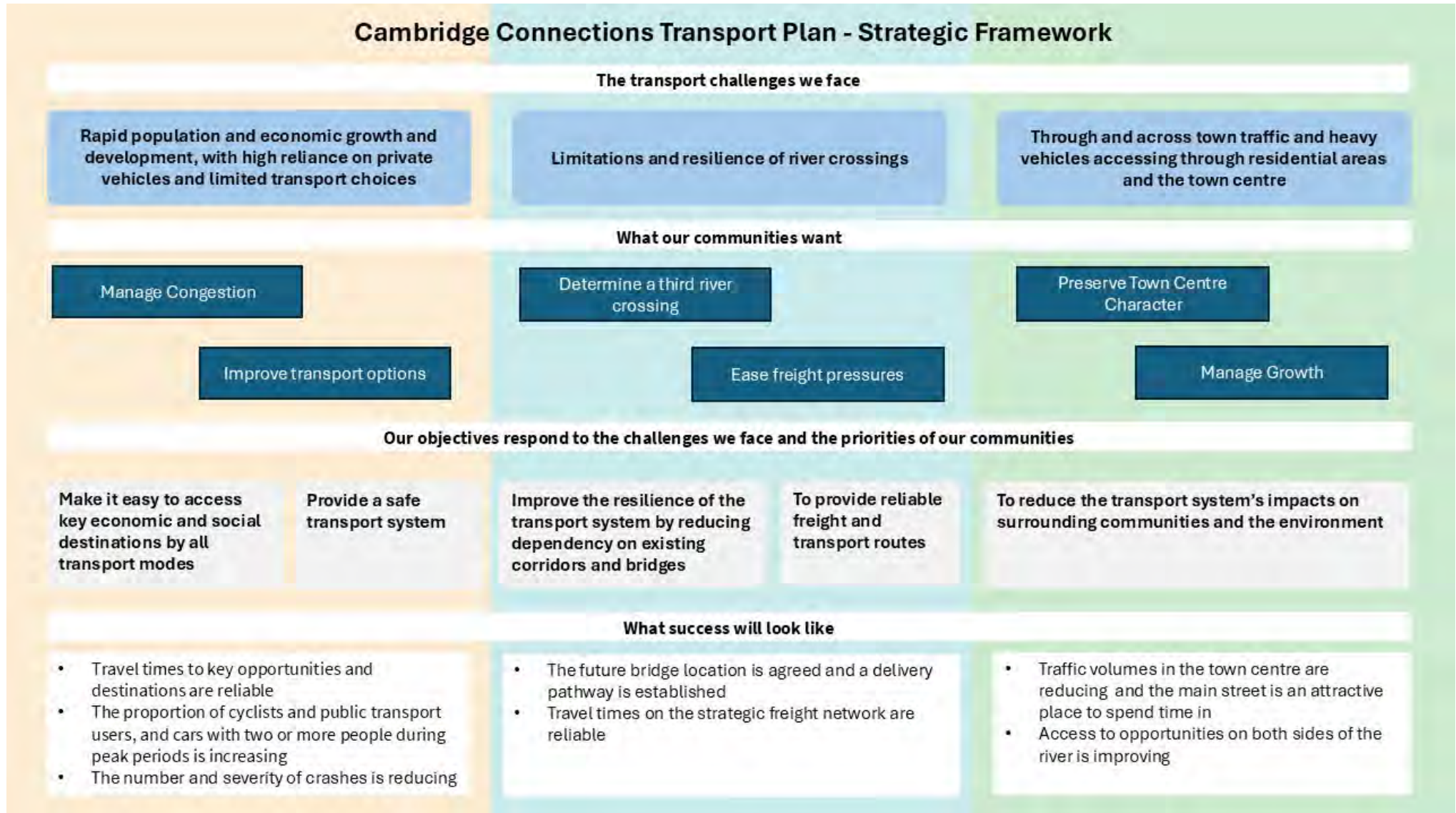


Figure 5: Strategic Framework

A person wearing a red helmet and a black shirt is riding a bicycle on a dedicated bike lane. The lane is marked with white dashed lines and white bicycle symbols. The background shows a residential street with parked cars and trees.

2. HOW THE TRANSPORT SYSTEM WORKS TOGETHER

A well-functioning transport system needs all parts to work together.

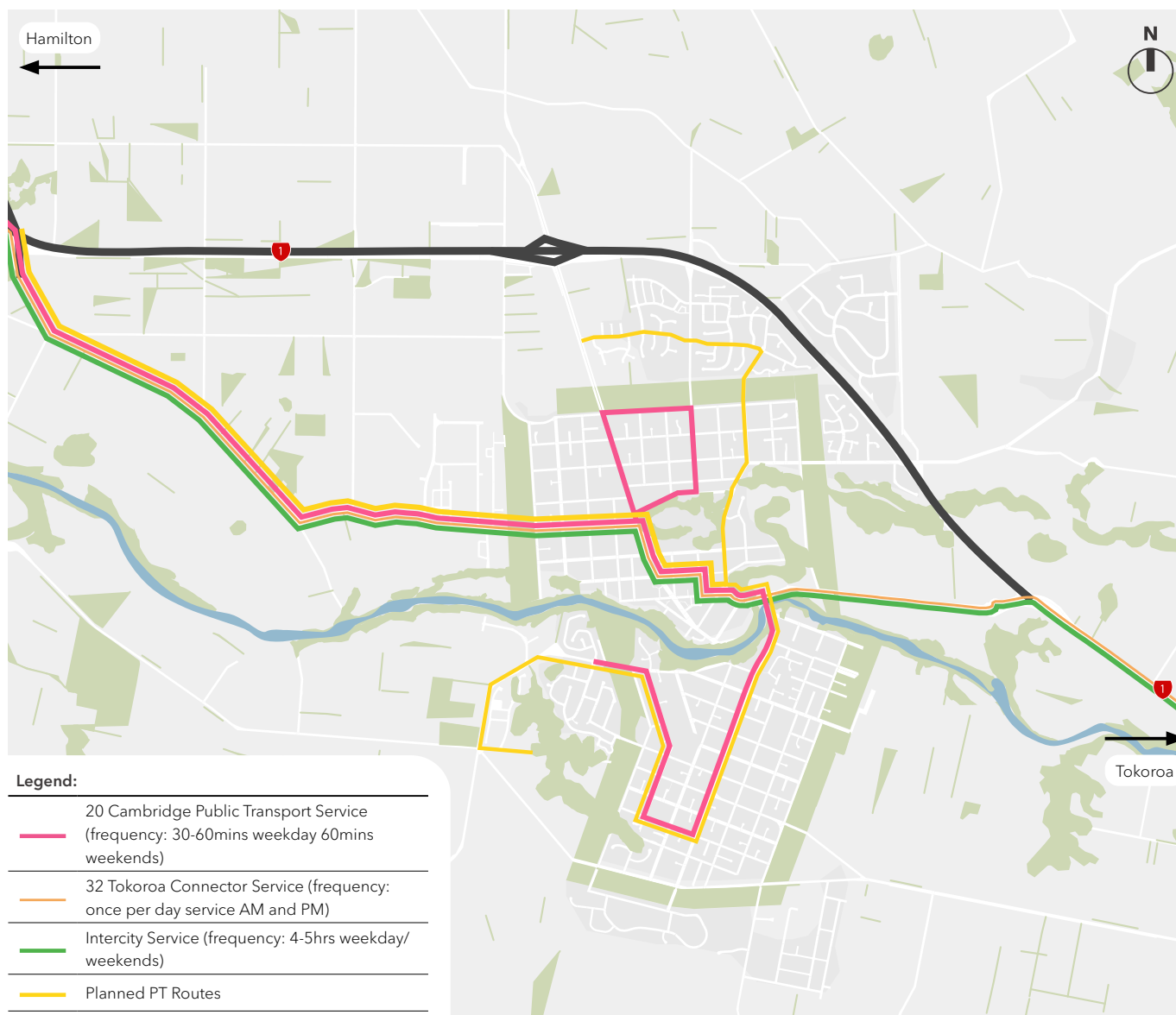
Increasing the use of public transport, walking and cycling, while making better use of our existing roads, gives people more choice about how they travel and helps manage future demand. These options can move more people using less road space and often cost less than building major new roads. More travel choices can mean fewer cars on the road, particularly for shorter and regular trips. This leaves more road space for people who need to drive and can help delay the need for major new infrastructure as Cambridge grows.

The following key findings provide the evidence for the direction and priorities set out in this Transport Plan:

- Cambridge will have more people and more travel in the future. By 2055, around 60% of the population is expected to live north of the Waikato River and 40% south, compared with around 55% north and 45% south today.
- The main traffic and freight movements are concentrated on a few key roads. Keeping these routes safe and reliable, while making better use of the wider network and providing more travel choices, will help manage pressure as Cambridge grows.
- Most people currently travel by car. Around 5% of trips to work were by bus, walking or cycling in the 2023 Census. However, walking, cycling and public transport use has increased in recent years, supported by investment in facilities and services.
- We need to use the whole transport network better. Increasing public transport, walking, cycling and shared travel, alongside making the most of existing roads and providing additional capacity where needed, will help keep the network safe and reliable.
- More capacity across the Waikato River will

be needed in the future. At this stage, the evidence indicates that an additional bridge in a central to mid-west location could provide the greatest transport benefits. Further work will be needed before decisions are made about its location, timing and form.





2.1 Public Transport

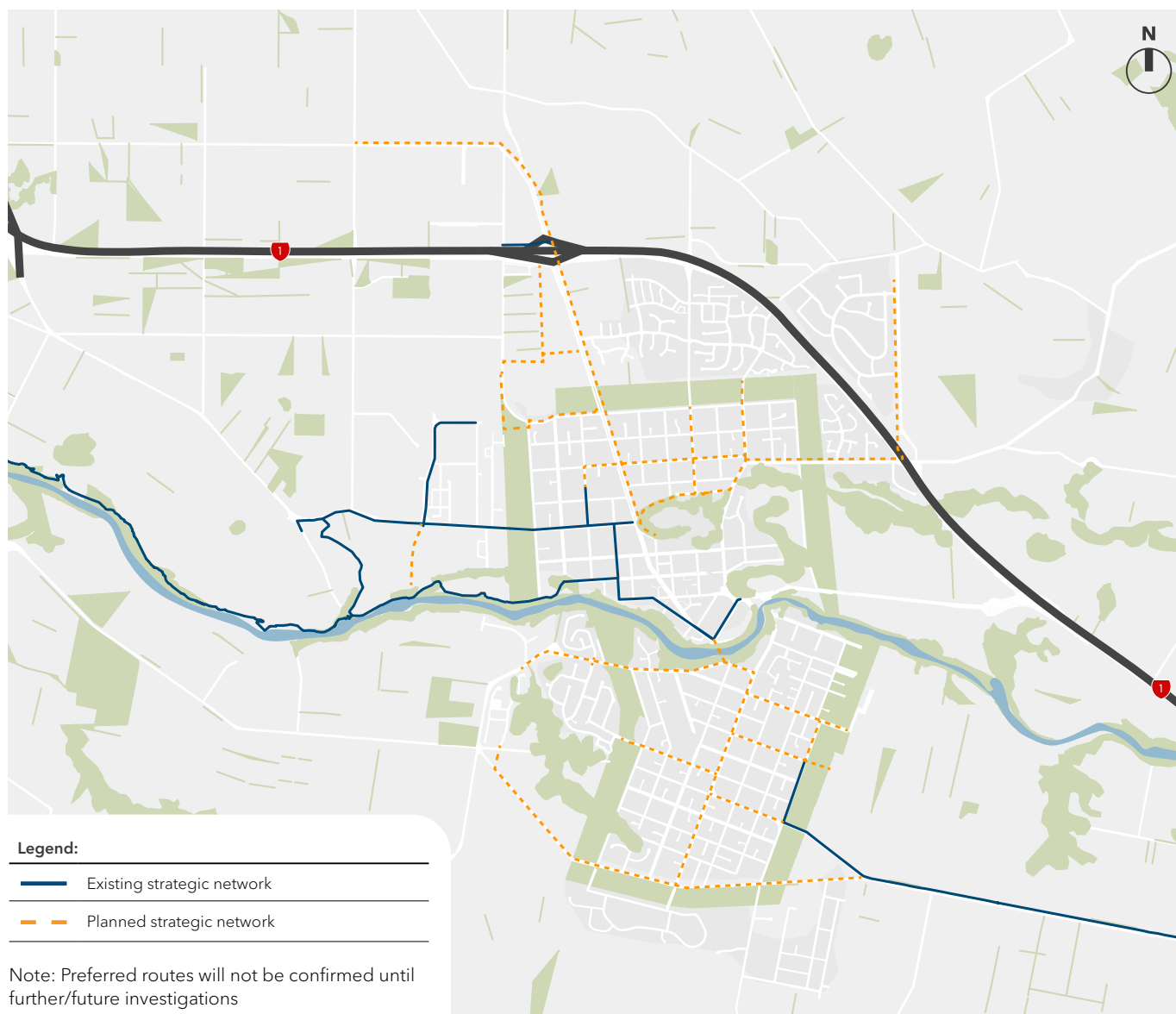
Public transport plays an important role in supporting a well-functioning transport system. Buses makes efficient use of road space by moving more people in fewer vehicles than private cars, helping to manage congestion and improve network efficiency. It also provides an important transport option for people who cannot drive or have limited access to a car.

