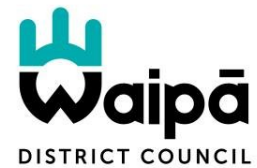


Strategic Planning and Policy Committee Agenda

- 26 August 2026

Council Chambers
101 Bank Street
Te Awamutu



Chairperson
MG Montgomerie

Members

Mayor MJ Pettit, LV Bennett, AA Camson, JM Davies-Colley, RDB Gordon, ML Gower, PA Kempthorne, DM Morgan, CS St Pierre, DH Taylor, SL Walsh

26 August 2026 08:45 AM

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4. Confirmation of Order of Meeting	Chairperson	08:48 AM-08:49 AM	6
5. Cambridge Connections Stage 3 – Strategic Transport Network Review and Refined Themed Long List Multi-Criteria Assessment	Katie Mayes	08:49 AM-10:15 AM	7
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HE KARAKIA TIMATANGA

Tākina te mārama ki a tātou.

Let the light be called forth to shine upon us.

Tākina te aroha ki a tātou.

Let love be called forth to rest among us.

Tākina te rangimārie ki a tātou.

May peace be called forth to dwell between us.

Ko Pirongia me Te Kawa,

Our mountains Pirongia and Te Kawa,

Ko Maungatautari,

Maungatautari, and Kakepuku.

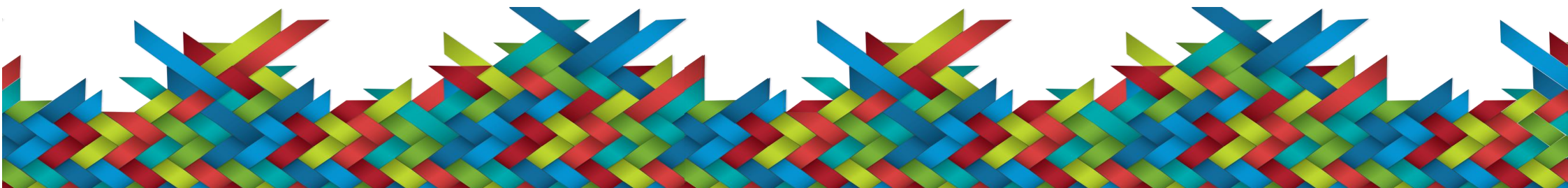
Ko Kakepuku ngā maunga.

Our rivers Waikato and Waipā.

Ko Waikato, ko Waipā ngā awa.

Tihei **mauri ora!**

Behold, the breath of life!





APOLOGIES



DISCLOSURE OF MEMBERS' INTERESTS

Members are reminded to declare and stand aside from decision making when a conflict arises between their role as an elected member and any private or other external interest they may have.



LATE ITEMS

Items not on the agenda for the meeting require a resolution under section 46A of the Local Government Official Information and Meetings Act 1987 stating the reasons why the item was not on the agenda and why it cannot be dealt with at a subsequent meeting on the basis of a full agenda item. It is important to note that late items can only be dealt with when special circumstances exist and not as a means of avoiding or frustrating the requirements in the Act relating to notice, agendas, agenda format and content.



CONFIRMATION OF ORDER OF MEETING

Recommendation

That the order of the meeting be confirmed.

COMMITTEE REPORT



To: The Chairperson and Members of the Strategic Planning and Policy Committee

From: Katie Mayes, Growth Strategy and Planning Director

Subject: **Cambridge Connections Stage 3 – Strategic Transport Network Review and Refined Themed Long List Multi-Criteria Assessment**

Meeting Date: 26 August 2026

1 PURPOSE - TAKE

The purpose of this report is to seek endorsement of the following technical reports and inputs, to inform Phase 3 of the Cambridge Connections programme and development of the draft Cambridge Connections Transport Plan, including the:

- Cambridge Connections Strategic Transport Network Review (Network Review); and
- Refined themed long-list Multi-Criteria Assessment (MCA)

The report also outlines the communications and engagement approach including the overall key messages, and next steps for the Cambridge Connections Project (Cambridge Connections).

2 EXECUTIVE SUMMARY – WHAKARĀPOPOTOTANGA MATUA

2.1 CAMBRIDGE CONNECTIONS STAGE 2

As outlined at the 3 June 2026 Strategic Planning & Policy Committee (SP&P) meeting, a number of technical workstreams are underway to support Cambridge Connections. The Strategic Transport Network Review (Network Review) is one of these.

The Network Review is the final piece of technical analysis to conclude Stage 2 of Cambridge Connections. It brings together relevant technical evidence, including network analysis, traffic data, transport modelling, and technical assessment of future transport needs. It is not intended to be considered in isolation or as the sole basis for decisions about the future transport network.

The Network Review sits alongside the wider technical work and engagement undertaken through Cambridge Connections, including community input, the

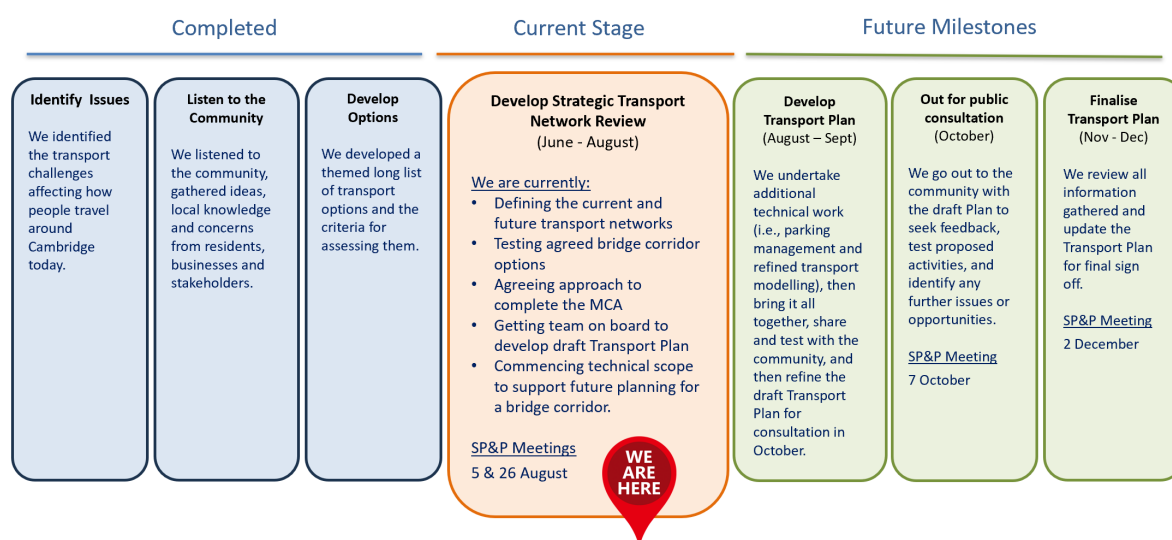
Community Reference Group, Elected Member direction, and other technical assessments and investigations.

Other workstreams being progressed through Cambridge Connections will also complement and inform the Transport Plan, including the Parking Management Framework, future public transport, walking and cycling, micromobility, travel demand management and other network optimisation initiatives.

Together, this body of evidence and input provides the foundation for the next phase of the strategic transport planning process – identifying the strategic approach and transport activities needed to address the challenges and achieve Cambridge’s long-term transport outcomes.

Cambridge Connections – Project Journey

The following diagram is a summary illustration of the key milestones completed, the current stage of the project, and future milestones to come.



2.2 CAMBRIDGE CONNECTIONS STAGE 3

Stage 3 of Cambridge Connections focuses on developing the draft Cambridge Connections Transport Plan (Transport Plan). Building on the transport network options identified in Stage 2 as well as supporting technical assessments and reports, this stage assesses and evaluates transport activities to identify a preferred long-term transport programme for Cambridge.

Stage 3 will involve further technical analysis to develop the draft Transport Plan for public consultation in October/November and then completion of the Transport Plan for December 2026. This will include further technical work on the parking management framework and hierarchy, public transport activities and supporting transport modelling of relevant activities at a more localised level.

3 RECOMMENDATION – TŪTOHU Ā-KAIMAHI

That the Strategic Planning and Policy Committee

- a) *Receives the report of Katie Mayes, Growth Strategy and Planning Director titled Cambridge Connections Stage 3 – Strategic Transport Network Review and Refined Themed Long List Multi-Criteria Assessment [ECM: 11727150].*
- b) *Endorses the Strategic Transport Network Review, as a technical input, to inform development of the draft Cambridge Connections Transport Plan, attached as appendix A to the report [ECM: 11758160].*
- c) *Endorses the refined themed long-list Multi-Criteria Assessment of transport activities, as a technical input, to inform development of the draft Cambridge Connections Transport Plan, attached as appendix B to the report [ECM: 11750347].*
- d) *Supports no further technical investigations of the SH1/Tirau Road ramps at this stage, while retaining the activity on the long list for consideration in developing the draft Cambridge Connections Transport Plan.*

4 BACKGROUND – KŌRERO WHAIMĀRAMA

4.2 STRATEGIC TRANSPORT NETWORK REVIEW

As outlined at the 5 August 2026 SP&P meeting, the Network Review follows NZTA's strategic transport planning approach and is focused on developing a shared understanding of:

- **Where the transport network is today** (current state).
- **Where the transport network needs to be in 30 years' time** (future state) to achieve the agreed strategic framework, address key transport challenges, and support Council and community aspirations.

This includes identifying the strategic role of different parts of the network and ensuring the right traffic is using the right roads, so that freight, public transport, cycling, walking and micromobility modes and local traffic can operate more efficiently, safely and reliably across the transport system.

Establishing this long-term view is a critical step in the transport planning process. It provides the foundation for assessing potential transport activities and determining the most effective mix (menu) of short, medium and long-term projects and initiatives required to achieve the desired future network.

What the Network Review does and doesn't do

The Network Review is an important technical input into the Transport Plan, but it is not the only input nor the final plan.

- The Network Review is a robust technical report that brings together transport data, modelling and technical assessments to help inform the development of the Transport Plan.
- It provides an assessment of how the transport network could operate in the future, including the potential impacts of growth and different network options.
- It identifies network performance challenges and opportunities that may need to be considered over the next 30 years.
- The technical assessment of future bridge corridors is one part of the wider Network Review and is intended to inform future planning and decision-making.
- The Network Review does not make decisions on future investments, nor does it identify a preferred future bridge corridor.
- The Network Review should not be considered in isolation or as the sole basis for decisions about the future transport network. It sits alongside the wider technical work and engagement undertaken through Cambridge Connections, including community input, the Community Reference Group, Elected Member direction, and other technical assessments and investigations.

The Network Review includes specific technical assessment and information on (but not limited to):

- Current and future transport networks - supported by NZTA's One Network Framework approach
- Transport Network Data Analysis
 - Future network demands
 - Future bridge corridor options - considered and modelled
- Bridge Corridor Options Technical Summary
- Network Wide Options Assessment
 - Multi-Criteria Assessment (MCA)
- Technical appendices
 - Summary of WRTM modelling outputs
 - One Network Framework classification

Attachment A includes the Network Review technical report.

4.2.1 Future bridge corridor options and transport modelling phase 1

The Network Review included a technical assessment of the agreed future bridge corridor options from the 3 June 2026 SP&P meeting, including traffic modelling via the Waikato Regional Transport Model (WRTM). Four options were identified for further assessment, with three future bridge corridor options and a full State Highway 1 interchange at Tirau Road further assessed through transport modelling. The Network Review technical report includes a summary of the options considered and the assessment undertaken.

It is noted that the future bridge corridor options presented in the Network Review technical report have been refined from the broader bridge zones identified in the previous stage of Cambridge Connections. This refinement has been informed by Elected Member direction (at 3 June SP&P meeting), and further technical assessment and transport modelling.

The transport modelling (Phase 1) assessed the four identified corridor options in isolation under a 2055 forecast growth scenario. This work provides an indication of how the Cambridge transport network may operate in 2055, when much of the anticipated population and employment growth is expected to have occurred, including growth associated with the Hamilton Southern Links area and the Airport precinct.

The purpose of the modelling was to understand how increasing travel demand, from each of the options, may affect delays across the network, how traffic is likely to redistribute in response to those delays, and the extent to which the different options could improve overall network performance. While future land use and growth patterns will inevitably differ from current forecasts, the modelling is based on the best available information and planning assumptions at this time.

The Network Review has identified that an additional future river crossing within the central to mid-west location appears to provide the most transport benefit at this stage, based on technical analysis, and from a strategic assessment level. This would also be complemented by existing strategic network connections including Victoria Street Bridge, Fergusson Bridge (Shakespeare Street) and Karāpiro Stream Bridge (Achilles Avenue).

Noting that the WRTM is a large strategic transport model covering a wide regional area, so forecasting traffic volumes on individual Cambridge streets has challenges. These are understood and have been considered in interpreting the modelling results, with the WRTM used as one input alongside other technical evidence.

Additional Transport Modelling (Phase 2)

Further transport modelling may be undertaken during the development of the Transport Plan. This would use more detailed modelling tools (such as SIDRA¹) to assess specific intersections or sections of the road network to test the effects of individual activities or packages of activities on the wider network.

This modelling approach can help identify which activities complement each other and how they work together to cumulatively address the identified challenges and support achievement of the long-term investment objectives.

¹ SIDRA is a traffic analysis and modelling software package used to assess the operational performance of intersections and road network facilities, including traffic capacity, delays, queues and level of service.

4.2.2 Protecting a future bridge corridor

While the Transport Plan will identify and recommend protecting a future bridge corridor to maintain long-term transport resilience and network connectivity, further technical work is required to determine the most appropriate pathway for securing and protecting that corridor for future planning. This work does not revisit the strategic need for a future bridge or its role within the transport network, but instead focuses on the statutory, regulatory and implementation requirements needed to preserve a corridor for the future.

As outlined at 3 June 2026 SP&P meeting, a further technical scope is underway to support the protection of a future bridge corridor. This work will develop a high-level implementation plan outlining the key steps required, including designation requirements, supporting technical investigations, property and land acquisition considerations, programme, risks and indicative costs. It will also provide a recommended three-year work programme and budget to inform the 2027–2037 Long Term Plan. The technical scope is being undertaken by an external consultant.

4.2.3 Tirau Road / SH1 ramps technical assessment

The Network Review has considered the potential benefits of north-facing ramps at Tirau Road / SH1, drawing on transport modelling, existing traffic movement data and technical assessment.

The technical assessment indicates that the ramps would attract a relatively small volume of traffic and showed that, even under a scenario with higher speeds and less congestion on the Waikato Expressway route, most trips would continue to use Victoria Road rather than the longer route via the proposed Tirau Road ramps.

Overall, the technical assessment indicates that the potential benefits of the Tirau Road / SH1 ramps are limited and that the activity would not materially address the agreed transport challenges or contribute sufficiently to the investment objectives for Cambridge Connections. On this basis, no further technical investigations are recommended at this stage, although the activity would remain on the long list for consideration as part of developing the Transport Plan.

4.3 MULTI-CRITERIA ASSESSMENT (MCA)

SP&P supported the following approach to completing the Cambridge Connections themed long-list MCA at its 5 August 2026 meeting:

- Approval to include two additional technical criteria to assess whether each option supports the intended future function (what the road is there to do) and role (how it contributes to the overall system) of the transport network to support assessment against the Network Review.
- Expanding the capital cost bands to provide greater differentiation between the transport activities, on their relative level of investment.

It is important to note that the assessment of the ‘cost and value for money’ criteria at this stage of the project is undertaken at a strategic level. Further assessment of the value for money of activities that form the 30-year programme will be undertaken through development of the Transport Plan, as the activities are further defined and developed.

Following the 5 August 2026 SP&P direction, and using the supporting strategic and technical information available, the project team have reviewed and refined the MCA for this phase of the project to inform the development of the Transport Plan. As a result of incorporating the two additional criteria, the total scores for activities will differ from those presented at the 3 June 2026 SP&P meeting.

This refinement also included a peer review of the themed long-list activities, considering the findings of recent technical work, including the Network Review and supporting transport modelling. The peer review identified two activities where the MCA would benefit from refinement. These are outlined below.

Transport Activity	Criteria Refined	Reasons for refinement
Intersection improvement - Thornton Road / Victoria Street (row 55)	Minor wording update to improve context under investment objective: To provide reliable freight and transport routes <i>“Major traffic and freight route improved”</i> changed to <i>“Rationalisation of traffic movements is needed and traffic better directed to other intersections”.</i>	The technical assessment identified that Victoria Street (north) / Victoria Road is a strategic movement corridor, meaning the majority of long distance, through trips and freight would be encouraged to use this corridor, and not Thornton Road. Intersection improvements would be further assessed during the development of the Transport Plan.
Increase parking - CBD Parking Building (row 85)	Originally assessed as ‘Parked’ due to <i>“very large investment and operating costs, can induce more travel and congestion”.</i> Changed to ‘Progress’ On 3 June 2026, SP & P resolved that the activity be identified as ‘active’ and remain on the long list to inform development of the Transport Plan.	3 June SP & P resolution: <i>Directs staff to not exclude the provision of parking building(s) as a possible option for Cambridge in the long-term;</i>
Intersection improvement - Full interchange at Tirau Road (row 95)	Minor word additions to support context. <i>“Provides additional freight and commuter capacity from south to north which <u>only</u> becomes attractive when the shorter through town route is congested.”</i> and <i>“Minimal impact in reducing Removes some traffic from CBD and other streets”.</i>	The technical assessment indicates that the potential benefits of the Tirau Road / SH1 full interchange are limited and that the activity would not materially address the agreed transport challenges or contribute sufficiently to the investment objectives for Cambridge Connections.

Transport Activity	Criteria Refined	Reasons for refinement
	Scoring: overall score changes to 0 from previously 1 for two investment objectives being 'To provide a safe transport system' and 'To reduce the transport system's impacts on surrounding communities and the environment'.	

As is the case for other technical work and findings, such as transport modelling, the themed long-list MCA is just one input that informs the development of the Transport Plan. A project's assessment does not determine investment priorities but instead supports the development of an optimal menu of transport activities, across all modes, to support short-, medium- and long-term investment choices and decision making.

Any additional transport activities identified during the development of the Transport Plan would be assessed using the same MCA criteria and approach, ensuring a consistent and comparable assessment of all transport options to support elected member decision-making. Attachment B includes the refined themed long-list MCA for this phase of the project.

4.4 DEVELOPMENT OF THE TRANSPORT PLAN

From August to October 2026, the project focus is shifting to developing the draft Transport Plan. This workstream will bring together previous work, findings of the Network Review, future bridge corridor assessments, technical investigations and community and stakeholder feedback into a single long-term transport programme for Cambridge.

An RFP was released to suppliers in July 2026 for proposals to develop the Transport Plan. Following a competitive RFP evaluation process, a preferred supplier was selected. Attachment C outlines the RFP's summary scope and a summary of the preferred supplier's proposal noting that some areas of their proposal may differ due to contractual agreements and as the Transport Plan is further developed.

The Transport Plan is being developed via a Council-led process. Council will provide strategic direction and oversight, while the consultant teams will bring together the existing technical evidence, strategic work and engagement outcomes into a clear, evidence-based 30-year Transport Plan. This collaborative approach will ensure the Plan reflects Council's priorities, incorporates local knowledge, and is informed by robust technical analysis.

4.5 COMMUNICATIONS AND ENGAGEMENT APPROACH

This phase of engagement is about testing emerging thinking, not consulting on a decision. Between now and early October 2026, we will share the findings of the Network Review, the future bridge corridor options that were considered and modelled and the emerging future transport network with the community, mana

whenua partners and key stakeholders. What comes back will shape the draft Transport Plan. Formal consultation on the draft Transport Plan follows the SP & P approval to proceed to be requested at the meeting on 7 October 2026.

4.5.1 Engagement undertaken ahead of this meeting

Because the Network Review includes refined future bridge corridor options, we contacted those most directly interested before the technical material became publicly available.

- Wednesday, 12 August 2026 - the Community Reference Group discussed the considered future bridge corridor options and the transport modelling approach. Members considered the options are now defined clearly enough to identify who may have an interest. Feedback on how the technical information is presented has been taken up, including labelling model outputs as being for modelling purposes only, presenting traffic volumes as ranges, and providing current-day peak congestion information alongside the 2055 forecasts.
- Week beginning Monday, 17 August 2026 - letters were delivered (mainly via email) to landowners and residents in the vicinity of the future bridge corridor options being assessed. Where an option area touched any part of a street, every property on that street received a letter, . The letters confirm that no decisions have been made, that a number of future bridge corridors are still being considered, and that the work places no restriction on any property and does not appear on a Land Information Memorandum (LIM). Property owners can continue to buy, sell, build, subdivide and apply for consents exactly as before.
- Mana whenua partners, Elected Members, the Cambridge Community Board and the Community Reference Group were contacted before the letters were delivered.
- Tuesday, 18 August 2026 - the Cambridge Community Board received an update on the Phase 3 technical work.
- Friday, 21 August 2026 - the agenda for this meeting was published, including the Network Review, the future bridge corridor options and the associated maps, together with plain-language guidance on how to read the maps.

4.5.2 Overall key messages

The following messages underpin all communications for this phase.

- No decisions have been made on a preferred future bridge corridor. The six community-proposed bridge options were reduced to four in June for further assessment, as part of the ongoing technical work. A preferred future bridge corridor is not being identified at this meeting and is expected to be presented with the Transport Plan on 7 October 2026.
- The assessment is at a corridor level, not at the level of a specific road alignment or an individual property.

- The Network Review is a technical evidence-based report and is one input into the development of the Transport Plan. Community and stakeholder feedback, cultural values, regulatory considerations, feasibility, affordability and funding all shape the final Transport Plan.
- Transport modelling shows how the network could perform in 2055 under forecast growth. It is a planning tool based on the best available information, not a prediction of what will happen, and the maps are labelled accordingly.
- The current and future network maps use NZTA's national framework, so the colours mean the same thing in every town. That allows an objective comparison of how the network in Cambridge should perform alongside other comparative New Zealand towns.
- Cambridge Connections is about far more than a bridge. It covers public transport, walking and cycling, parking, safety, freight and the role each road plays in the wider network over the next 30 years.
- There is a real opportunity for the community to influence the outcome. Feedback given between Wednesday, August 26 and Saturday, October 3, 2026 shapes the Transport Plan. Formal consultation on the Transport Plan then opens on Monday, October 12, 2026.

4.5.3 Engagement from Wednesday, August 26 to Saturday, October 3, 2026

During this period we will share the emerging network and technical findings with the community, mana whenua partners and stakeholders, explain what the evidence is telling us, and ask whether we have understood the problems and the priorities correctly.

Noting that the Network Review sits alongside the wider technical work and engagement undertaken through Cambridge Connections, including community input, the Community Reference Group, Elected Member direction, and other technical assessments and investigations.

Feedback will be gathered through:

- the Cambridge Connections project email address (cambridgeconnections@waipadc.govt.nz)
- an online comment map, where people can leave location-specific comments
- a written feedback form
- social media
- Council phones
- Drop-in sessions will also be held across the engagement window, with dates published on the project website at letstalk.waipadc.govt.nz/cambridge-connections. Community Reference Group members will be invited to play a key role at these.