Cambridge is served by two public transport services: Route 20, which provides the main local service, and Route 32, which provides a more limited regional service, operated by Waikato Regional Council (WRC). Patronage of the current bus services has experienced a 38% increase for route 20 and 19% increase for route 32 between June 2025 and 2026. Patronage is expected to increase further due to rising private transport costs, the projected ageing population and the ability for public transport to support these users.

The Waikato Regional Council Cambridge (WRC) Local Service Assessment proposes an expanded bus network within Cambridge, moving from one commuter service to two. The planned routes would have greater coverage of Cambridge and Leamington, but still operate to Hamilton rather than providing a local dedicated bus service. While the service operates within Cambridge, the WRC Cambridge Local Service Assessment Technical Report found that demand for local bus trips is relatively low. A further option considered is a school assist service, connecting Leamington directly to Cambridge High School. The service would operate as a normal public service with students as its main users and would also improve access between Leamington and the employment area around Carters Crescent. Progression of this activity requires further work with the Ministry of Education, Cambridge High School, Cambridge Middle School, Waikato Regional Council and the bus operator before decisions are made.

The Transport Plan includes activities to support additional public transport services, such as adjustments to Route 20 to better connect key destinations within Cambridge, and the establishment of a Cambridge / Leamington local coverage service. Council will work closely with the Waikato Regional Council to see what is possible in the short to medium term to improve public transport choices for Cambridge.

Figure 6: Existing and potential future Public Transport routes



2.2 Walking, Cycling and Micromobility

Most trips in Cambridge are short. Making these trips safe and easy on foot, by bike or on a scooter helps reduce traffic on roads, has health benefits, lets children get to school independently and supports a lively town centre.

The Council's strategic cycle and walking network builds on the existing network and connects residential areas with key destinations such as schools, Leamington and the Hautapu Industrial Precinct along key arterials and collector roads such as Victoria Road, Shakespeare Street, Pope Terrace, Cook Street, Victoria Street and Williams Street.

As Cambridge grows, footpaths and cycleways will need to cater for a wider range of users and transport options, including mobility scooters, e-scooters, e-bikes and new forms of micromobility that may emerge over the next 30 years. E-bikes and other options can make shorter trips more accessible, particularly for older people and those with limited mobility, helping them stay active, healthy and connected to their community. Providing a safe, connected network will support more people to travel independently and access everyday destinations without relying on a car.

The Transport Plan includes new key activities to extend the existing cycleway on Victoria Street across the Waikato River into Leamington, providing a safe and affordable alternative to driving for school trips and helping reduce traffic congestion during morning peak periods. It also includes the implementation of safe routes in and around schools, including safe crossings and connections between local residential areas, parks and community destinations.

Cycleways will be designed to suit the situation and surrounding environment, in some places shared paths or recreational paths may be appropriate where full protection is not required. These routes will not be confirmed until further investigations are completed.

Figure 7: Existing and planned cycleways and walkways

2.3 Parking and Travel Demand

How parking is managed shapes how people travel and how well the town works. The town centre parking hierarchy, the parking management framework, and the demand measures that support transport outcomes include: flexible school start times, carpooling, travel behaviour change, bike parks, and bike libraries or hire schemes. This will also require an adaptable approach to transport network management that can respond to emerging technologies and accommodate new transport modes, such as autonomous vehicles and delivery drones, as they become more widely used in New Zealand.

Parking management can help manage demand by making better use of available parking and encouraging people to consider other travel options, particularly for shorter or regular trips. This can help reduce pressure on the road network and support a vibrant and accessible town centre, while ensuring parking is available for those who need it.

The Transport Plan includes the following short-term parking management actions for Cambridge:

- Complete the camera parking technology trial to understand how parking is used and assess findings
- Develop the district wide Parking Management Framework
- Prepare parking management guidance for other key locations in Cambridge, such as schools, industrial, residential, sports and recreation areas and new development areas
- Apply the town centre parking hierarchy for Cambridge Town Centre
- Identify and recommend parking management changes where required

- Identify areas where safety and signage improvements may be required, including improved lighting and clear, easy-to-understand signage showing enforcement times
- Support walking, cycling, micromobility and public transport improvements to manage parking demand.

The following parking management hierarchy, for the Cambridge town centre, was approved by Elected Members at the 3 June 2026 Strategic Planning and Policy Committee. The parking hierarchy shows how parking should be managed in the Cambridge town centre to support the role of different parts of the transport network. It provides a basis for considering where parking is provided, who it is intended to serve, and how parking should be managed.

Another key initiative is to work in co-design with Cambridge High School to develop a School Travel Plan to identify barriers to walking, cycling and public transport, and work with students, school staff, whānau and Council to develop practical solutions that reduce reliance on private vehicles. This could include improving active and public transport options, encouraging behaviour change and working together on parking management and drop-off arrangements to reduce congestion around the school.

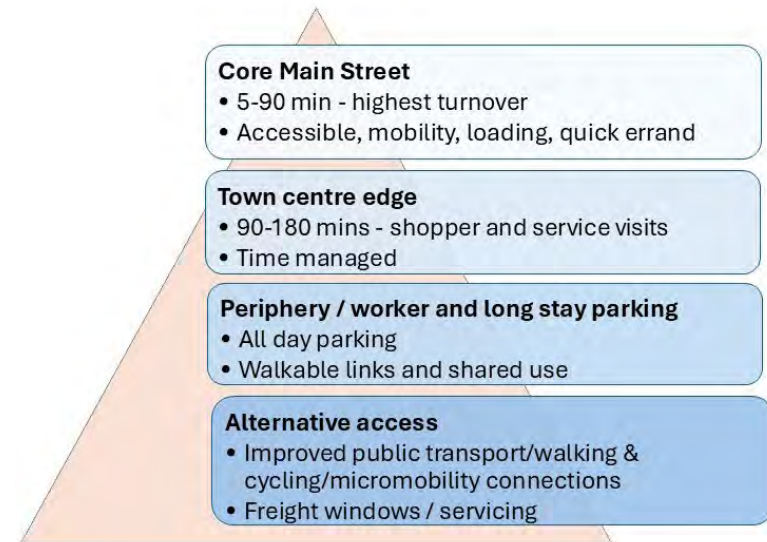
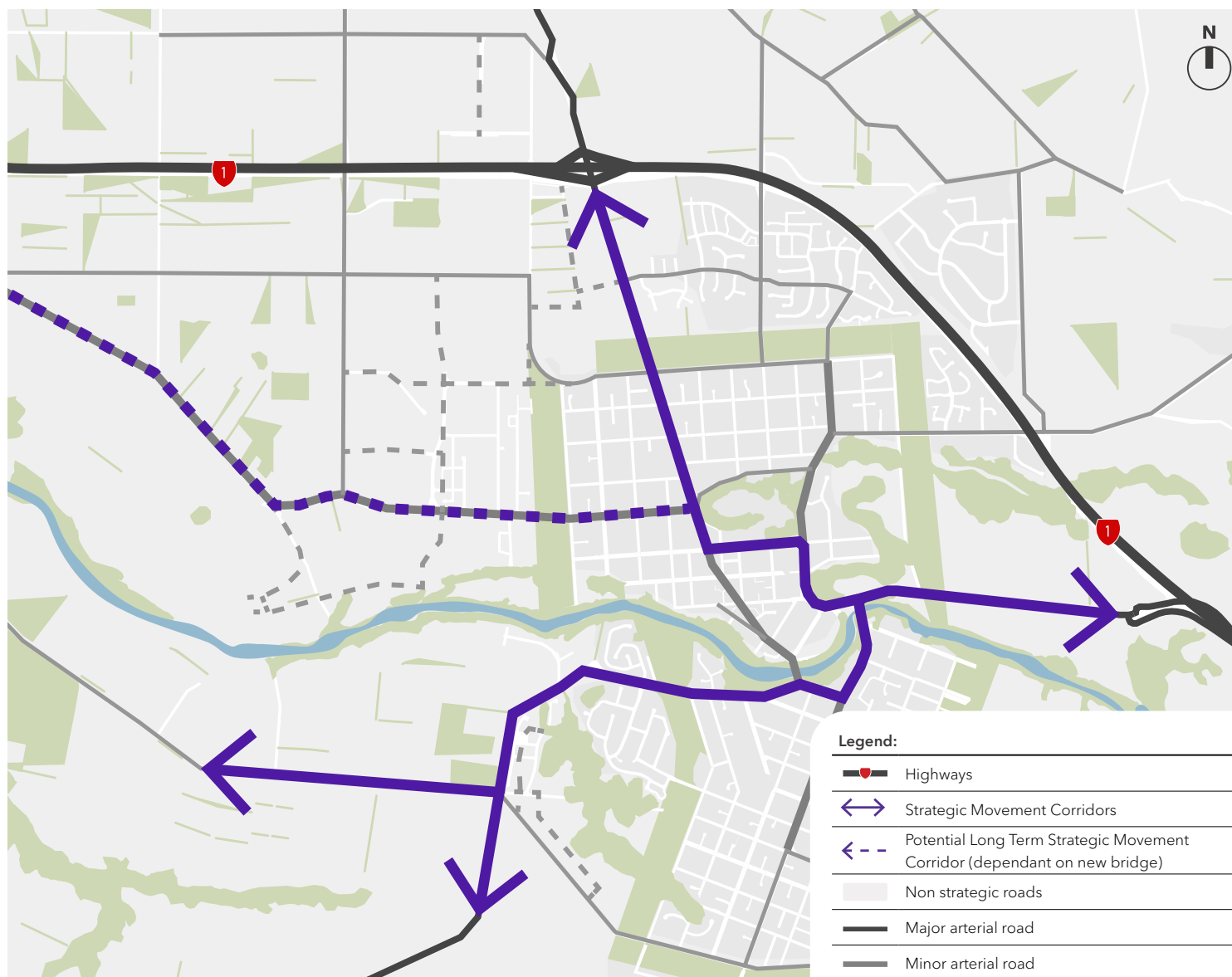


Figure 8: Town Parking Hierarchy



2.4 Strategic Movement Corridors

Trucks are essential to Cambridge's economy and the aim is not to remove them from the road network, but to keep them on the roads built for them.

All roads will carry traffic and some trucks to varying levels depending on the corridor role and function. Within the central area we need to accommodate most longer distance car and truck movements on key strategic movement corridors. This helps avoid high traffic and truck volumes passing sensitive land uses like the town centre main street, schools and playcentres.