- Information provided to key stakeholders such as the Cambridge Business Chamber for their communication channels.
- Customer service staff have a question-and-answer brief for first response. Enquiries about a specific property are passed to the project team.

4.5.4 Formal consultation and adoption

Community consultation on the Transport Plan is planned to follow the SP&P meeting on Wednesday, October 7, 2026, opening on Monday, October 12, 2026. This is the formal opportunity for the community to consider the Transport Plan and the supporting technical work, and to give feedback on the proposed transport activities over the next 30 years, including short, medium and long-term priorities, the proposed future bridge corridor and the proposed next steps. That feedback, alongside further technical work and other considerations, informs the final Cambridge Connections Transport Plan, which comes to this Committee for adoption on Wednesday, December 2, 2026.

4.5.5 Matters we expect to be raised

Feedback to date suggests the following will be the main areas of community and stakeholder interest during this phase. Each is addressed in the material being published and, in the question-and-answer information supporting the project.

Transport Modelling

Questions are expected regarding:

- The traffic modelling, the growth assumptions behind it and the forecast traffic volumes, data sources and Waikato Regional Transport Model (WRTM) outputs. The Network Review clearly states that WRTM is a large strategic transport model covering a wide regional area, so forecasting traffic volumes on individual Cambridge streets has recognised limitations. These limitations are understood and have been considered in interpreting the modelling results, with the WRTM used as one input alongside other technical evidence.
- A summary of the key data sources used to develop and forecast the WRTM will be available on the Cambridge Connections website so people can see what the modelling is based on.
- What the work means for people who own or reside in properties near the corridors being assessed. The position that there is no restriction on any property and nothing appears on a LIM is used consistently across the letters, the website and customer service information.
- Timing, cost and affordability, and what happens once the Cambridge Connections Transport Plan is adopted. Adopting the Transport Plan is not a funding decision. Protecting a corridor, designation and any eventual construction, are separate steps requiring their own investigation, funding and decisions.

- How transport investment is prioritised across the district. Cambridge Connections sits alongside Council’s wider transport strategy and other district programmes, and detailed project information is provided through the project’s own channels.

Freight Routes

Questions are expected regarding:

- Impacts from increased traffic on properties and places alongside the confirmed strategically important ‘movement corridors’ that provide for the efficient movement of people and goods. These strategic corridors are required within a wider transport system, to accommodate longer-distance and through trips across the network.
- How the network balances the investment objectives in terms of need for reliable freight routes and improved access and connectivity to key economic destinations, alongside community concerns about heavy vehicle movements, including impacts on safety, amenity, noise and vibration.
- Potential changes in heavy vehicle volumes as Cambridge grows and the network develops.

Tirau Road /SH1 full interchange

Questions are expected regarding

- Why we wouldn’t undertake further technical assessment of the Tirau Road / SH1 full interchange. The overall technical assessment indicates that the potential benefits of the Tirau Road / SH1 ramps are limited and that the activity would not materially address the agreed transport challenges or contribute sufficiently to the investment objectives for Cambridge Connections. The activity would remain on the long-list to inform development of the Transport Plan, however, no further budget would be allocated to technical investigations at this stage.

5 SIGNIFICANCE & ENGAGEMENT – KAUPAPA WHAI MANA ME NGĀ MATAPAKINGA

Staff have considered the key considerations under the Significance and Engagement Policy, in particular sections 7 and 8 and have assessed that the matters in this report have a medium level of significance.

6 OPTIONS – NGĀ KŌWHIRINGA

Option	Advantages	Disadvantages
Option 1: Do nothing	▪ No staff and financial resources are required for the	Project’s key measures of success factors are not met if the project does not proceed, including:

Option	Advantages	Disadvantages
	completion of the project if the project does not proceed.	- Improved community trust - Strengthened engagement with community - Demonstrable progress on addressing transport issues for Cambridge - Effective infrastructure planning for Cambridge.
Option 2: Endorse the Network Review and refined MCA assessment and proceed to next steps for completion of the Transport Plan.	- Provides a technical and evidence-based report to inform development of the draft Cambridge Connections Transport Plan. - Maintains project momentum towards completion.	

The recommended option is Option 2, as it provides a sound and evidence-based basis to progress the Cambridge Connections Transport Plan, as well as maintains project momentum while recognising that further technical assessment will be undertaken in developing the draft Transport Plan.

7 OTHER CONSIDERATIONS – HEI WHAIWHAKAARO

Council's Vision and Strategic Priorities

The Cambridge Connections Transport Plan aligns with the strategic direction of Ahu Ake – Waipā Community Spatial Plan, the Cambridge Town Concept Plan refresh, Waipā 2050 Growth Strategy and refresh and Waipā District Council Transport Strategy 2022-2052. Key to the Cambridge Connections Transport Plan is the role it plays in helping shape and provide for growing and vibrant communities.

Legal and Policy Considerations – Whaiwhakaaro ā-Ture

Staff confirm that the staff recommendation to progress with the transport options for further investigation and development complies with Council's legal and policy requirements.

Financial Considerations – Whaiwhakaaro ā-Pūtea

Traffic modelling, specialist transport planning (including the Network Review and development of the Transport Plan, and communications and engagement required for this stage of the project, is budgeted for in the current and upcoming years of the 2024-34 Long Term Plan (LTP).

Risks - Tūraru

A project risk register is maintained for the project. The 'very high' risks (after mitigation) identified in the risk register are reported quarterly to the Risk & Assurance Committee.

Iwi and Mana Whenua Considerations - Whaiwhakaaro ki ngā Iwi me ngā Mana Whenua

We are partnering with Mana Whenua representatives throughout the project stages. Mana Whenua representatives have confirmed they are comfortable with the process to date.

8 NEXT ACTIONS

Action	Responsibility	By When
Share findings of Strategic Network Review	Project team	August - September
Developing the draft Cambridge Connections Transport Plan	Project team	From August
Draft Cambridge Connections Transport Plan to SP & P Committee for decision for public consultation	Project team	7 October SP & P Committee

9 APPENDICES - ĀPITITANGA

No:	Appendix Title
A	Strategic Transport Network Review technical report [ECM: 11758160]
B	Refined themed long-list Multi-Criteria Assessment (MCA) [ECM: 11750347]
C	RFP summary scope and Beca proposal summary methodology [ECM: 11756589]



Prepared by: Janeane Joyce
STRATEGIC TRANSPORT PROGRAMME ADVISOR



Approved by Katie Mayes
GROWTH, STRATEGIC AND PLANNING DIRECTOR

APPENDIX A

Strategic Transport Network Review technical report *[ECM: 11758160]*

Cambridge Connections Strategic Transport Network Review

Draft Technical Report
August 2026



Purpose of the Strategic Transport Network Review

The Strategic Transport Network Review (Network Review) is a technical report to support completion of the first part of the Cambridge Connections strategic transport planning process – “Part 1: Understanding the challenge”.

The Network Review follows NZTA's strategic transport planning approach and is focused on developing a shared understanding of:

- **Where the transport network is today** (current state).
- **Where the transport network needs to be in 30 years' time** (future state) to achieve the agreed strategic framework, address key transport challenges, and support Council and community aspirations.

The Network Review brings together relevant technical evidence, including network analysis, traffic data, transport modelling, and technical assessment of future transport needs.

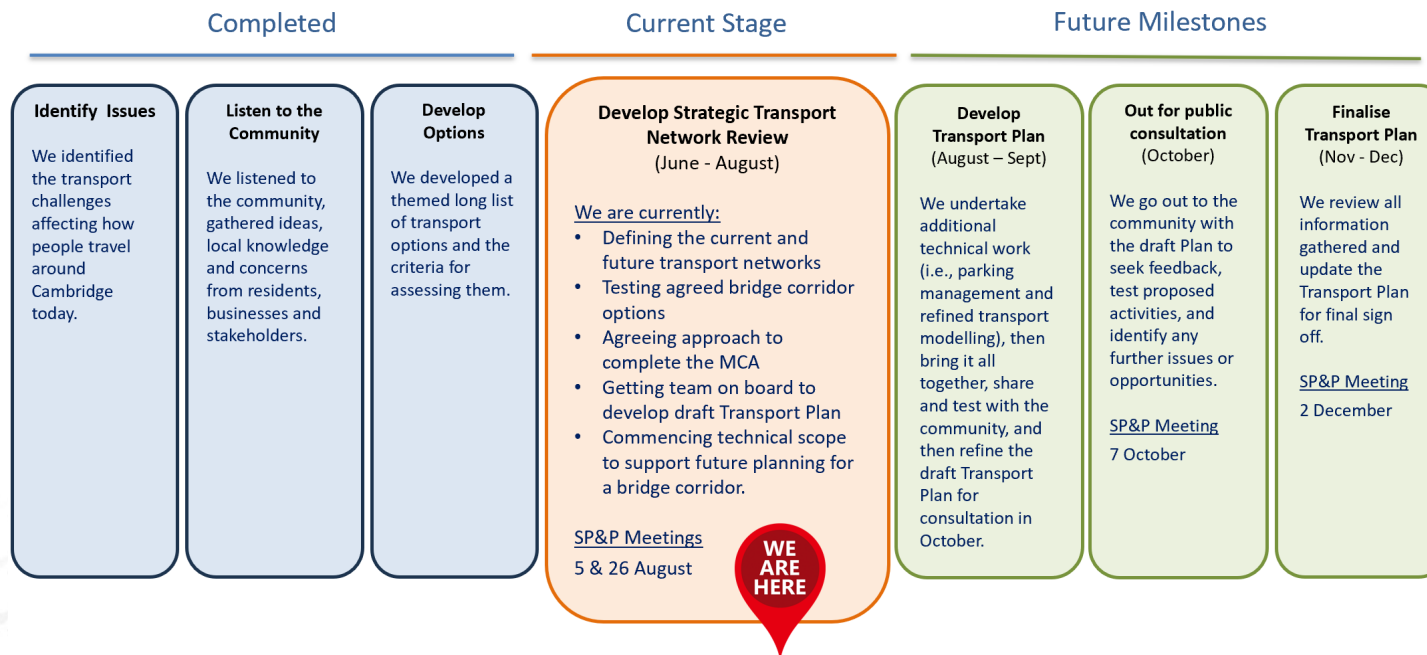
It is not intended to be considered in isolation or as the sole basis for decisions about the future transport network.

The Network Review sits alongside the wider technical work and engagement undertaken through Cambridge Connections, including community input, mana whenua engagement, the Community Reference Group (CRG), Elected Member direction, and other technical assessments and investigations.

Other workstreams being progressed through Cambridge Connections will also complement and inform the Transport Plan, including the Parking Management Framework, future public transport, walking and cycling, micromobility, travel demand management and other network optimisation initiatives.

Together, this body of evidence and input provides the foundation for the next phase of the strategic transport planning process – identifying the strategic approach and transport activities needed to address the challenges and achieve Cambridge's long-term transport outcomes.

Cambridge Connections: Project Journey



Cambridge Connections

Strategic Transport Network Review

Draft Technical Report
August 2026



Document Set ID: 11758160
Version: 3, Version Date: 20/08/2026

Executive Summary

This Strategic Transport Network Review (Network Review) has been undertaken by Beca and Waipā District Council (Waipā DC) to assess the current and future transport network operations in Cambridge over the next 30 years. Through this, we define key constraints, gaps and opportunities to inform the Cambridge Connections Transport Plan.