To perform this role effectively, these roads need to operate in a way that supports through traffic, including heavy vehicles, to use them rather than local streets. While heavy vehicles will continue to use other roads where required to access businesses, industrial areas and local destinations, the movement corridors are intended to accommodate the majority of freight movements across the network.

The roads identified in the supporting map are already important movement corridors within the existing network, accommodating freight and through traffic away from local streets. Concentrating the majority of freight and through traffic on appropriately designed roads helps reduce heavy vehicle movements on local streets, supports economic activity, and improves the overall performance of the transport network. This guides the Transport Plan to prioritise movement along these corridors to minimise impact of traffic on other roads, as well as the aforementioned mode shift and demand management measures.

Figure 9: Strategic movement routes



3. OUR STRATEGIC APPROACH (PART 2)

The strategic approach guides the types of interventions we prioritise, and the order in which we deliver improvements. The approach we take is informed by our **strategic framework** and the **intervention hierarchy**¹. The Intervention Hierarchy prioritises integrated land use and transport planning, managing demand on the road network by supporting mode shift away from single occupancy car use and optimising existing networks as best we can ahead of building major new infrastructure. This approach helps to ensure that we get the best from what we have before we commit to larger and more costly interventions.

Our application of the different levels within the intervention hierarchy will shift over time. This recognises that whilst we can achieve a lot through the lower cost and impact approaches, with our forecast growth, existing network constraints and desire to maintain the role and function of our strategic road network, some new infrastructure will also be necessary.

Funding availability will influence the strategic approach in regard to how many activities in each category of the intervention hierarchy can be delivered over time. Generally it will be more feasible to deliver lower cost improvements. Opportunities to access multiple funding sources will be important in delivering the Transport Plan, and especially any costly new infrastructure.

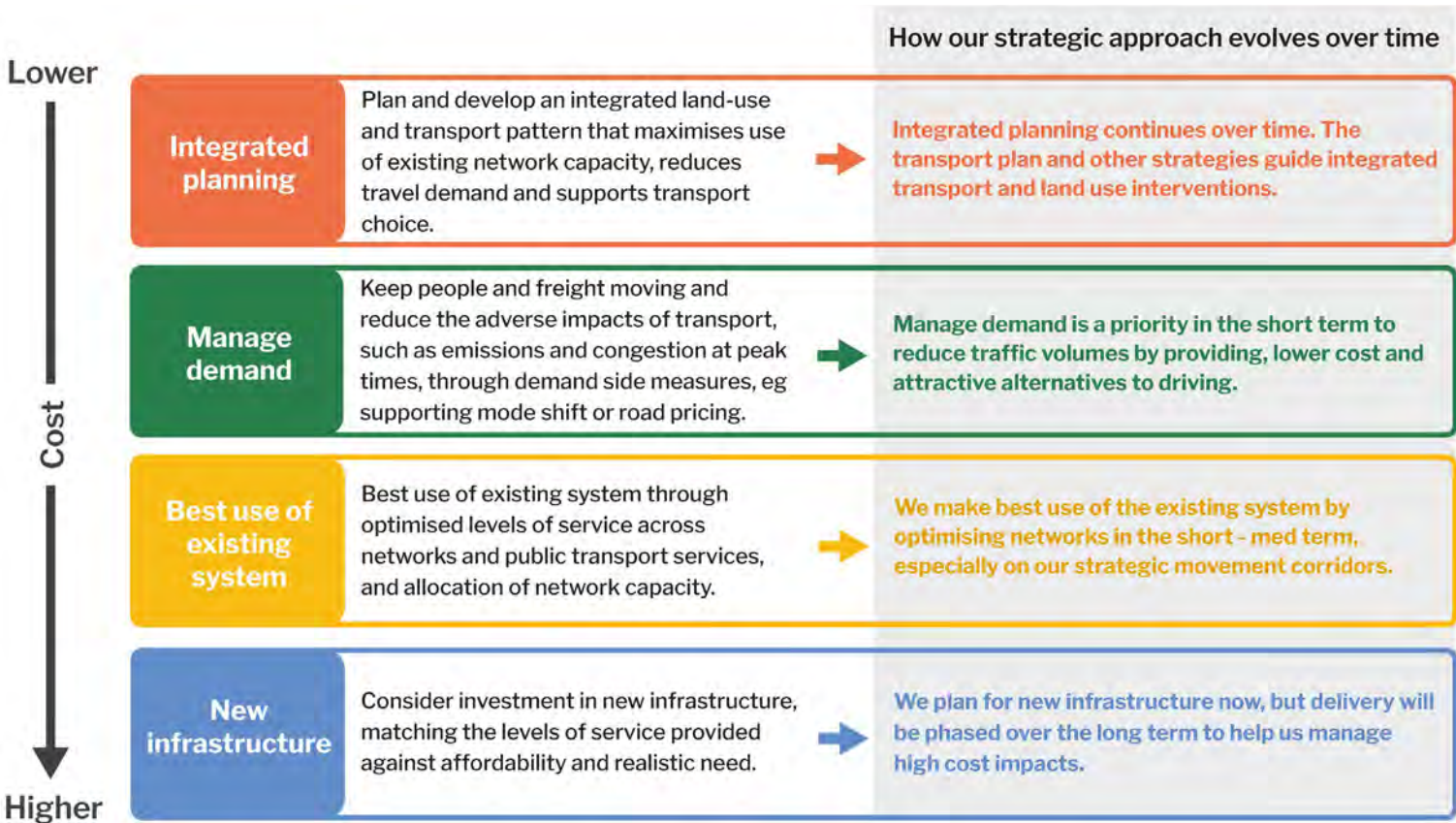


Figure 10: How our strategic approach is informed by the intervention hierarchy

¹ Internationally recognised transport planning approach and is used by agencies such as NZTA to guide investment in the transport system. For more information visit: <https://www.nzta.govt.nz/partners/planning-and-investment/funding-and-investing/optioneering/resources/intervention-hierarchy>.



4. FUTURE BRIDGE CORRIDOR

A future bridge corridor, often referred to as a 'third bridge' for Cambridge, has been discussed by the community and Council for many years. The aspiration reflects the need to consider how Cambridge's transport network could evolve as the town grows, including how future traffic and freight movements could be accommodated, how pressure on existing routes could be managed, and how the wider network could become more resilient over time.

This Transport Plan progresses this long-standing aspiration by considering the future role of an additional bridge crossing as part of a wider, integrated transport network. The assessment has been informed by multiple technical workstreams, including the Strategic Transport Network Review, network assessment and modelling, future network planning, and the Multi-Criteria Assessment, alongside direction from Council, input from mana whenua, the Community Reference Group and Cambridge Community Board, and feedback from the community.

Mana Whenua engagement

Any future decision on a new bridge corridor will need to be planned in partnership with mana whenua. Early and ongoing engagement will help ensure any impacts on Taiao, the cultural landscape, and mana whenua values, are understood. This will help ensure mana whenua values and priorities are considered as the future corridor is developed and decisions are made.

Three future bridge corridor options were further considered

The three future bridge corridor options that were further considered, following Elected Members direction at the 3 June Strategic Planning and Policy Committee, comprise of two options for a new river crossing - the Mid-West Corridor A and the In-Town Corridor B - and an option to increase capacity across two existing bridges - Fergusson

Bridge and Karāpiro Stream Bridge which is Existing Corridor C. Victoria Street Bridge would remain as is.

Each corridor option would require supporting improvements to the surrounding road network, including new or upgraded connecting roads and/or intersections, to ensure the new crossing or additional capacity, functions effectively as part of the wider transport network.

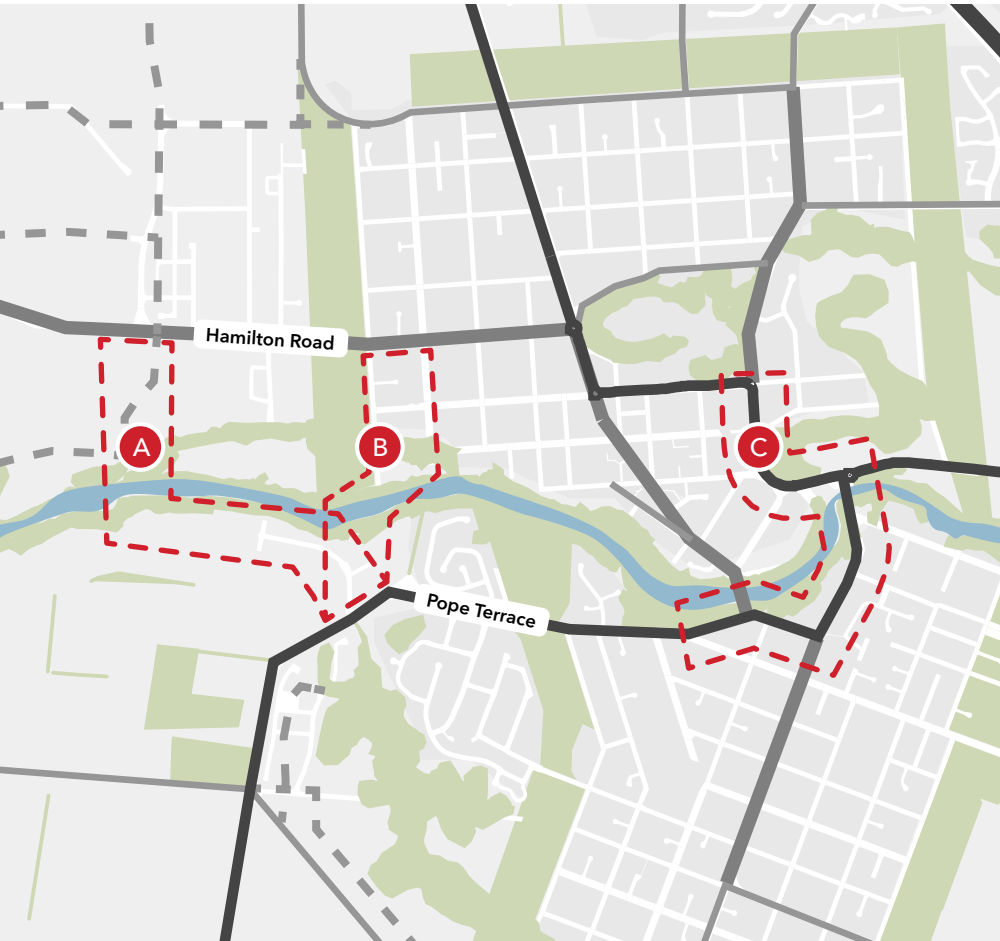
The three future bridge corridor options that were considered are:

- **Mid-West Corridor A** - a new river crossing connecting the western and eastern sides of Cambridge located in the mid-west area.
- **In-Town Corridor B** - a new river crossing connecting the western and eastern sides of Cambridge located closer to the town centre located on the west side of the Victoria Street bridge.
- **Existing Corridor C** - increasing the capacity and performance of the existing river crossings (Fergusson Bridge and Karāpiro Stream Bridge). supported by improvements to the surrounding network.

These corridor options represent different ways of providing additional river-crossing capacity and improving the resilience and connectivity of Cambridge's future transport network. Further work would be required to confirm the detailed alignment, design, land requirements, costs and staging of any option that progresses.

The following map outlines the three considered future bridge corridor options.

Future bridge Corridors



Legend:	
A	Mid-west Corridor A
B	In-town Corridor B
C	Existing Corridor C - Additional capacity to Fergusson Bridge and Karāpiro Stream Bridge

Figure 11: Future bridge corridors considered

4.1 Preferred Future Bridge Corridor for Consultation

At the 22 October 2026 Growth, Strategy and Planning Committee, Elected Members endorsed **Mid-West Corridor A** as the preferred future bridge corridor for public feedback.

The proposed future bridge corridor will be considered as part of a wider transport network response, rather than as a standalone infrastructure project. The future bridge corridor would require supporting transport network activities and connecting roads to enable the new bridge to function effectively and provide the intended connections across the wider network.

Public feedback will help Council understand whether the proposed future bridge corridor reflects community aspirations for Cambridge and what matters most when considering a potential future bridge, including its potential benefits, impacts, high-level costs, timing and relationship with the wider transport network.

Importantly, identifying a preferred future bridge corridor does not commit Council to constructing a third bridge. It provides a basis for community feedback and, if supported, protects a potential future corridor while the need, timing, funding and affordability of any future investment can be considered as Cambridge grows.

Mid-West Corridor A

This future bridge corridor option includes a new river crossing connecting the western and



eastern sides of Cambridge located in the mid-west area. It also includes supporting roading and intersection connections.

4.2 Mid-West Corridor A

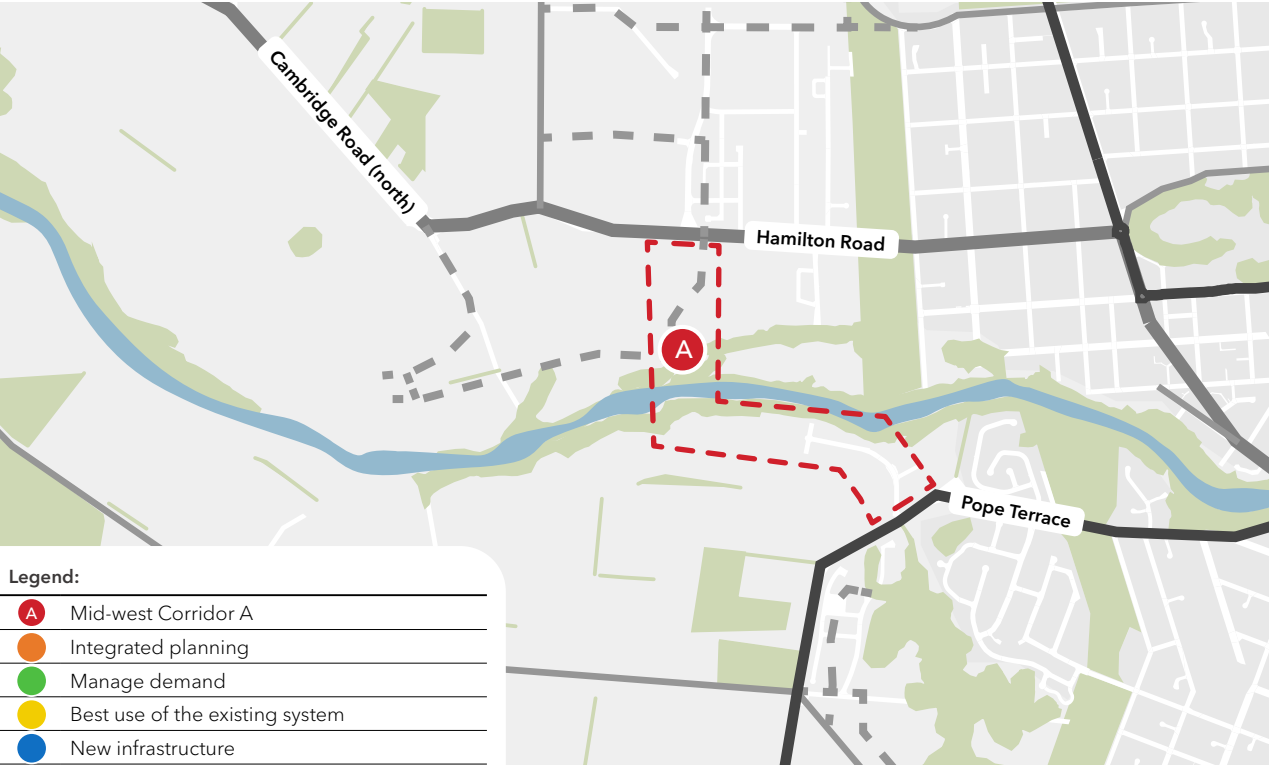


Figure 12: Mid-west Corridor A indicative location

Mid-west Corridor A Programme		
Designation process		\$10M - \$20M
Indicative Impacted Land Value Cost		\$38.0M
New bridge (200mx17m)		\$32.0M
Approaches and improvements		\$10.0M
New & upgraded roads (1300m)		\$19.5M
Major intersection (x1)		\$5.0M
Preliminary & General (15%)		\$10M
Fees (10%)		\$7.7M
Construction Contingency (30%)		\$25.2M
Funding / Risk contingency		\$32.8M
Annual maintenance (opex) 1% p.a. (using lowest range)		\$1.1M p.a.

4.3 Mid-west Corridor A - Summary of considerations

The following table outlines a summary of the key considerations supporting the assessment of the preferred future bridge corridor.

Table 2: Considerations for Mid-west Corridor A

Considerations	
Transport Benefits	- Provides an alternative for traffic and heavy vehicles accessing Hautapu and SH1, reducing the need to travel through the town centre main street. - Improves network resilience by providing an alternative route when existing routes are disrupted. - Greater opportunity to integrate with future transport corridors, bus and cycling, walking and micromobility.
Community access	- Connects to existing and planned future growth areas including Cambridge west growth area C3 residential area and intersection access to adjacent retirement village. - Opportunity to support future urban expansion and connectivity. - Corridor will impact some existing land uses (potentially 20-25 properties). - Limited impact on established residential neighbourhoods. - Severance created by multi-lane road.
Distinguishing features Based on known information including (but not limited to): - Heritage – e.g. historic building, heritage precinct - Environmental – e.g. Cambridge green belt, Waikato River and biodiversity - Cultural – e.g. cultural and archaeological sites - Community – e.g. parks, recreation reserves	- Waikato River (Te Awa o Waikato) & its tributaries - Cultural site - Heritage building (including borrow pits) - Archaeological sites (including Pa site) - Bat sightings - Te Awa River Ride Cycleway
Significant infrastructure - Transport - Three Waters - Utilities	- Crossing Wastewater Treatment Plant land - Crossing Cambridge west growth areas C2/C3 large stormwater pipes and outfall to river - Potential connection to Te Aka Matua Rise / Cambridge Road roundabout - this is designed to enable dual lanes, but capacity expected to be impacted by unbalanced flows. - Potential impacts along entire length of Matos Segedin Drive - Services within the road corridor.

Considerations		
Project Costs All costs are in \$2026 dollars.	Designation process (2026 dollars)	\$10M - \$20M
	Indicative impacted land value (2026 dollars)	\$38.0M
	Capital cost high-level strategic cost range (2026 dollars)	\$110M - \$145M
	Annual maintenance and operations (operational cost 1% of total project cost p.a. 2026 dollars)	\$1.1M p.a.
AACE Class 4 cost estimate <i>Association for the Advancement of Cost Engineering (AACE) Class 4 refers to an early stage cost estimate where the project scope and definition are still relatively limited, so the estimate has a wider range of uncertainty.</i> <i>This is appropriate for strategic transport planning where detailed design and investigations have not yet been undertaken.</i>	Designation Mid-range (2026 dollars)	\$15.0M
	Indicative Impacted Land Value (2026 dollars)	\$38.0M
	Capital Cost Mid-Range (2026 dollars)	\$127.5M
	TOTAL COST (2026 dollars)	\$180.5M
	AACE Class 4 (-30% to +50%)	\$126M - \$271M
Co Investment Opportunities Within current New Zealand economic climate it would be extremely unlikely to secure NZTA priority and co-investment in the short to medium term (within the next 10 years).		

Considerations	
<u>Key assumptions to the table</u> PROJECT COST ESTIMATES • Cost estimates are based on a desktop study, are indicative only and are provided at a strategic transport planning level. They are intended to provide an order-of-magnitude indication of potential investment and are subject to refinement as projects are investigated and further developed. • The total capital cost range for Existing Corridor C was developed as a PBC level estimate but for comparison purposes, with the estimates obtained for Corridors A and B, the contingency assumption was adjusted so that the three corridor estimates apply the same contingency assumptions. This is for comparison purposes. • The quantities applied and form of infrastructure is indicative and assumed from aerial imagery and engineering judgement. • No formal design has been undertaken at this stage. This would be part of subsequent stages at which time cost can be updated. • The capital project cost base estimate includes a 30% contingency for construction risk such as change in design. The upper estimate includes a 30% contingency for funding / risk which considers technical risks such as ground conditions & funding risks. • Preliminary and general costs have been assumed as per the percentages in the tables. INDICATIVE IMPACTED LAND VALUE COSTS • Information Source: Information is based on records available to Waipā District Council at the time of assessment, including Council's rating database, District Plan and other internal datasets. Information is indicative only and should be independently verified. • Preliminary Assessment: This assessment has been prepared solely for high-level strategic planning purposes. It is preliminary in nature and does not constitute detailed design, engineering, planning, legal, property or acquisition advice. • Corridor and Property Effects: The future bridge corridor alignment has not been determined. Further investigations, design development and statutory processes will be required before any potential property effects can be accurately identified or confirmed. • Property and Cost Estimates: All estimates have been prepared to support a comparative strategic assessment only. The estimates are indicative and subject to change as further information becomes available. • Not a Valuation: Any property value estimates are not market valuations and must not be relied upon for valuation, financial, acquisition, compensation, funding or investment purposes. • Future Acquisition and Compensation: Potential property value estimates do not represent future land acquisition costs, compensation entitlements, severance, injurious affection, disturbance, professional fees, legal costs, relocation costs, or any other costs that may arise through a future acquisition process. Actual costs may differ significantly. • Property Counts: The number of potentially affected properties is indicative only and may change following detailed investigation, survey, corridor refinement and title review. Council's rating database may contain multiple assessments relating to a single property (including unit titles, cross-leases and separate legal titles). • Definition of Affected Property: A property identified within a corridor refers to any property, part of a property, or property interest located within the indicative corridor area. This may include shared driveways, access arrangements, easements or other land interests. • Dwellings and Occupancy: This assessment does not consider the number of dwellings, occupied units, tenants, businesses or other occupiers located within any affected property. • Surplus Land: No allowance has been made for the potential disposal of surplus land, nor for any costs, revenues, recoveries or offsets that may result from future disposal activities. • Limitation of Liability: Waipā District Council accepts no responsibility for any loss, cost or liability arising from reliance on this assessment. Users should obtain their own professional advice before making any decisions based on the information provided. • This assessment is intended solely to assist strategic option evaluation and comparison. It must not be relied upon as the basis for property acquisition, compensation assessment, financial forecasting, statutory decision-making, detailed project planning, or any legal purpose. All information, property impacts and cost estimates are preliminary and subject to change following further investigation, design development, valuation and statutory processes.	

4.4 Two pathways to implementation of bridge corridor

There are two future pathways for implementing a future bridge corridor over the long term.

Pathway 1: Designate and build a new third bridge

Pathway 2: Designate and protect a corridor for a new third bridge; and upgrade what we already have (existing network).

The actions proposed for the short term (0-3 years) are the same under either pathway, allowing Council to progress the necessary planning, investigation and corridor protection work without needing to make an immediate decision on the future project and investment.

At approximately year 4, once the designation process is complete, a further long-term decision point will be reached. At this stage, Council will need to consider the most appropriate pathway to support Cambridge’s future transport needs, considering growth, network performance, affordability, community outcomes and supporting evidence available at that time. The availability of funding will be a key consideration in this decision point.

This approach provides flexibility to respond to how Cambridge grows and how the transport system performs over time, rather than committing now to a particular long-term delivery pathway.

The corresponding figure outlines this ‘two pathways to implementation’ approach.