Cambridge is accessed via State Highway 1 at Cambridge Road north (to Hamilton), Victoria Road and Tirau Road. Planned State Highway investment includes the Cambridge to Piarere Road of National Significance (RoNS), as well as the proposed Hamilton Southern Links. Locations to the south such as Te Awamutu, Karāpiro and Mystery Creek are accessed via local roads.

Locally, Cambridge has a grid-based street layout that is influenced by constraints crossing the town belt and Waikato River. The two existing river crossings Victoria Street and Fergusson Bridge (Shakespeare Street) are strategically important connections between urban areas in Leamington and Cambridge (and wider areas to the south and north).

Existing and planned bus routes connect Cambridge with Hamilton (these services are under review with a goal to increase coverage and frequency). The urban cycle network consists of dedicated cycleways and shared paths. The Te Awa cycle and walking trail extends from Ngāruawāhia to Lake Karāpiro through Cambridge.

Cambridge is expected to experience population growth of approximately 15,000 additional residents over the next 30 years¹. Urban growth will be located across planned residential areas in Cambridge and Leamington. The Hautapu Industrial Precinct is zoned to accommodate business/commercial growth. The additional residents could potentially bring about 40,000-50,000 additional car trips per day².

Key findings of the context analysis include:

- Significant traffic and freight movements are concentrated on a few strategic corridors (Pope Terrace/Cook Street, Shakespeare Street, Albert/Queen Street, Victoria Street (north of town centre)/Victoria Road, and Cambridge Road (north)/Hamilton Road).
- The transport network will need to accommodate increasing travel demands from planned urban growth. In 2055 the population distribution will be around 60% north and 40% south of the river (from roughly 55/45% today).
- The majority of travel in Cambridge is made by private car (only around 5% of trips to work are by bus, walk or cycle according to the 2023 Census). Increasing uptake of space efficient modes such as bus, walking, cycling, micromobility and ride sharing would improve throughput of the existing system.

¹ Based on University of Waikato high growth projections.

² Based on a high-level estimate of 2.3 to 2.6 people per household and 7 to 8 car trips per household per day. Informed by Waipā DC and NZ household travel survey data.



Executive Summary (cont.)

Network Roles and Functions

Future network roles and functions were defined to understand movement and place priorities. This followed the NZTA One Network Framework (ONF) approach.

The assessment identified several changes required in the future network function including:

- Cambridge Road (north)/Hamilton Road, Victoria Road and Tirau Road becoming more regionally significant movement corridors.
- Urban growth influencing changes in corridor function, in particular along Cambridge Road (north)/Hamilton Road.
- Emphasis on place and accessibility outcomes in central locations such as Queen Street and Victoria Street (town centre).

Transport Demand Analysis

Historic traffic volumes, existing and planned urban growth, and outputs from the Waikato Regional Transport Model (WRTM) were used to understand potential future transport network demands.

The WRTM is a large strategic transport model covering a wide regional area, so forecasting traffic volumes on individual Cambridge streets has challenges. These are understood and have been considered in interpreting the modelling results, with the WRTM used as one input alongside other technical evidence.

Traffic volumes on the Fergusson Bridge (Shakespeare Street) have increased by around 4% per annum over the last 20 years. Traffic volumes on Victoria Street bridge have not increased, indicating this corridor is at capacity.

Several options for additional river crossing capacity were considered as part of the Network Review. Further detail on the bridge corridor options assessment is outlined later in this report. A future bridge corridor location will be considered further with other factors such as engineering and consenting requirements, feasibility, and cost, as part of the Transport Plan development.

Multi Criteria Analysis (MCA)

An MCA of the themed long list transport activities was updated as part of this Network Review. This identifies a range of options to be considered to improve transport system safety, reliability and efficiency. Priority, timing and sequencing of activities will be developed as part of the Transport Plan.

Conclusions and Next Steps

The Cambridge transport system will need to accommodate increasing travel demands from planned urban growth, interregional movements and business growth. Methods to increase use of space efficient modes (bus, walk, cycle, high occupancy vehicle etc), optimisation of the existing network and increasing road capacity will all be necessary to maintain a safe and reliable transport system.

Additional capacity for all modes crossing the Waikato River is expected to be necessary. An additional bridge in a central to mid-west location appears to provide the most transport benefit at this stage, based on evidence and from a strategic assessment level. The Transport Plan will consider the potential impacts of this on the wider network, costs and risks, and any other associated upgrades required to progress planning for this and other necessary transport system improvements.



Key Recommendations

Planned urban growth will increase travel within Cambridge over the next 30 years. Without intervention and no change to current low levels of walking, cycling, and bus use, the transport system will become more congested. This will inhibit the desired movement function of the strategic transport network.

The Cambridge Connections Transport Plan will consider and build upon the information collated and evaluated as part of this Network Review technical report. A range of interventions will be required to mitigate the effects of increasing traffic volumes and achieve a safe and efficient transport system.

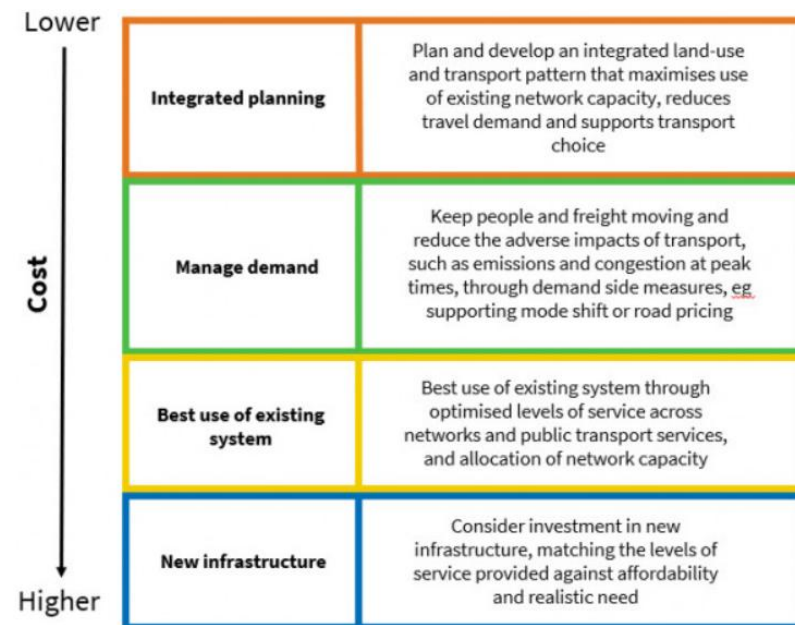
The Cambridge Connections Transport Plan will apply the NZTA's Intervention Hierarchy approach across: Land Use, Demand Management, Optimisation and Targeted Capacity Improvements (new infrastructure).

Key recommendations from this phase of work include:

- Consider further how to balance access to opportunities on both sides of the river and make sure the timing and location of transport improvements aligns with urban growth.
- Continue monitoring traffic volumes and travel times on key routes to build the evidence base that can inform future decision making. Consider improved methods to evaluate projects such as transport modelling.

- Continue to monitor emerging technologies, changing travel patterns and/or transport innovations to ensure the network can adapt over time and take advantage of opportunities to improve movement of people and goods.
- Progress evaluation of parking management options that support the desired network function and role through the Parking Management Framework.
- Consider opportunities to expand around-town public transport services to improve access to key destinations and support congestion relief, alongside an integrated approach to parking management.
- Address safety concerns for pedestrians and cyclists to encourage and support more walking and cycling and contribute to congestion relief.
- Advance techniques to optimise use of the existing network through targeted capacity improvements at intersections and key pinch points. In the longer term, bus lanes or queue jumps may be warranted.
- Advance planning for a new river crossing and supporting network changes confirming the corridor location through designation and progressing the necessary technical work and business case.
- Continue to work with stakeholders such as NZTA and the community to determine how more significant upgrades can be best supported (taking account of social, economic, environmental and cultural perspectives).

Figure 1: NZTA Intervention Hierarchy



Introduction and Report Structure

This Strategic Transport Network Review (Network Review) has been prepared by Beca Ltd with Waipā District Council (Waipā DC). It describes the existing transport network context highlighting key destinations, strategic roads, traffic volumes, growth areas and the existing One Network Framework (ONF) classifications.

The Network Review uses the ONF, to define the future roles and functions over the next 30 years, and ascertain the gap between the existing and future network requirements. This assessment informs the initial screening of transport options through the Multi-Criteria Assessment (MCA).

This work will inform the Cambridge Connections Transport Plan by defining the baseline conditions and constraints that need to be resolved over the next 30 years to achieve safe, reliable and efficient transport movements, while supporting planned urban growth over time.

Section	Content
Section 1	
8	Context
10	Current Network
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18	Transport Network Data Analysis
Section 3	
28	Bridge Corridor Options Technical Summary
Section 4	
34	Network Wide Option Assessment (MCA)
37	Technical Appendices



Context: Land Use and the Road Network

The local road network comprises of arterial and collector roads. Planned collector roads will connect growth areas to the existing network (see Figure 2).

State Highway 1 bypasses the town centre and most residential areas, while providing access to industrial land north of the highway (Hautapu).

There are two existing crossings of the Waikato River; Fergusson bridge (Shakespeare Street) and Victoria Street bridge. These provide key connections between the Cambridge town and Leamington areas. Access via Fergusson Bridge (Shakespeare Street) also relies on the Achilles Avenue bridge across Karāpiro Stream. The Victoria Street bridge was built in 1907, has heritage status and is restricted to light vehicles only (<3 tonne).

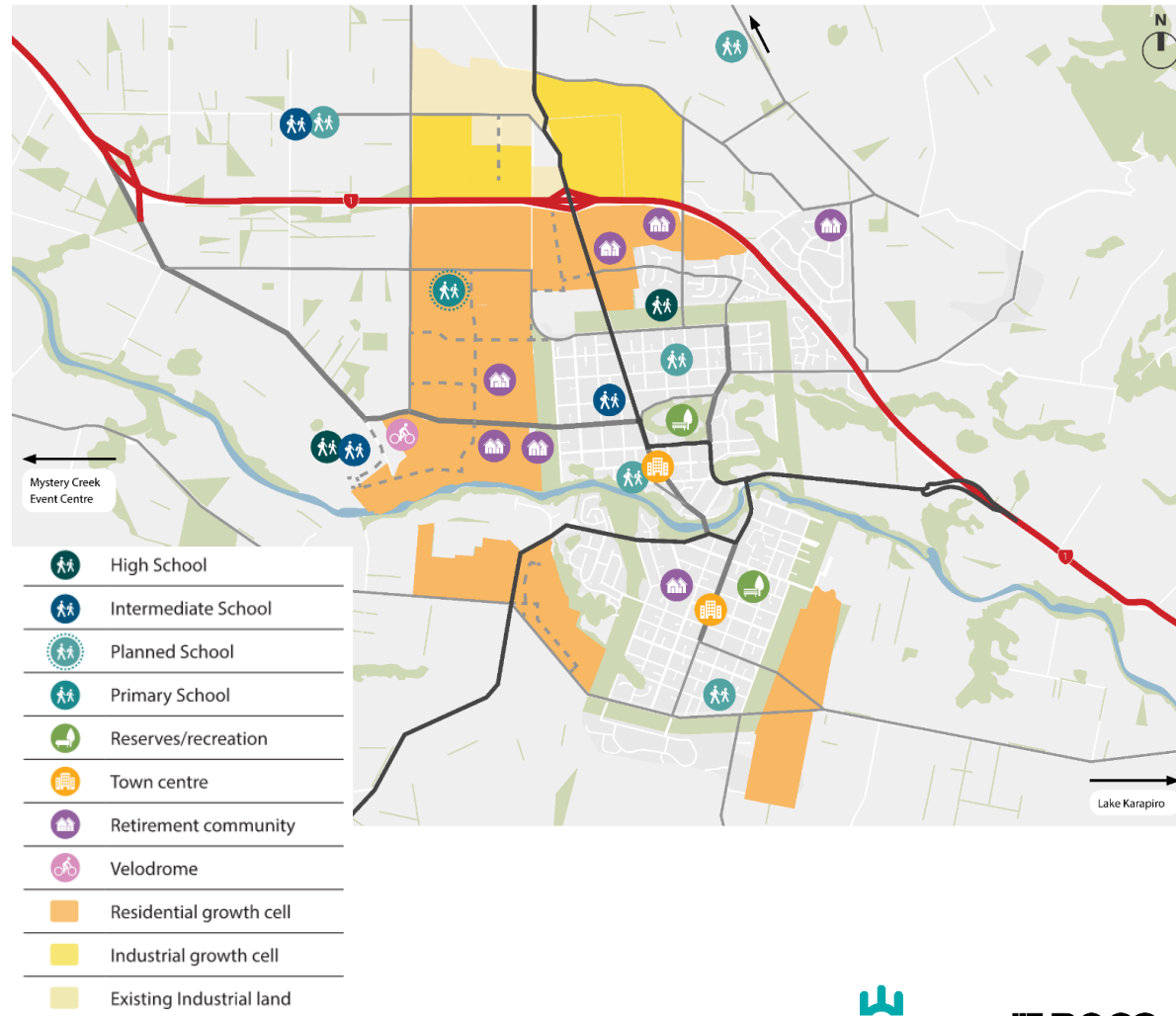
Population is spatially situated around 55% north and 45% south of the river. This is expected to move to around 60/40% with more growth in northern areas over time. The majority of jobs and key destinations are located on the Cambridge town side of the river, including most schools and planned future schools. Movement in the morning peak is around 60-65% northbound over the two bridges, indicating most morning trips leave Leamington to access these opportunities (jobs and schools).

Key changes over the next 30 years which will influence operation of the strategic transport network include:

- An expected increase in the average age of residents, slightly reducing peak period trips and increasing trips between destinations such as retirement villages, healthcare facilities, community facilities and the town centre
- Expansion in the healthcare, social assistance, education and training services to cater for the ageing population
- Strengthening and diversifying of the agriculture sector
- Strengthening of manufacturing and construction in the Hautapu industrial precinct
- Impacts of climate change, emerging technologies and funding challenges.

While demand for travel is expected to increase, changing demographics may alter travel patterns, trip purposes and accessibility needs/abilities.

Figure 2: Strategic transport network, key destinations and growth areas



Context: One Network Framework

The **One Network Framework** (ONF) is a NZ Transport Agency (NZTA) tool that supports road planning and design by recognising that roads serve multiple functions. It classifies roads based on both their movement (moving people and goods) and their place function (supporting community, business, amenity and surrounding land uses).

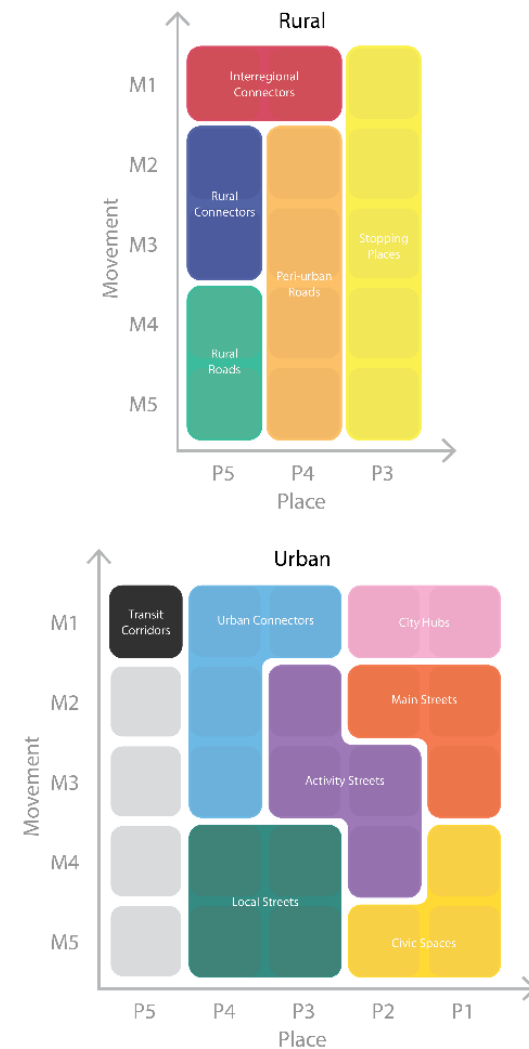
This approach recognises that roads cater to more than just vehicle movements and should be designed to balance movement with the needs of the places they serve.

Defining the existing and future network roles and functions brings together that information (traffic and volumes, cycle and bus routes, land uses etc) described later in this report.

Key classifications that are applicable to the Cambridge strategic network review are included in the table below (derived from ONF reference tables, NZTA).

Classification	Description	Function (category provides)
Main Streets	Supports businesses and public life while making sure there are excellent conditions for the wider network. They balance the interaction between the movement of people and goods and on-street activity.	Supports access to adjacent land-use for all modes (particularly pedestrians). Attractive environment that encourages people to spend time in location.
Activity Streets	Provides access to amenities and services on adjacent land use for all modes and support people to spend more time working, shopping, etc. (Note: key difference between main and activity streets is main streets support higher levels of pedestrian movements)	Supports access to adjacent land-use and medium/high levels of through movement for all modes.
Urban Connectors	Make it safe, reliable and efficient for people and goods to move between different parts of the urban area. There are low levels of pedestrian movement but they support high movements of freight and vehicle traffic, while often supporting public transport and cycling routes.	Provides safe, reliable, and efficient movement of people and goods between different parts of urban areas.
Rural Connectors	Make it easy for people and goods to move between different parts of rural areas and link rural roads with interregional connectors (State Highway Network). Rural connectors support access to adjacent rural land.	Provides movement of people and goods between different parts of rural areas and connects rural roads to the state highway network. Provides access to rural land.
Interregional Connectors	Make it safe, reliable and efficient to move people and goods between and within regions (national State Highways). There are low levels of roadside activity and they carry significant volumes of vehicle traffic and freight. There are people cycling on routes that connect to the NZ Cycle Trail.	Safe, reliable and efficient long-distance movement of people and goods between and within regions.

Figure 3: ONF Classifications (NZTA)



Current Network: Existing Traffic Volumes

Traffic volumes on the strategic road network in Cambridge typically range between 10,000 - 20,000 daily light vehicles and 100 - 700 daily freight (3 or more axle) trucks in the central Cambridge area. These volumes are sourced from the most recent WDC count data (Figure 4).

The two crossings of the Waikato River carry high traffic volumes of around 31,400 vehicles per day (combined).

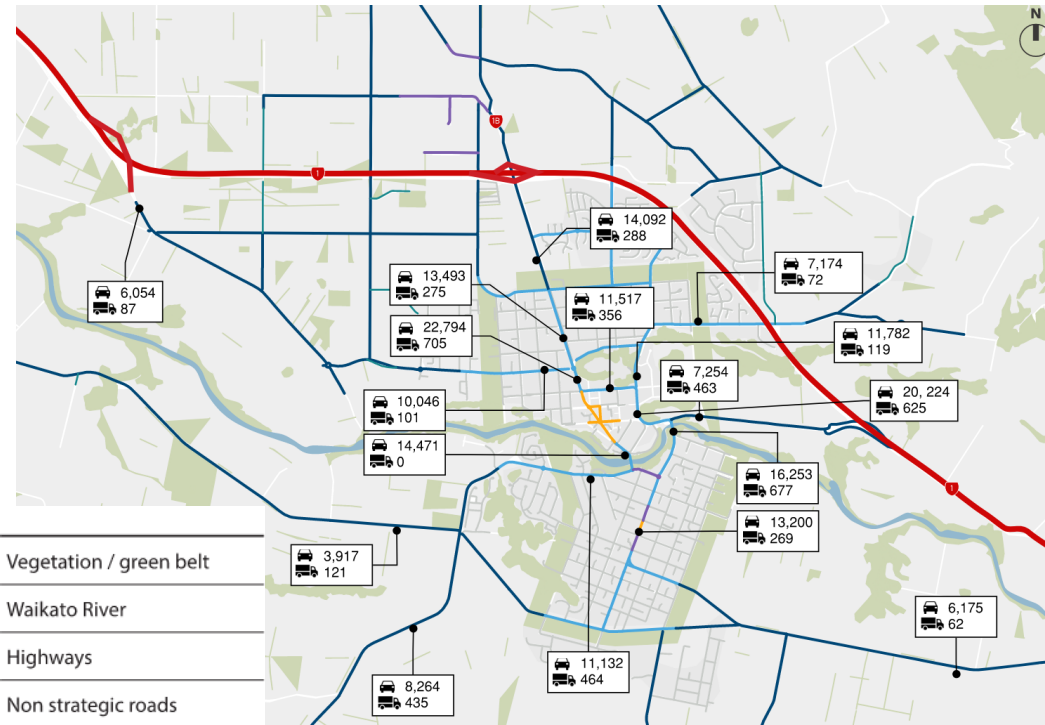
Fergusson Bridge (Shakespeare Street) carries the highest daily freight volumes on the network which is influenced by it being the only central river crossing for freight use.

Other roads with high traffic volumes include

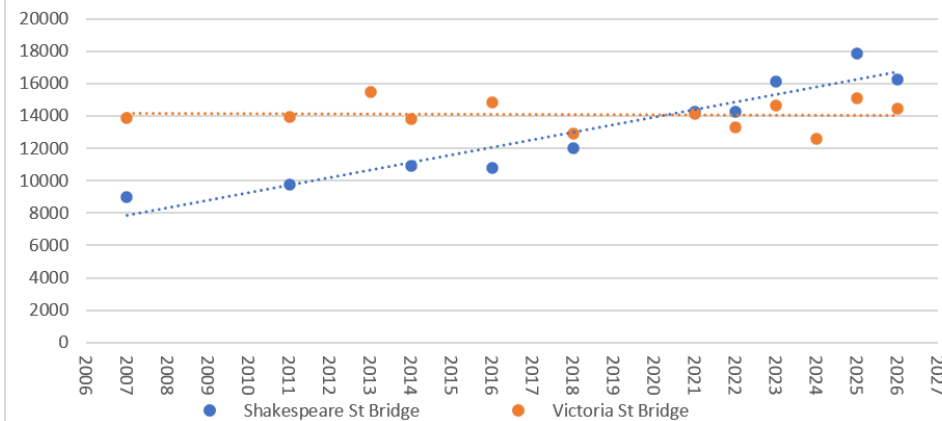
Albert Street (20,224 cars), Fergusson Bridge (Shakespeare Street) (13,200 cars), and Victoria Street north (13,493-14,092 cars). Victoria Street, north of the town centre, provides a key connection to economic opportunities at the Hautapu Industrial Precinct, the SH1 interchange and the town centre.

We have analysed historic traffic count data over the two Waikato River bridges (see graph). This shows that traffic volumes using the Fergusson Bridge have increased by around 4% per annum. Traffic using the Victoria Street bridge has not increased over time – indicating this route is likely to be operating at capacity.

Figure 4: Existing daily car and truck volumes (Waipā DC Traffic Counts between Dec 2025 - Apr 2026).



Daily Traffic Volumes 2007 to 2026



Current Network: Existing Network Roles and Functions

Figure 5 shows the existing ONF classifications of the Cambridge strategic road network.