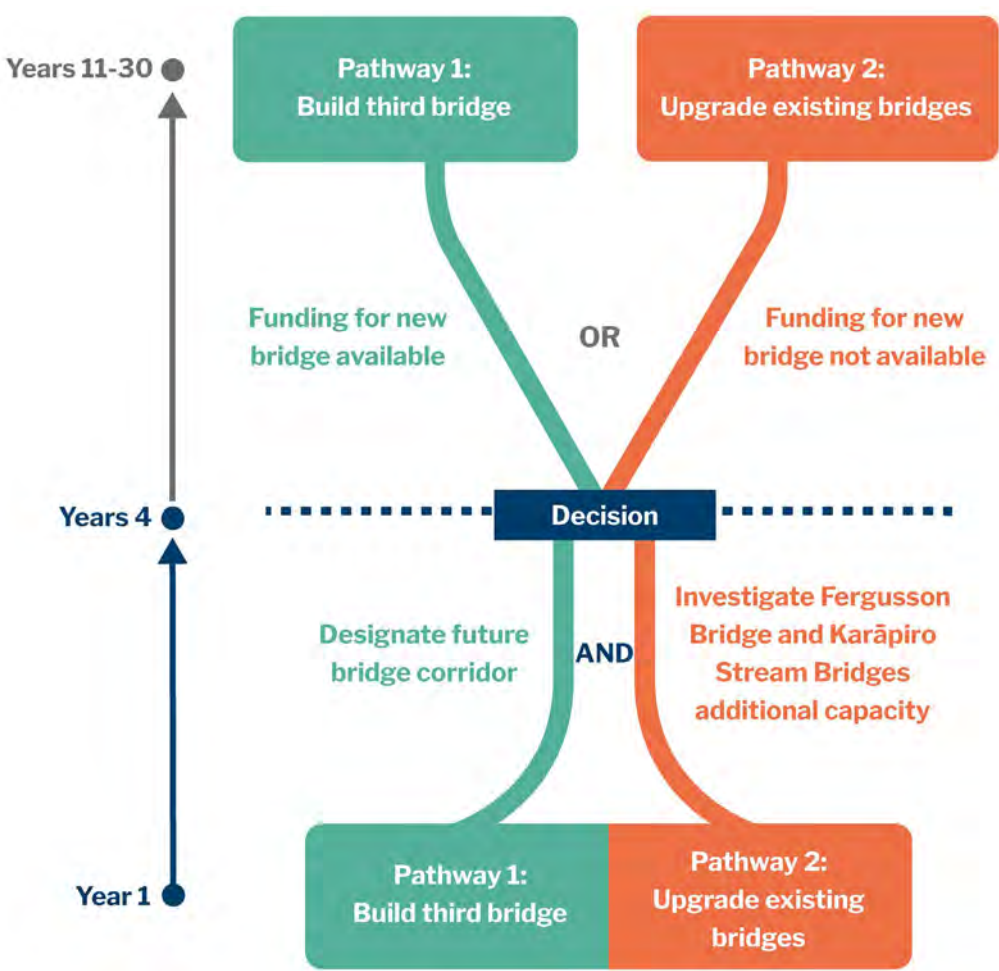


Figure 13: Delivery pathways for a bridge corridor



5. TRANSPORT PLAN INVESTMENT CHOICES (PART 3)

5.1 Themed Long List Assessment

Community engagement was undertaken between January to March 2026 to develop a long-list of potential transport improvements. This long-list was approved at the Strategic Planning and Policy Committee meeting on 1 April 2026.

At the 5th August 2026 Strategic Planning and Policy meeting, additional criteria were included to make sure each transport activity fits the road's future use and ensures the right changes happen on the right roads.

The progressed interventions were then consolidated into packages, and either progressed to be prioritised for the Transport Plan, allocated to alternative Council delivery processes or parked as described below.

5.2 Investment Choices

Investment choices included in the Transport Plan were determined via the process shown in the corresponding diagram. This included the ideas received via community engagement and evaluation of these against the objectives in the strategic framework and other criteria such as cost and feasibility.

The types of activities that were categorised as 'progress via alternative council processes' included speed enforcement, pavement maintenance, bus ticketing and other interventions that could be beneficial but would sit outside the transport and urban growth portfolio or be undertaken district-wide.

The types of interventions that were not progressed typically did not align with the objectives agreed in the strategic framework, such as prioritise car travel and make no further investment in cycling and public transport, ideas that were outcomes rather than actions such as "reduce car use" and the future bridge corridor

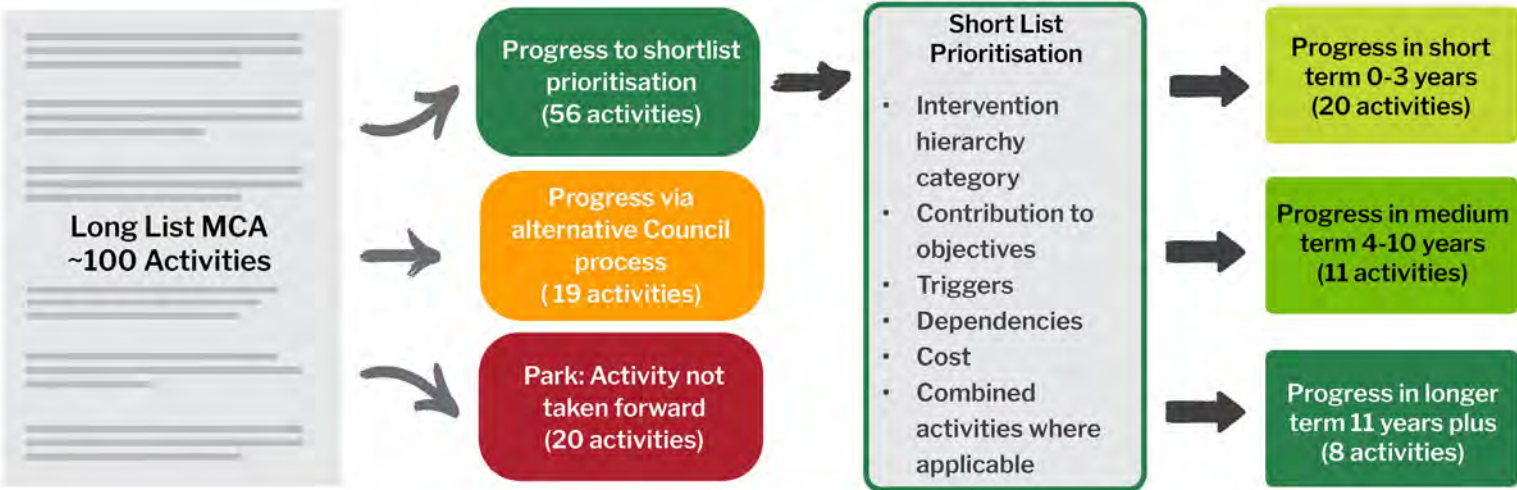


Figure 14: Process undertaken to create the Transport Plan

options that were discounted by Council at the 3 June SP&P committee meeting.

5.3 Cost ranges for projects

The cost values contained in this report are intended for high level comparison purposes only. General care and acknowledgement of the stage of the process (planning) and level of project detail (low) should be taken. The costs are intended for internal reporting purposes and not for final investment decisions which would follow a subsequent pre-implementation or investment case process or similar. The following further points should be noted when referring to the cost ranges in the tables below:

- Cost estimates exclude ongoing maintenance
- Cost estimates are 2026 values
- Cost estimates include total cost of the delivery (i.e., includes private sector and National Land Transport Fund (NLTF) funding).

Funding of major transport activities

New transport infrastructure is expensive and needs to be carefully planned and funded.

Different funding sources may be available for major projects, including local rates, NZTA or Government funding, Infrastructure Funding and Financing (IFF) levy, developer contributions, private sector partnerships, tolls and other user charges. Although local government is not currently able to toll local roads, Council could advocate for a change to legislation.

Future funding decisions will need to consider how the whole transport network works together. For example, if a new road or bridge has a toll or user charge, people may choose other routes instead. This could increase pressure on existing roads and bridges. Considering these impacts as part of the wider network will help ensure funding decisions support a transport system that works well for Cambridge as a whole.

5.4 Years 0-3 (2027 - 2030)

As per the agreed strategic approach, activities during years 0 to 3 will focus on planning for a future bridge corridor, making best use of the existing system through parking management, optimising of strategic movement corridors and intersections, and managing demand through public transport, walking, cycling and micromobility improvements. Further detail is shown in the table below.

Some activities have been identified in the 0-3 year period that Council could advance if funding is constrained. These would establish a good foundation for responding to the Strategic Framework and progressing the Transport Plan's objectives. These activities are identified in the table below as **potential early-start activities** and are not intended to represent a formal prioritisation of all activities.

Key: **Bolded text activities** could be advanced early if funding is constrained; this does not indicate a formal priority ranking.

Table 3: Years 0-3 programme

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		
Ongoing interventions								
Integrated Planning	Review and update every three years prior to the LTP. Check and update any existing or new interventions that need to be added to the plan, adapting for change over time.	Y	Y	Y	Y	Y	Opex only (staff time)	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 over time.	Y			Y	Y	\$500K + \$50K p/a	Network wide
Manage Demand	Support travel behaviour change programmes such as school travel planning, mobility as a service, promotional activities like the 'Wednesday challenge', carpooling apps and other community events.		Y		Y	Y	\$100K p/a	Network wide
Manage Demand	Codesign with mana whenua a wayfinding strategy to inform the design and location of signage and accessible information that directs users to key destinations and attractions e.g. marae, town centre, pools etc. Implement recommendations.		Y			Y	Under \$100K to develop plan. Implementation cost to be defined in plan.	Network wide

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		
Manage Demand	Monitor new technologies and adopt if appropriate to improve movement and / or manage demand, e.g. intelligent transport systems (ITS) and road user pricing.	Y	Y			Y	Opex only (staff time). Implementation cost to be defined in future.	Network wide
Integrated Land Use and Growth								
Integrated Planning	Progress designation of a new (Mid-west Corridor A) river crossing corridor for possible future third bridge.	Y	Y	Y			\$10 - \$20M	Future bridge corridor
Integrated Planning	Advance a study of opportunities, constraints, risks and potential costs of upgrading the Fergusson Bridge and Karāpiro Stream Bridge, to support future decisions on a future bridge corridor.	Y	Y	Y			<\$250K	1, 2
Integrated Planning	Encourage 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	Opex only (staff time)	Network wide
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	WRC cost Waipā District Council Opex only (staff time)	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	WRC cost Waipā District Council Opex only (staff time)	Network wide

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		
Manage Demand	Support low cost low risk public transport improvements i.e. 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	\$1 - \$2M	Network wide
Manage demand	Advocate for improved school bus services to support peak time movements. This includes actively progressing a 'school assist service' connecting Leamington directly to Cambridge High School (in partnership with Ministry of Education, Cambridge High School, Cambridge Middle School, Waikato Regional Council and the bus operator).	Y	Y			Y	Opex only (staff time)	Network wide
Manage demand	Actively progress a School Travel Plan with Cambridge High School, through a co-design approach, to identify barriers to walking, cycling and public transport, and work with students, school staff, whānau and Council to develop practical solutions that reduce reliance on private vehicles.	Y	Y		Y	Y	Opex only (staff time)	Network wide
Walking, Cycling and Micromobility								
Manage Demand	Implement priority urban mobility activities: Extend the existing protected cycleway on Victoria Street across the Waikato River and into Leamington.		Y			Y	\$10 - \$15M	1
Manage demand	Implement priority urban mobility activities: Implement safe routes in and around schools including shared paths, safe crossings and connections between the local residential areas, parks and community destinations.		Y			Y	\$2M	Network wide
Manage demand	Support low cost low risk walking and cycling improvements supporting key connections. Includes providing new shared paths, safe crossing points for pedestrians and cyclists at key intersections		Y			Y	\$2M	Network wide