State Highway 1 is an interregional connector which connects Cambridge to Hamilton and bypasses the majority of the town. As such, this corridor has a high movement and low place making priority.

The 'main street' classification within the Cambridge and Leamington town centres shows the areas where movement and place priority is weighted more toward place making. In these parts of the network we expect lower speeds, more crossing facilities and more amenity around the road.

Cambridge is surrounded by rural land which means most roads connecting rural areas into Cambridge are classified as 'rural connectors'. These roads have high movement and low place priority as there is limited activity along the road side in these areas.

The 'rural connectors' link with 'urban connectors' where surrounding land use is more urban. These roads have a higher place function compared to rural areas. 'Urban connectors' provide efficient movement of people and goods in urban areas.

Several classifications will need to change in the future to reflect future transport demands (due to demographic and population change), land use and

modal priorities, as the current function will not be fit for purpose for the future network (refer to page 16 for changes).

This future network function, described on the following page, will be used to inform the evaluation of transport options. One consideration in the assessment will be how well each option supports or conflicts with these future network functions, alongside the other assessment criteria.

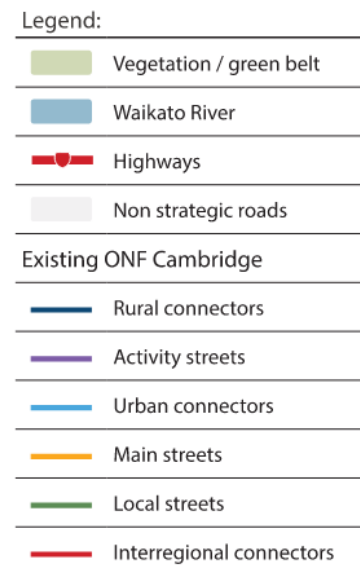
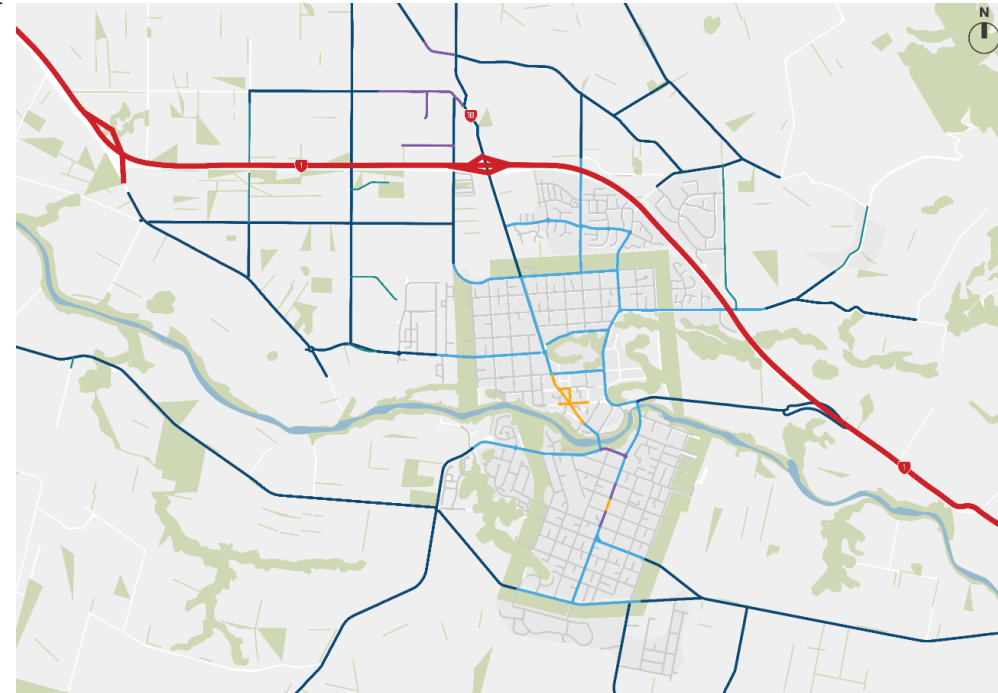


Figure 5: Existing ONF classification of the Cambridge strategic network.



Current Network: Existing Constrained Areas

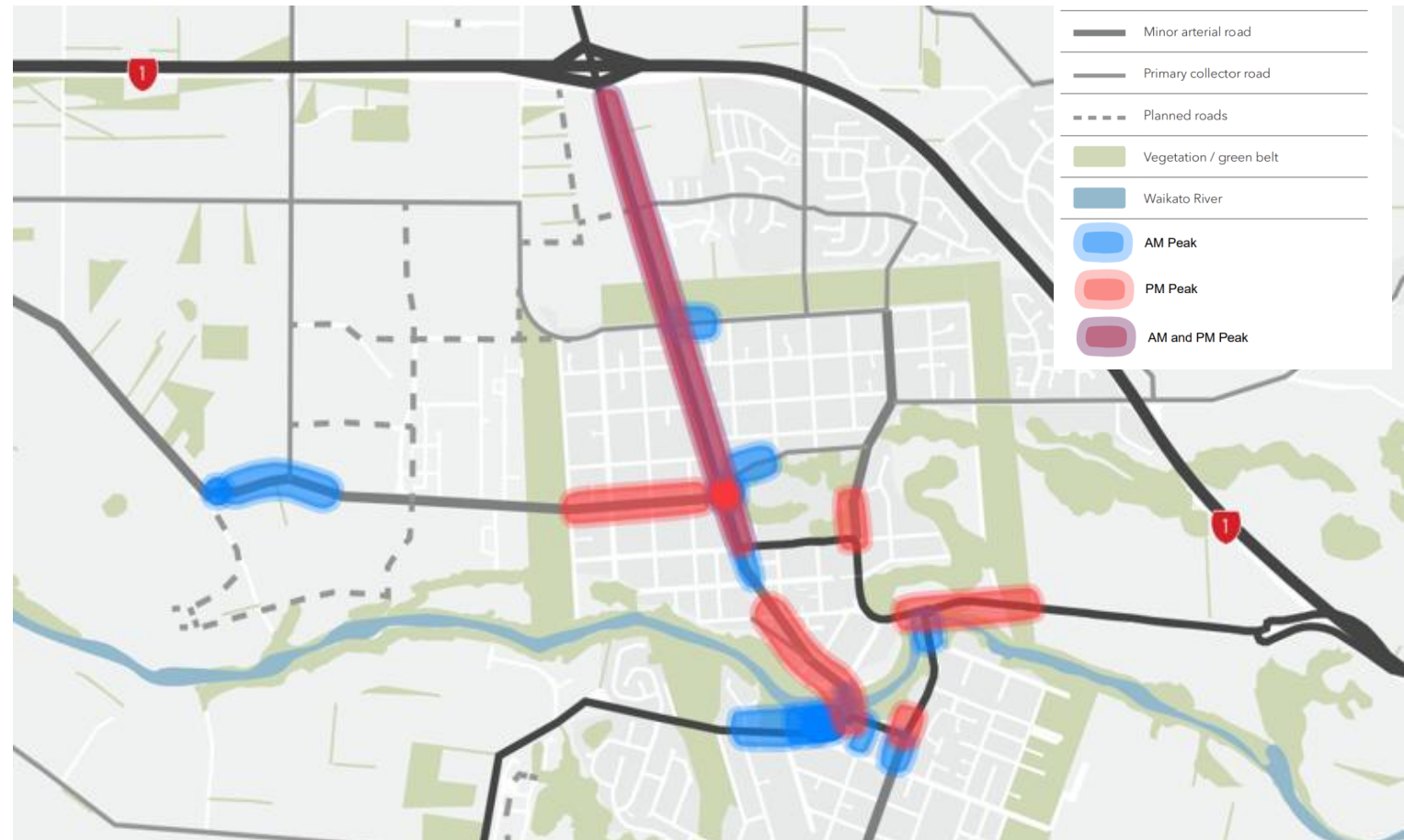
Figure 6 shows the existing areas of the strategic transport network experiencing congestion and constrained levels of service during weekday AM and PM peak periods.

This is based on available travel time and speed data and our experience. Actual conditions will vary over days and times, and some additional local congestion may occur in places not shown.

Constraints are concentrated around key intersections, approaches to the Waikato River crossings and strategic routes through and connecting to the town centre.

These constraints highlight the parts of the network where increasing travel demand may place further pressure on network performance and where targeted improvements and/or changes in travel patterns may be required overtime.

Figure 6: Current network constraints (weekday peak periods morning AM and evening PM)



Current Network: Public Transport Services

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).

Route 20 provides the primary public transport connection between Cambridge and Hamilton, operating every 30 to 60 minutes on weekdays and hourly on weekends and also loops around Cambridge High School in the morning and afternoon school peak travel times. Route 32 has a frequency of once during the AM peak and once again in the PM peak, connecting Hamilton, Cambridge and Tokoroa. Several Intercity services stop in Cambridge and provide connections to various towns and cities in the North Island.

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 the projected ageing population and the ability for public transport to support these users.

The WRC Cambridge 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.

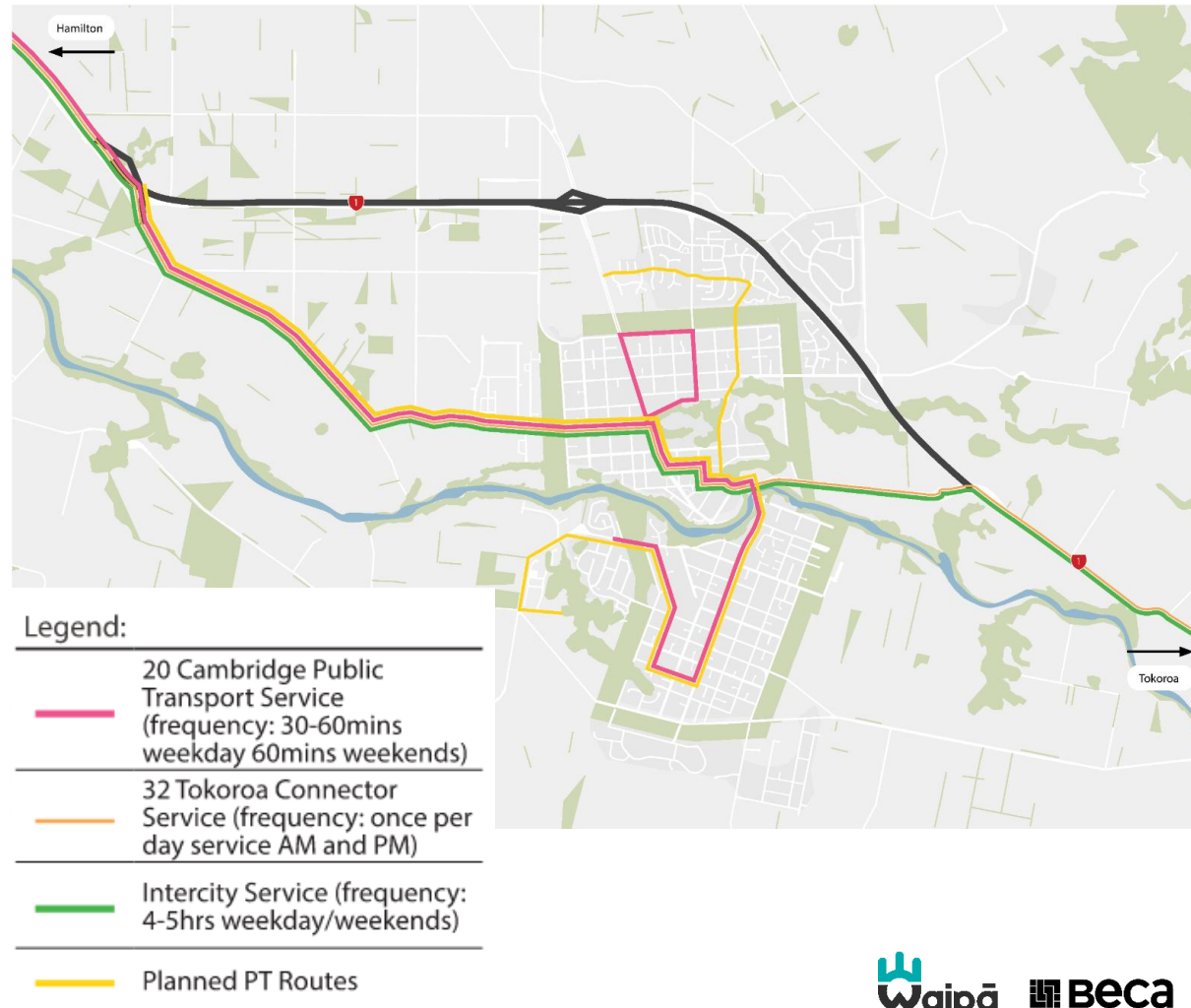
Additional around-town public transport services could improve access to key destinations and provide an alternative to private vehicle trips, supporting congestion relief in areas such as the town centre and Victoria Street. This helps ensure public transport serves a broader range of local trips rather than primarily supporting commuter travel to and from Hamilton. Further supporting initiatives, including an integrated parking management approach, would be needed to support increased use of public transport.