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		
Parking Management								
Best use of the existing system	Implement the district 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 - Apply the parking management framework guidance at other key locations where parking supports access i.e. schools - Identify and recommend parking management changes where required - Support walking, cycling, micromobility and public transport improvements to manage parking demand.	Y	Y			Y	\$1 - \$5M	5
Best use of the existing system	Improve parking safety, signage, lighting and enforcement to support the effective and consistent management of parking.	Y	Y				<\$500K	5
Optimisation / Demand Management								
Best use of the existing system	Use targeted changes to local streets and traffic management where needed to discourage through traffic in and around the main street to improve the function of local streets.	Y				Y	\$1 - \$5M	Network wide
Best use of the existing system	Support main street traffic management and placemaking improvements to support an accessible, safe and vibrant town centre.		Y			Y	\$1 - \$5M	5
Best use of the existing system	Adopt new technologies to optimise movement and encourage the right trips on the right roads. E.g. variable message signage, traffic signal advanced detection, bus stop real time information, apps and ticketing technology.	Y	Y	Y	Y	Y	\$1M	Network wide

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		
Local Roding Improvements (detailed option evaluation, design and investment case / business case and funding approval will be necessary prior to implementation)								
Best use of the existing system	Design and implement changes to optimise the Pope Terrace - Cook Street - Shakespeare Street corridor through targeted intersection improvements, e.g. roundabout metering² at the three roundabouts, that prioritises the strategic movement corridor.	Y	Y				\$2 - \$4M	1
Best use of the existing system	Undertake planning to optimise the Victoria Street (north) / Victoria Road corridor to Hautapu with intersection rationalisation, upgraded intersections and priority for movement along the strategic transport network.	Y	Y	Y	Y		\$250K	4
New infrastructure	Undertake planning and implement changes to upgrade the Victoria Street / Hamilton Road and Victoria Street / Queen Street intersections to improve traffic flow, provide bus priority through advanced detection and improve pedestrian and cycle safety, e.g. traffic lights.	Y	Y	Y	Y		\$10M - \$15M	3

² Roundabout metering involves installing traffic lights on certain roundabout approaches that are automatically activated when needed, such as during peak periods, to prioritise traffic flow along a strategic corridor.

Years 0-3 (2027 - 2030) Map



Corridor-specific interventions

- A** Progress designation of new (Mid-west Corridor A) river crossing corridor for possible future third bridge.
- B** Advance a study of opportunities, constraints, risks and potential costs of upgrading the Fergusson Bridge and Karāpiro Stream Bridge, to support future decisions on a future bridge corridor.
- C Implement priority urban mobility activities: Extend the existing protected cycleway on Victoria Street across the Waikato River and into Leamington.
- D Design and implement changes to optimise the Pope Terrace - Cook Street - Shakespeare Street corridor through targeted intersection improvements
- E Undertake planning to optimise the Victoria Street (north) / Victoria Road corridor to Hautapu
- F Undertake planning and implement changes to upgrade the Victoria Street / Hamilton Road and Victoria Street / Queen Street intersections
- G Implement the district parking management framework
 - Apply the town centre parking hierarchy for Cambridge Town Centre
 - Apply the parking management framework guidance at other key locations where parking supports access i.e. schools
 - Identify and recommend parking management changes where required
 - Support walking, cycling, micromobility and public transport improvements to manage parking demand.
- H Improve parking safety, signage, lighting and enforcement
- I Support main street traffic management and placemaking improvements

Network-wide interventions

See 0-3 year activity table

Note: **Bolded text activities** could be advanced early if funding is constrained; this does not indicate a formal priority ranking.

Figure 15: Years 0-3 intervention map

5.5 Years 4 to 10 (2031 to 2036)

Table 4: Years 4-10 programme

Strategic Approach	Activity	Supports investment objectives					Cost Ranges	Key Corridor
		Reliable freight and transport routes	Accessible key economic and social destinations	Resilient transport system	Safe transport system	A transport system that has minimal impact on surrounding communities and the environment		
Integrated Land Use and Urban Growth								
Integrated Planning	Progress property acquisition to support the designation for a new future bridge corridor in Mid-West Corridor A	Y	Y	Y			TBD (post designation)	Future bridge corridor
Public Transport and Accessibility								
Manage demand	Continue to review and expand bus services to serve new development areas and provide a good level of service for local and regional bus trips.		Y	Y		Y	WRC Opex cost Waipā District Council Bus stop infrastructure up to \$1.6M	Network wide
Walking, Cycling and Micromobility								
Manage demand	Continue implementation of a connected network of walking and cycling paths across the urban area to improve uptake of micromobility modes e.g. cycleways, shared paths, safe crossings etc.		Y			Y	\$11M (portion from business case total)	Network wide
Parking Management								
New infrastructure	Provide an appropriate level of parking in the town centre through the actions identified in the district parking management framework		Y			Y	To be determined in future.	5
Optimisation / Demand Management								
Best use of the existing system	Undertake and implement a Town Centre intersection review to discourage through traffic (rat-running) in the CBD	Y		Y	Y		\$10 - \$15M	5

Strategic Approach	Activity	Supports investment objectives					Cost Ranges	Key Corridor
		Reliable freight and transport routes	Accessible key economic and social destinations	Resilient transport system	Safe transport system	A transport system that has minimal impact on surrounding communities and the environment		
Local Roading Improvements (detailed option evaluation, design and investment case / business case and funding approval will be necessary prior to implementation)								
Best use of the existing system	Implement safety and capacity improvements on Shakespeare Street corridor (Leamington) safety to encourage freight movements on the strategic movement corridors, and support urban growth	Y			Y		\$10 - \$25M	1
Best use of the existing system	Implement further capacity improvements at the Pope Terrace / Victoria Street intersection, following optimisation activities. (Dependent on future bridge corridor decision from year 4).	Y			Y		\$2 - \$3M	1
Best use of the existing system	Implement safety and capacity corridor improvements for Tirau Road - Albert Street - Queen Street to support freight movements on the strategic movement corridors and improve throughput.	Y			Y		\$25 - \$50M	2
Best use of the existing system	Implement Hamilton Road / Vogel Street intersection improvements to support urban growth	Y	Y	Y	Y		\$5 - \$10M	
Best use of the existing system	Implement optimisation of the Victoria Street / Victoria Road north corridor to Hautapu with intersection upgrades, intersection rationalisation and priority for movement along the strategic transport network	Y	Y	Y	Y		\$15 - \$20M	4
Urban Growth	Undertake planning and design to upgrade the Peake/ Cambridge Road intersection to support growth	Y		Y			\$250K	
Urban Growth	Cambridge growth cells and Hautapu Structure Plan implementation		Y		Y	Y	\$10 - \$15M	
Urban Growth	Hamilton Road / Cambridge Road Urbanisation from Te Aka Matua Rise to Peake Road		Y		Y	Y	\$5 - \$10M	

Years 4 to 10 (2031 to 2036) Map



Corridor-specific interventions

- A Progress property acquisition to support the designation for a new future bridge corridor in Mid-West Corridor A
- B Undertake and implement a Town Centre intersection review.
- C Implement safety and capacity improvements on Shakespeare Street corridor (Leamington).
- D Implement safety and capacity corridor improvements for Tirau Road - Albert Street - Queen Street.
- E Implement optimisation of the Victoria Street / Victoria Road north corridor to Hautapu.
- F Implement Hamilton Road / Vogel Street intersection improvements.
- G Undertake planning to upgrade the Peake/Cambridge Road intersection.
- H Provide an appropriate level of parking in the town centre.
- I Implement further capacity improvements on the Pope Terrace / Victoria Street intersection, following optimisation activities (dependent on future bridge corridor decisions).

Network-wide interventions

See 4-10 year activity table

Figure 16: Years 4-10 intervention map

5.6 Years 11 to 30 (2037-2056)

Table 5: Years 11-30 programme

Strategic Approach	Activity	Supports investment objectives					Cost Ranges	Key Corridor
		Reliable freight and transport routes	Accessible key economic and social destinations	Resilient transport system	Safe transport system	A transport system that has minimal impact on surrounding communities and the environment		
Public Transport and Accessibility								
New infrastructure	Plan and implement bus hub / park and ride facilities at Hautapu and South Leamington to support uptake of public transport	Y	Y	Y	Y	Y	\$10 - \$12M	Network wide
Walking, Cycling and Micromobility								
Manage demand	Continue implementation of a connected network of walking and cycling paths across the urban area to improve uptake of micromobility modes e.g. cycleways, shared paths, safe crossings etc.		Y			Y	\$11M (estimate from business case total)	Network wide
Local Roadway Improvements (detailed option evaluation, design and investment case / business case and funding approval will be necessary prior to implementation)								
Best use of the existing system	Develop a one-way system on Victoria Street Bridge for outbound traffic, to reduce through-traffic on the town main street and encourage the use of other routes subject to a new bridge being available.	Y				Y	\$10 - \$25M	5
New infrastructure	Plan and implement long term multimodal movement improvements on the Victoria Street / Victoria Road north corridor between Hamilton Road and the SH1 expressway / Hautapu to support safe and efficient movement along the strategic network.	Y	Y		Y		\$25 - \$50M	4
Best use of the existing system	Implement Thornton Road corridor safety and capacity improvements to support traffic movements	Y	Y		Y		\$10 - \$25M	
Best use of the existing system	Implement Lamb Street intersection improvements to improve safety and support urban growth			Y	Y	Y	\$5 - \$10M	
New infrastructure	Upgrade the Peake/Cambridge Road intersection to support urban growth	Y		Y			\$5 - \$10M	

Strategic Approach	Activity	Supports investment objectives					Cost Ranges	Key Corridor
		Reliable freight and transport routes	Accessible key economic and social destinations	Resilient transport system	Safe transport system	A transport system that has minimal impact on surrounding communities and the environment		
New infrastructure	Future Bridge Corridor Pathway 1: Design and deliver new bridge corridor (Mid-west Corridor A) - New bridge - Connecting roads - Connecting intersections to existing roads	Y	Y	Y	Y		\$110 - \$145M (excluding land purchase)	Future bridge corridor
New infrastructure	Future Bridge Corridor Pathway 2: Add additional capacity to Fergusson Bridge and Karāpiro Stream Bridge (Existing Corridor C). - New bridge - Connecting roads - Supporting intersections	Y	Y	Y	Y		\$115M - \$150M	1,2

5.7 Key Corridor Plans



The supporting map shows the current key corridors that shape Cambridge's strategic transport network. Together, they support the movement of people and goods, connect key destinations and contribute to the quality and function of Cambridge's town centre and urban areas.

The map also outlines the three future bridge corridors that were considered through the Transport Plan development.

The key corridors support movement through and around Cambridge, while the town centre needs to provide a safe, accessible and inviting place for people to spend time, shop, work and connect.

The key corridors are interconnected, and changes in one location can affect how the network operates elsewhere. When considering projects or changes on a corridor, the whole corridor and its connections need to be considered. Considering projects in isolation can simply shift a problem to another part of the network rather than addressing the underlying challenge and achieving the intended outcomes.

Key Corridor 3 is a priority for addressing future transport needs in the short term. However, further corridor planning is required before specific improvements can be confirmed and implemented.

This does not mean progress needs to wait on all fronts. Over the first three years, Council can progress corridor planning for Key Corridor 3 while also delivering optimisation improvements in Key Corridor 1 to make better use of the existing network, address current issues and support short-term transport needs.

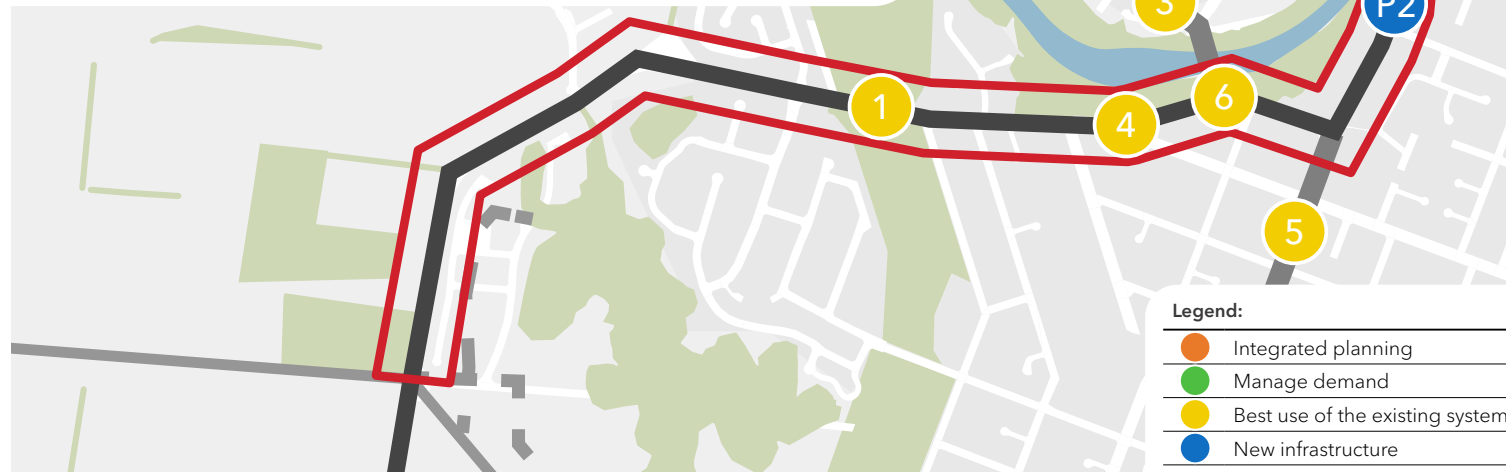
The role and priorities for each key corridor are considered in more detail in the individual maps and activity tables that follow.

Figure 17: Cambridge's key corridors

5.8 Key Corridor 1: Pope Terrace - Cook Street - Shakespeare Street

Corridor constraints without transport plan improvements (short to medium term):

- High movement constraint in peak periods for travel toward Cambridge in the morning and out in the afternoon.
- The Victoria Street / Pope Terrace roundabout is over capacity in peak times (weekday mornings and afternoons) and the two other roundabouts on this corridor are nearing capacity in peak times. Long, slow moving, queues exist during peak times.
- Low quality pedestrian and cycle facilities.
- Limited crossing opportunities and some basic bus stop infrastructure.



Total Corridor Programme

\$24.25M - \$47.25M

Pathway 1

+\$10M-\$25M

Pathway 2

Existing Corridor C cost: + \$115 - 150M

Future Role and Function

- Urban Connector (from Matos Segedin Drive into the city) supporting some cycling and public transport movements
- Rural Connector (from Matos Segedin Drive into the rural areas) supporting some public transport movements

Next Steps

- Advance design and delivery for optimisation activities
- Advance design and delivery for low cost low risk activities

No	Activity	Cost Ranges	0-3 Years	4-10 Years	11-30 Years
1	Low cost low risk improvements such as footpath upgrades, pedestrian crossings, lighting and bus stop facilities (shelters, seating, lighting and real time information).	Part of network wide cost			
2	Advance a study of opportunities, constraints, risks and potential cost of upgrading the Fergusson Bridge and Karāpiro Stream Bridge.	<\$250K			
3	Priority urban mobility activities: Extension of the existing protected cycleway on Victoria Street across the Waikato River and into Leamington	\$10M - \$15M			
4	Implement changes to optimise the Pope Terrace - Cook Street - Shakespeare Street corridor through targeted intersection improvements, e.g. roundabout metering at the three roundabouts, that prioritises the strategic movement corridor.	\$2M - \$4M			
5	Implement safety and capacity improvements on Shakespeare Street corridor (Leamington) to encourage freight movements on the strategic movement corridors, and support urban growth	\$10M - \$25M			
6	Implement further capacity improvements at the Pope Tce / Victoria St intersection, following optimisation activities. (Dependent on future bridge corridor decision from year 4).	\$2M - \$3M			
Future Bridge Corridor Pathway 1 - Designation in place; implementation of a new third bridge for Cambridge					
	New intersection to provide a connection to future bridge corridor	\$10M-\$25M			
Future Bridge Corridor Pathway 2 - Designation in place but delivery not progressed; add additional capacity to Fergusson Bridge and Karāpiro Stream Bridge					
P2	Add additional capacity to Fergusson Bridge and connecting roads. Cost does not include supporting roading improvements i.e., additional capacity on Shakespeare Street and Albert / Queen Streets.	Part of Option C cost with Key Corridor 2 (\$115M - \$150M)			

Figure 18: Corridor 1 intervention map

5.9 Key Corridor 2: Queen Street - Albert Street - Achilles Avenue

Corridor constraints without transport plan improvements (short to medium term):

- Moderate movement constraint in peak periods for travel toward Cambridge in the morning and out in the afternoon.
- Difficult to access via existing intersections during peak times
- Low quality pedestrian and cycle facilities.
- Limited crossing opportunities and some basic bus stop infrastructure.



Total Corridor Programme
\$25.25M - \$50.25M

Pathway 1
No additional cost on this corridor

Pathway 2
Existing Corridor C cost: + \$115 - 150M

Future Role and Function

- Urban Connector

Next Steps

- Advance design and delivery for low cost low risk safety and movement upgrades
- Undertake a corridor plan to inform future upgrades (detailed option assessment and evaluation)

No	Activity	Cost Ranges	0-3 Years	4-10 Years	11-30 Years
1	Low cost low risk improvements such as footpath upgrades, pedestrian crossings, lighting and bus stop facilities (shelters, seating, lighting and real time information).	Part of network wide cost			
2	Advance study of opportunities, constraints, risks and potential cost of upgrading the Fergusson Bridge and Karāpiro Stream Bridge.	<\$250K			
3	Plan and implement safety and capacity corridor improvements for Tirau Road - Albert Street - Queen Street to support freight movements on the strategic movement corridors and improve throughput.	\$25M - \$50M			
Pathway 2 - Designation in place but delivery not progressed; add additional capacity to Fergusson Bridge and Karāpiro Stream Bridge					
P2	Add additional capacity to Karāpiro Stream Bridge and upgrade the Albert Street - Achilles Avenue corridor	Part of Option C cost with Key Corridor 1 (\$115M - \$150M)			

Figure 19: Corridor 2 intervention map

5.10 Key Corridor 3: Victoria Street/Queen Street - Victoria Street/Hamilton Road

Corridor constraints without transport plan improvements (short to medium term):

- High movement constraint in peak times (weekday mornings and afternoons) concentrated at existing roundabouts and connecting roads.
- Victoria Street / Hamilton Road roundabout is at capacity during the weekday afternoon peak. The Victoria Street / Queen Street roundabout is below capacity in peak periods but expected to reach capacity by 2036 with forecast traffic growth.
- Reasonable pedestrian facilities but crossing the road in some locations is not well supported with safe infrastructure.
- Limited cycle and bus facilities.



Total Corridor Programme
\$10.25M - \$15.25M

Future Role and Function

- Urban Connector

Next Steps

- Advance design and delivery for low cost low risk activities
- Undertake a corridor plan to inform future upgrades (detailed option assessment and evaluation)

No	Activity	Cost Ranges	0-3 Years	4-10 Years	11-30 Years
1	Low cost low risk improvements such as footpath upgrades, pedestrian crossings, lighting and bus stop facilities (shelters, seating, lighting and real time information).	Part of network wide cost			
2	Undertake planning to upgrade the Victoria Street / Hamilton Road and Victoria Street / Queen Street intersections to improve traffic flow, provide bus priority through advanced detection and improve pedestrian and cycle safety, e.g. traffic lights.	\$250K			
3	Implement upgrades to the Victoria Street / Hamilton Road and Victoria Street / Queen Street intersections to improve traffic flow, provide bus priority through advanced detection and improve pedestrian and cycle safety e.g. traffic lights.	\$10M - \$15M			

Figure 20: Corridor 3 intervention map

5.11 Key Corridor 4: Victoria Street - Victoria Road (north)

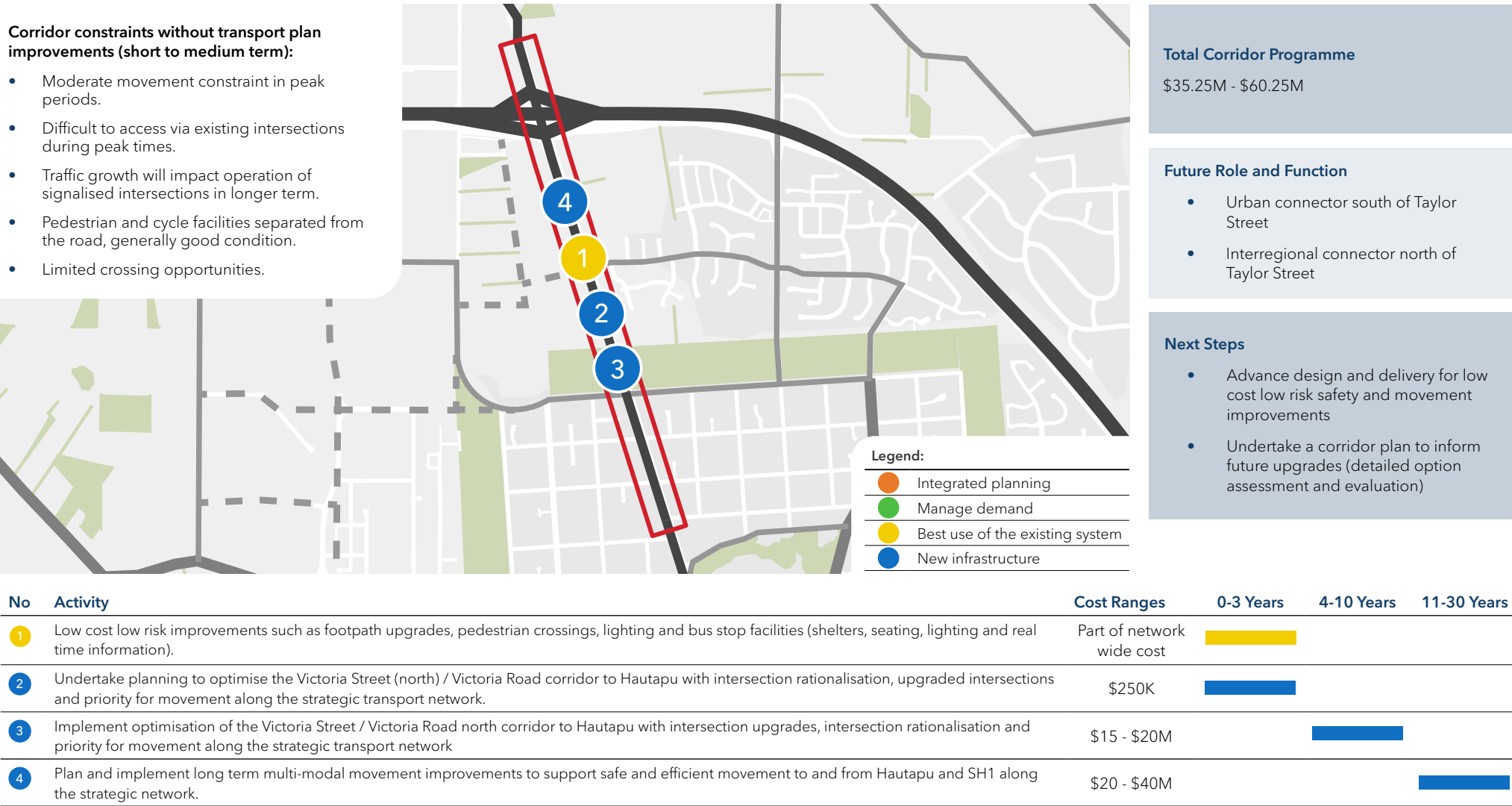


Figure 21: Corridor 4 intervention map

5.12 Key Corridor 5: Main street (Town Centre)

This Key Corridor focuses on the main street of the town centre. The town centre also includes Key Corridor 3 Victoria Street between Queen Street and Hamilton Road.