Public transport plays an important role in supporting a well-functioning transport system. As a space-efficient mode, it can move more people using less road space than cars, helping to reduce congestion and improve network efficiency. It also provides a transport

option for people who cannot drive or who have limited mobility.

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Figure 7: Existing and planned public transport services (BusIt, Intercity, and Cambridge Local Service Assessment Technical Report 2).



Current Network: Walking, Cycling & Micromobility

Since 2023, there has been a steady increase in cyclists and pedestrians on Hamilton Road (Figure 8).

The bi-directional cycleway first built in 2023 has been extended and shows that safe, separated, connected and attractive cycleways contribute to higher walking and cycling mode share as they encourage more people to cycle because they feel safe to do so. This improves road network function by shifting some private vehicle use to cycling which in turn reduces traffic volumes and congestion.

The planned strategic cycle and walking network builds on the existing network and connects key 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 St and Williams Street. These routes will not be confirmed until further investigations are completed.

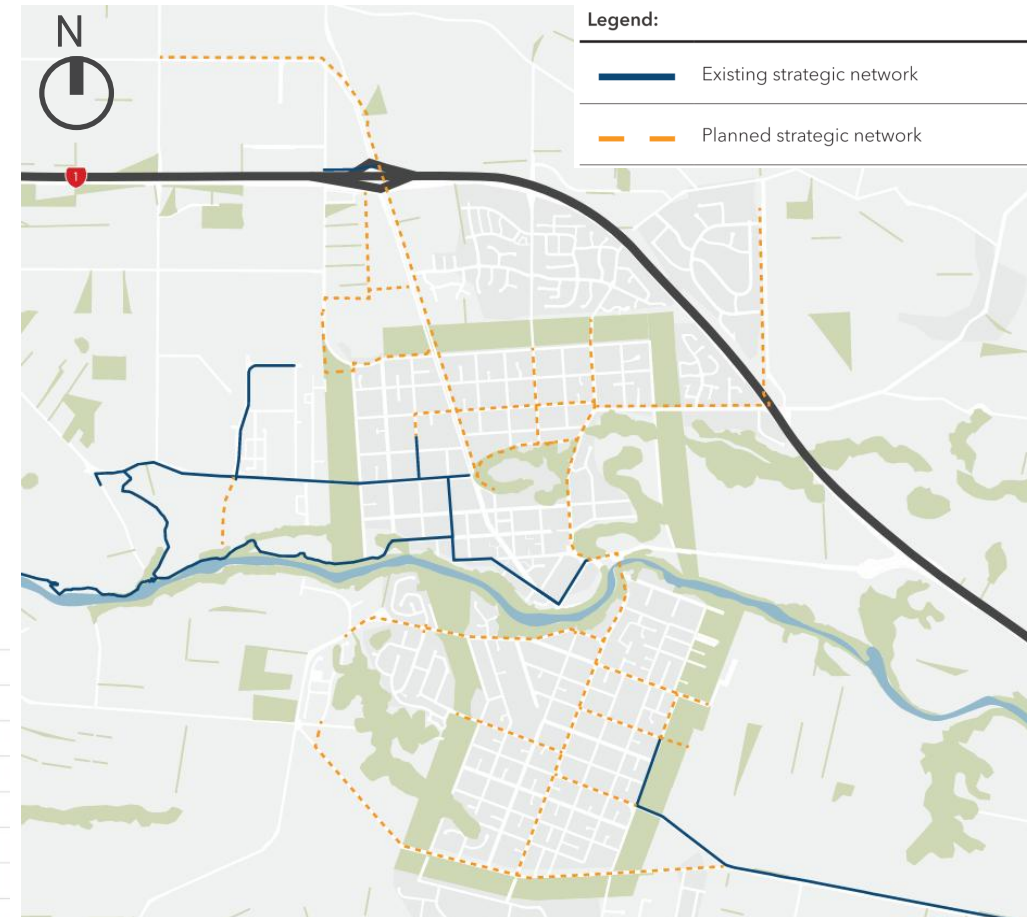
E-bikes can provide a more accessible alternative for less-mobile people to get out and ride. Providing a safe and connected cycle network will support the ageing population in Cambridge to remain healthy and able to access opportunities independently.

Figure 8:
Hamilton
Road annual
cycle count
records (note
the 2026 data
is to end of
June only)



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Figure 9: Existing and planned strategic cycle network (source: Cambridge Urban Mobility Masterplan).



Note: Preferred routes for the planned strategic network will not be confirmed until further future investigations are completed

Future Network: Roles and Functions

The future ONF of the strategic network has been derived through the ONF calculation process and a technical review.

The movement function calculation uses existing and future traffic volumes and future road connections, cycling and public transport routes and freight volumes to identify primary and secondary routes for each mode on the network. This is then scored to calculate an overall movement score (see worked example below).

The place function uses existing and future land use and street amenity / public realm features to calculate an overall place score.

The scores for both movement and place determine the resulting ONF category.

The calculations were sense checked in a workshop with Waipā DC and some adjustments were made.

The ONF provides the starting point for the future network functions. For example, the function of Cook Street was adjusted to remain consistent with the surrounding ONF functions.

The future ONF will inform option assessment and development of the Transport Plan by guiding a 'right traffic on the right roads' approach, which also helps to protect sensitive land uses and vulnerable modes.

The resulting ONF map is shown on the following page.



Table 1: Worked example of calculating future ONF for Fergusson Bridge (Shakespeare Street) from Achilles Avenue to Cook Street.

		Future Movement Significance											Movement Outcome	
Road Corridor	Existing ONF	Existing ADT	Future ADT	GT Rating	Existing HCV	Future HCV*	Freight Rating	PT Route?	PT Rating	Cycle Route?	Cycle Rating	Ped Rating	Score	Rating
Fergusson Bridge (Shakespeare Street)	Urban connector	16,250	25,000	2	677	1,000	2	Y	3	Y	3	4	15	M3

Place Significance		Place Intensity			Place Outcome			
Catchment / Spatial Significance	Land Use	Activity type, Activity Use and Intensity	Amenity and movement interaction	Public Realm	Score	Rating	Future ONF (M3xP3)	Change Y/N
3	4	4	4	3	18	P4	Urban connector	N

Future Network: Roles and Functions (cont.)

Future ONF road classifications differ from the current classifications due to future changes in land use, mode priority routes and predicted traffic volumes.

- Cambridge Road (north)/Hamilton Road, Victoria Road and Tirau Road, are expected to play a more significant regional movement role. They have been reclassified from 'Rural Connector' to 'Interregional Connector'. This highlights the need to provide a higher level of service for increased volumes, including improvements to safety, efficiency and network performance.
- Cambridge Road (north), between Hanlin Road and Hugo Shaw Drive, has been reclassified from 'Rural Connector' to 'Urban Connector'. This reflects planned urban growth, cycling infrastructure and future public transport services. To support its future role. Investment will be required to ensure the corridor functions effectively.
- Cook Street has been reclassified from 'Activity Street' to 'Urban Connector' to align with the surrounding network.
- Through Leamington, Shakespeare Street has been classified as a consistent 'Activity Street'. The existing environment generally aligns with this future function and requires minimal change.
- Queen Street has been classified from 'Urban Connector' to 'Activity Street' due to its proximity to the town centre and surrounding public open space. This represents a shift from a movement-focused corridor to a place-focused environment.

Figure 10: Future ONF Classifications for Strategic Road Network



Future Network: Strategic Movement Corridors

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

Figure 11 identifies these key movement corridors and the collective role they play in supporting the safe and efficient movement of people and freight. To perform this role effectively, these roads need to operate in a way that encourages 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.

Sometimes these trips must pass through or near central areas as there are no appropriate alternative routes. For example, Pope Terrace and Cambridge Road (south) are identified as part of the preferred strategic movement corridors because the alternative route via Shakespeare Street (south) passes through Leamington main street. This area has higher levels of pedestrian activity and is therefore less suitable for accommodating higher volumes of truck movements.

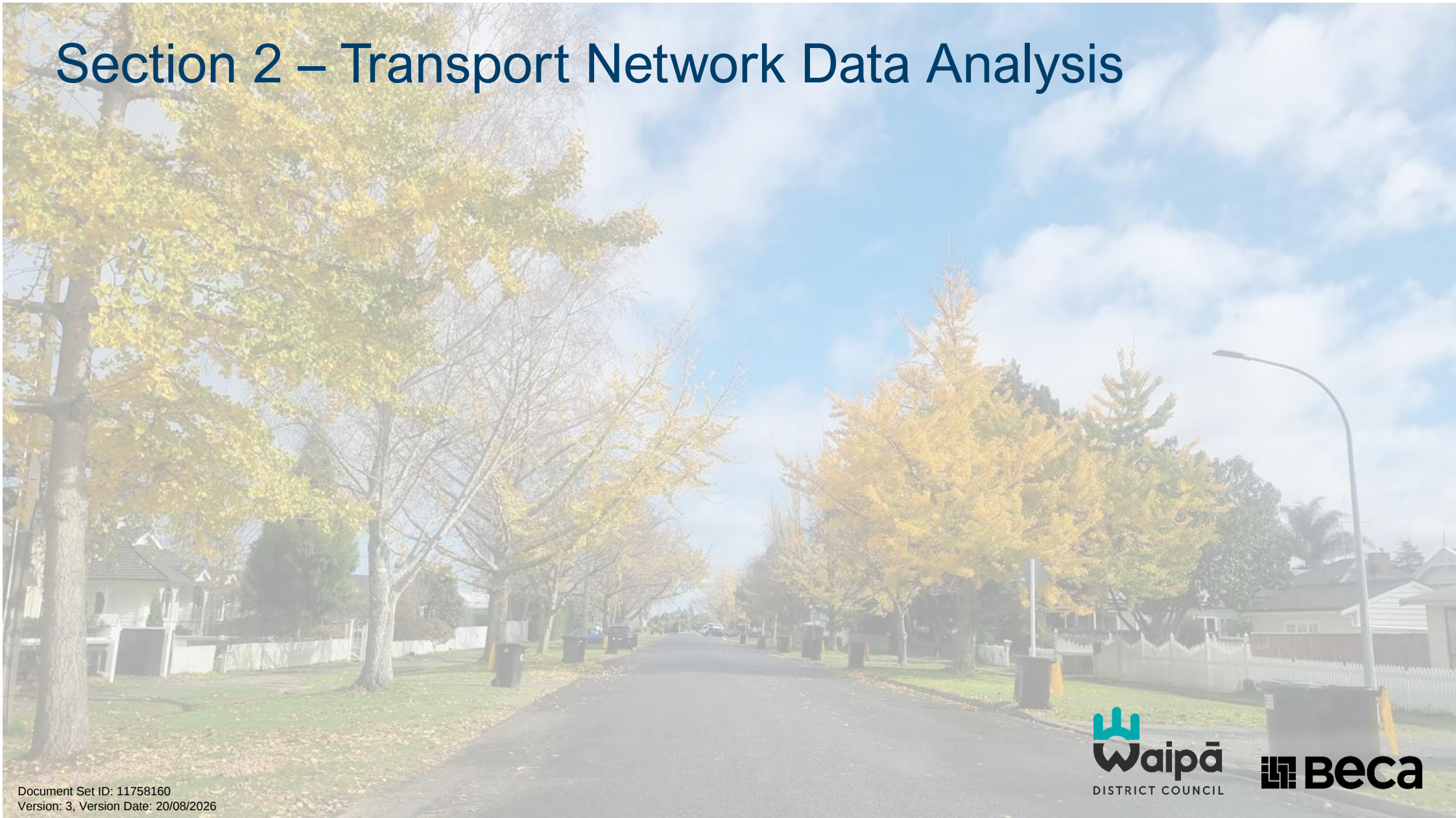
Concentrating the majority of freight and through traffic on appropriately designed roads helps reduce heavy vehicle movements on local streets, supports economic activity, and improves the overall performance of the transport network. This is important to avoid traffic and trucks taking less desirable routes, which may be past sensitive land uses.