Corridor constraints without transport plan improvements (short to medium term):

- Moderate movement constraint for travel along the main street during busy periods, leading to some congestion and delay.
- Quality pedestrian facilities and on road cycle lanes with an off cycle path on Wilson Street.
- Car parking is in high demand during peak times and parking availability influences traffic movement (drivers circulating to find a car park).



Total Corridor Programme
\$22.5M - \$50.5M

Future Role and Function

- Main Street

Next Steps

- Advance design and delivery of low cost low risk activities
- Progress parking management framework priority actions
- Support traffic management and placemaking improvements

No	Activity	Cost Ranges	0-3 Years	4-10 Years	11-30 Years
1	Low cost low risk improvements such as footpath upgrades, pedestrian crossings, lighting and bus stop facilities (shelters, seating, lighting and real time information).	Part of network wide cost			
2	Implement the district 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. • Apply the parking management framework guidance at other key locations where parking supports access i.e. schools • Identify and recommend parking management changes where required • Support walking, cycling, micromobility and public transport improvements to manage parking demand.	\$1M - \$5M			
3	Improve parking safety, signage, lighting and enforcement to support the effective and consistent management of parking.	<\$500K			
4	Support main street traffic management and placemaking improvements to support an accessible, safe and vibrant town centre.	\$1M - \$5M			
5	Undertake and implement a Town Centre intersection review to discourage through traffic in the main street.	\$10-\$15M			
6	Provide an appropriate level of parking in the town centre through the actions identified in the district parking management framework.	TBD			
7	Develop a one-way system on Victoria Street Bridge for outbound traffic, to reduce through-traffic on the town main street and encourage the use of other routes subject to a new bridge being available.	\$10M-\$25M			

Figure 22: Corridor 5 intervention map

5.13 Targeted Intersection Transport Modelling

Individual intersection transport modelling, using the industry standard SIDRA, has been undertaken, in September 2026, to inform the development of short-term activities and to understand the anticipated benefits. This applies specifically to Key Corridor 1 Pope Terrace – Cook Street – Shakespeare Street and Key Corridor 3 Victoria Street / Hamilton Road and Victoria Street / Queen Street intersections on the strategic movement corridors, which are experiencing key movement constraints.

The modelling indicates that the targeted optimisation of these key corridors can help improve movement on the strategic network. Level of service is improved for priority movements and overall intersection delay and queues is reduced. See example output below. The modelling will need to be updated when the future activities are progressed, to ensure these outcomes are still achieved once more detailed design of the improvements is undertaken.

Table 6: Intersection modelling

Victoria Street / Hamilton Road Existing	Victoria Street / Hamilton Road Traffic Signal Option
2026 During the current weekday afternoon peak period, the SIDRA transport modelling reflects current conditions with traffic delays and queues on the west and north approaches in particular. Colours reflect level of delay with green, blue, purple reflecting low to medium delay and orange and red being high delay.	2026 60s cycle time SIDRA transport modelling of a signalised intersection option indicates that there would be less delay during the peak period with this arrangement. The traffic lights can also provide safe crossing facilities for pedestrians and cyclists. Note: this is an initial check and more detailed design and evaluation will be necessary if this upgrade is progressed in future.
Cook Street / Shakespeare Street roundabout existing	Cook Street / Shakespeare Street roundabout with metering
2026 During the current weekday afternoon peak period, the SIDRA transport modelling shows traffic delays and queues on the north approach (Shakespeare Street leaving Cambridge) in particular. Colours reflect level of delay with green, blue, purple reflecting low to medium delay and orange and red being high delay.	2026 By installing a traffic light on the Cook Street approach and a short section of additional traffic lane we can reduce the queueing and delay leaving Cambridge in the afternoon peak, without significantly impacting other approaches. This optimisation improvement will help in the short – medium term prior to more significant upgrades, depending on any wider network changes.

Additional traffic modelling outputs will be included in the technical report.



6. MONITORING FRAMEWORK

The Transport Plan will be reviewed every three years to ensure it remains relevant and responsive. Reviews will be aligned with Council's planning and decision-making processes for future Long-Term Plans (LTPs). Waipā District Council will track progress against the investment objectives in the agreed strategic framework by monitoring the following key metrics.

Key actions within the transport plan will have their own specific monitoring plans such as School Travel Plans and key infrastructure improvements.

Monitoring will inform future delivery timeframes, i.e. when the effectiveness of short-term interventions is determined, through monitoring, Waipā District Council may choose to change subsequent activity timeframes in response.

Table 7: Monitoring framework

Investment Objective	#	Key Performance Indicators	Desired Trend	Source	Monitoring Timeframe
Reliable freight and transport routes	1	Traffic volume of cars and freight on key corridors / intersections.	↓	Traffic counts at key locations on the road network. Daily and peak hour volumes split by car and truck.	Annual
Accessible economic and social destinations	2	Travel time and travel time reliability for priority modes and routes.	↑	Monitor travel time and variability using technology such as Bluetooth. Monitor key journeys over time.	Annual
	3	Car parking use and availability (align with parking management framework).	Maintain	Surveys of parking availability at and around major destinations / attractions.	Annual
Safe transport system	4	Death and serious injuries caused by crashes.	↓	NZTA crash analysis system (CAS) 5-year rolling average for DSI crashes.	Annual
	5	Perception of safety and personal security when using the transport network.	↑	Tailored user survey.	Biennial (data not readily available and unlikely to change rapidly)
Minimise impact on surrounding communities and the environment	6	Uptake of public transport.	↑	Waikato Regional Council bus boarding and alighting data.	Ongoing
	7	Uptake of cycling, walking, and micromobility.	↑	Counts of cyclists on the urban cycle network.	Aim for counts during each season or at least twice per year.



7. PROGRAMME OUTCOMES

This section provides a high-level evaluation of anticipated transport outcomes if the activities in the Transport Plan are delivered as planned. Many of the interventions will have specific implementation and monitoring plans that will provide more detailed and robust outcome tracking over time. Each activity will contribute to the long term success of the Transport Plan.

7.1 Anticipated Benefits

The anticipated benefits of the Transport Plan are demonstrated through achieving the success factors established in the Strategic Framework, as described in the table below.

Table 8: Benefits of the plan that achieve the strategic framework outcomes

Strategic Framework: What success will look like	How the Transport Plan achieves the outcomes
Travel times to key opportunities and destinations are reliable	Key strategic corridor and intersection improvements support growth and reliable travel times within Cambridge. This is achieved through optimisation of the Pope Terrace – Cook Street – Shakespeare Street corridor in the short term and upgrades to Victoria Street and Victoria Road intersections in the longer term. Increased and improved transport choices through improved public transport services and increased safe and attractive cycleway infrastructure reduce reliance on private vehicles which in turn reduces traffic volumes and network delay.
The proportion of cyclists and public transport users and cars with two or more occupants during peak times is increasing	The Transport Plan will improve transport choices through: • Providing safe, attractive and convenient infrastructure and services for cyclists and bus users supported by a series of improved urban mobility activities, improved bus services and infrastructure. • Incentivising and educating the community on alternative modes to support uptake of existing and future infrastructure and services through travel behaviour change measures e.g., school travel planning, promotional activities, and support for carpooling apps.
The number and severity of crashes is reducing	A staged approach supports affordable, safe solutions. The short-term activities include low cost/low risk safety interventions. Construction of larger upgrades to intersections and corridors support the safety of all users.
The future bridge corridor location is agreed and a delivery pathway is established	The preferred corridor will be agreed by Elected Members, with two implementation pathways identified to maintain flexibility as funding availability, future opportunities and investigation findings become clearer. In the short term, investigating the future bridge corridor and options for additional capacity on the existing bridges is a priority. This will support Council's decision on which future bridge corridor option is appropriate to progress.
Travel times on the strategic freight network are reliable	The strategic movement corridors are prioritised as a system to inform staged and coordinated upgrades that support the reliability and function of each corridor. Key corridor upgrades include Pope Terrace – Cook Street – Shakespeare Street and Tirau Road – Albert Street – Queen Street which supports keeping freight movements on the strategic movement corridors. Other intersection and corridor improvements support throughput for priority journeys such as the Victoria Street/Road corridor.
Traffic volumes in the town's main street are reducing	Traffic demand in the town's main street is managed through parking management improvements, placemaking, encouraging the uptake of non-car modes and corridor improvements that support the use of the strategic movement corridors. Pope Terrace – Cook Street – Shakespeare Street corridor and the Tirau Road – Albert Street – Queen Street corridor improvements support freight movements on these strategic movement corridors, to support a lively and attractive town centre main street with reduced traffic movements.
Access to opportunities on both sides of the river is improving	The Transport Plan promotes land use planning supporting provision of services and opportunities close to where people live to reduce the need to cross the river. Other actions include improving travel choice through delivering a series of improved urban mobility activities (separated cycleways, shared paths and wayfinding) and improving public transport services and infrastructure. A delivery pathway for improving access across the river and supporting accessibility through either a future bridge corridor or increasing capacity of existing bridges is also included.

The background image is a photograph of a park scene. In the center, a tall, light-colored clock tower with two clock faces is visible. The scene is filled with large, leafy green trees. In the foreground, a group of people, including adults and children, are sitting at a wooden picnic table. Several cars are parked in the background near some buildings. The overall atmosphere is peaceful and community-oriented.

SUPPORTING DOCUMENTS

7.2 Guiding Strategies and Plans

Development of this Transport Plan has been informed by the following established strategies and plans.

The Cambridge Connections website **Cambridge Connections - Moving forward together | Let's Talk Waipā** provides a comprehensive source of information to help the community understand the project's history, work undertaken to date, current progress and what is planned next.

[Cambridge Connections Website](#)

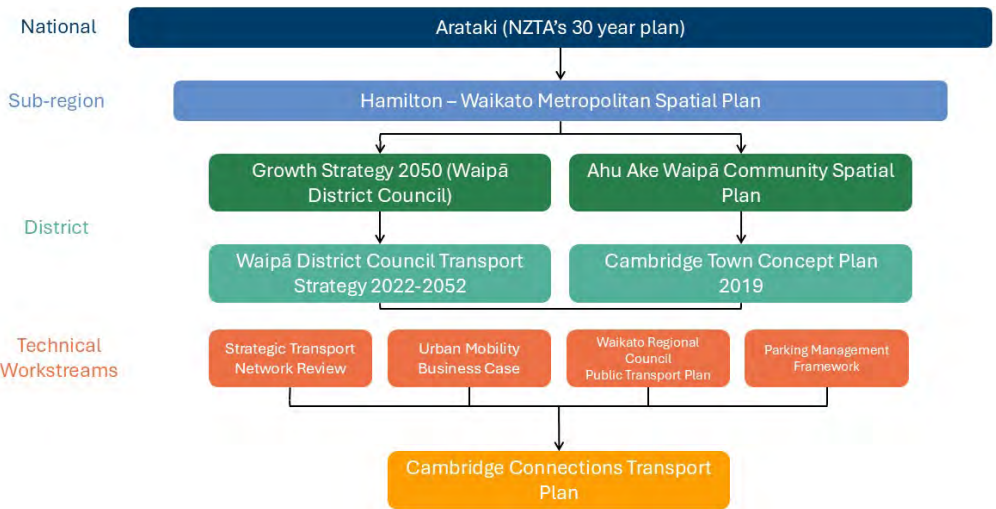


Figure 23: Hierarchy of strategies/plans

Document Control

Revision History

Project Number: **#4021038**

Revision	Description	Date
Revision A	Draft Transport Plan for 7th October Workshop	30.09.2026
Revision B	Updated transport plan after 7 October Workshop	15.10.2026
Revision C	Updated transport plan after 22 October Council Meeting	23.10.2026

This document should be printed at A4.

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Document Acceptance

Revision A

	Name	Signature	Date
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Reviewed by:	Craig Richards, Janeane Joyce		23.10.2026
Approved by:			

on behalf of Beca Ltd.