The Transport Plan will look to identify the most effective ways to address existing congestion and network performance issues while balancing the movement of people and freight with the needs of adjacent communities and supporting the wider strategic transport network.

Figure 11: Strategic Movement Corridors



Section 2 – Transport Network Data Analysis



Traffic Volume Forecasts

We have used a range of data to understand potential future traffic volumes and network operation.

This includes:

- Historic and current traffic volumes
- Planned urban development in Cambridge and Leamington
- The Waikato Regional Transport Model (WRTM).

The WRTM is a large strategic transport model (Figure 12) which extends from south Auckland to Taupō, Tauranga and the Coromandel. This makes accurately forecasting traffic volumes on selected streets in Cambridge (as shown in red) less reliable than we would ideally use for this work. The 'three stage' WRTM used to inform this study is a traffic (cars and trucks) model only, which cannot predict mode shift to buses or cycling.

The WRTM has therefore been used as one input to the overall assessment, with its known capabilities and limitations taken into account when interpreting results.

Population growth and traffic generation

Table 2 shows historic and forecast population in Cambridge and Leamington. The growth rate equates to around 2% per annum (historic and future).

The total increase in population is approximately 15,000 people over the next 30 years. This would equate to around 5,500 to 6,500 households based on 2.3 – 2.6 people per household. A typical factor of 7 to 8 car trips per household per day would result in around 40,000 to 50,000 additional daily car trips by 2055 (distributed across the network and throughout the day). Factors like more working from home through improving technology, an aging population making fewer trips and mode shift could lower this amount.

On the following page, we examine WRTM outputs to inform the assessment.

Figure 12: WRTM network extent with Cambridge located in red.

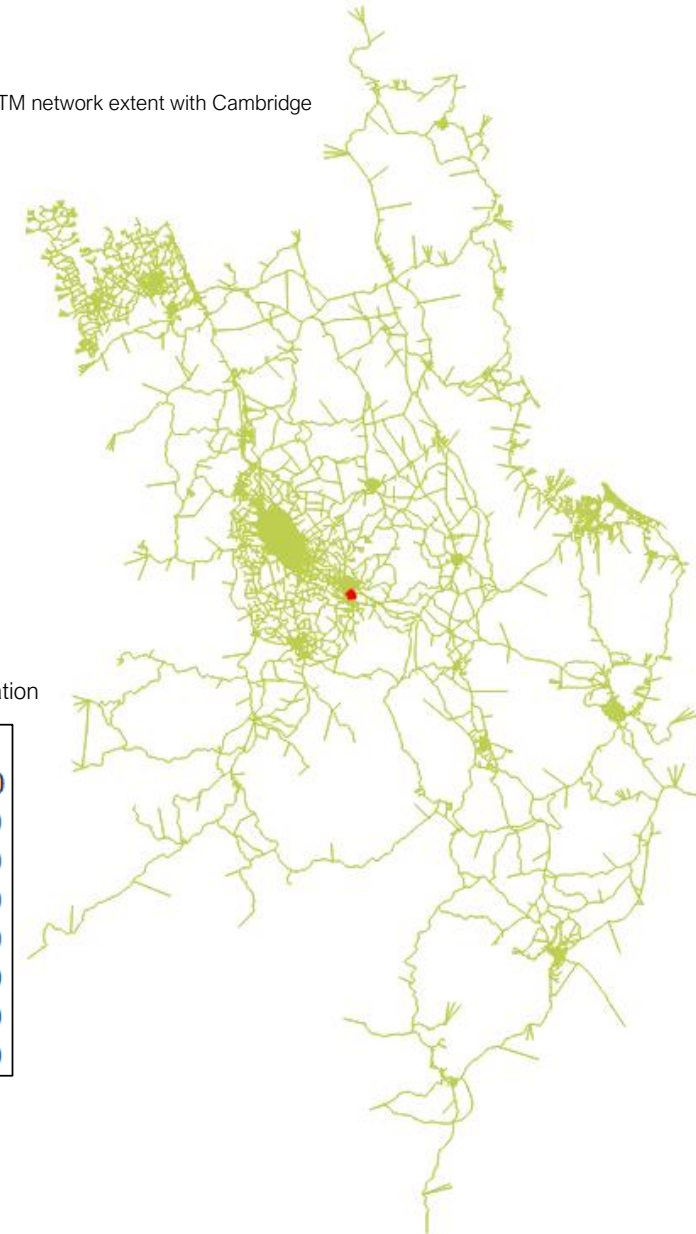


Table 2: Historic and forecast resident population

	Cambridge	Leamington
2005	7070	7,050
2010	8,060	7,560
2015	9,220	8,360
2020	11,260	9,640
2025	12,500	10,240
2035	17,288	11,250
2045	20,806	13,380
2055	22,930	14,540

Estimated Future Traffic Volumes (2055)

As previously stated, WRTM is a large regional strategic traffic model and the accuracy of forecasting traffic volumes at specific locations within Cambridge is not expected to be high.

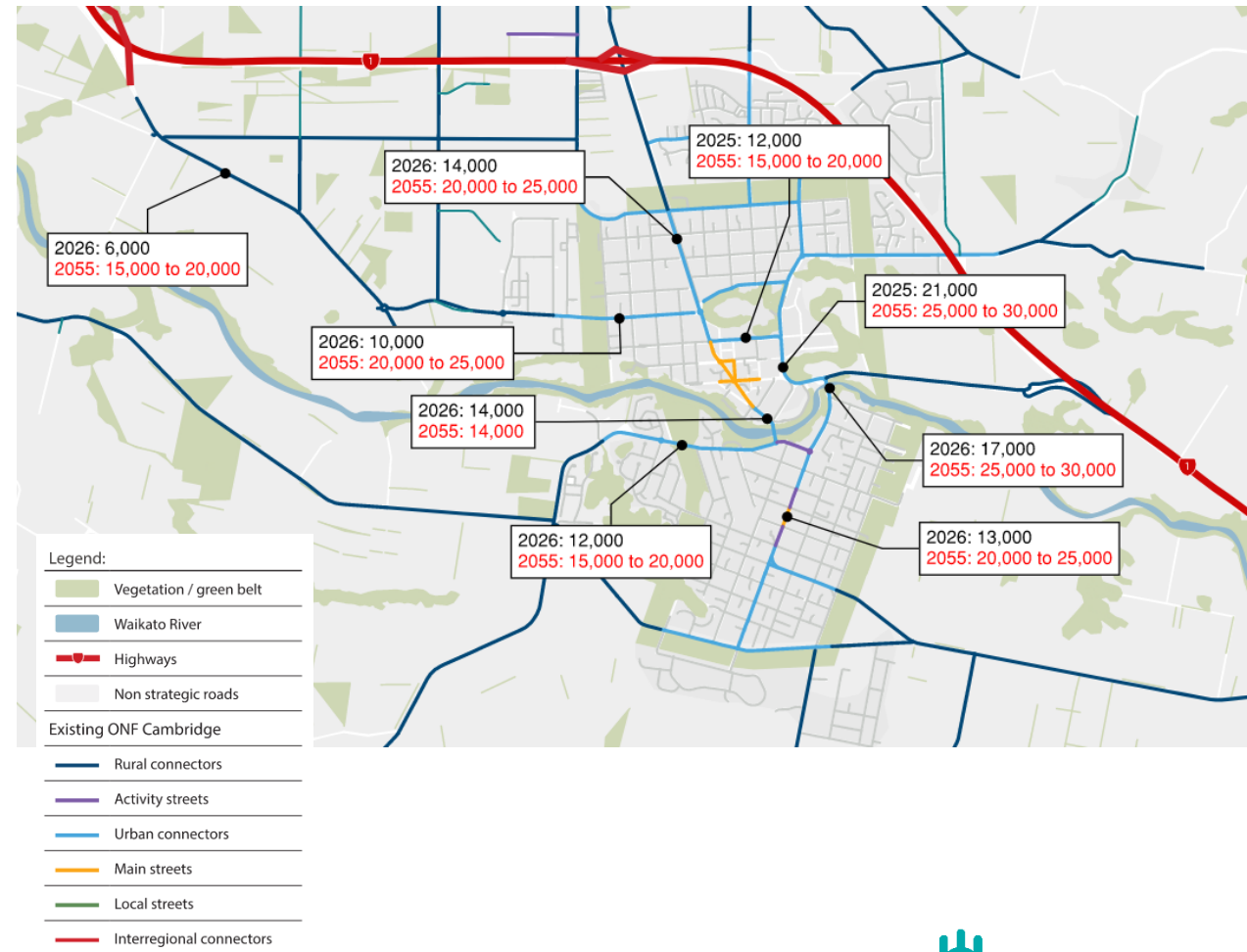
For this analysis we have examined the projected traffic volumes in 2055 from WRTM, the forecast change in traffic volumes between 2018 and 2055 as a proportion of the base, and the forecast change in traffic volumes between 2018 and 2055 as a raw value. We have also applied an assumption that traffic volumes on the Victoria Street bridge will not increase (as this has not increased for the last 20 years indicating this route is at capacity).

From this analysis, the map displays the anticipated range of future traffic volumes within central Cambridge area by 2055. This is an estimate based on WRTM, existing volumes, projected growth and known capacity constraints (it is not a direct output from WRTM).

From this analysis the future river crossing demand is around 40,000 to 45,000 vehicles per day (2055). This analysis indicates that the Fergusson Bridge (Shakespeare Street) will be over capacity before 2055 (and Victoria Street is operating at capacity). The exact timing of river crossing capacity being surpassed will depend on the pace of growth, mode split and future level of trip making. This will be examined in more detail as part of the Transport Plan.

An additional river crossing will enable more traffic to flow into other parts of the network and the downstream impacts of this will need to be examined with suitable mitigation identified through a whole of network approach, rather than only focusing on the additional bridge. Different future bridge corridor options are discussed at a high level in the following pages.

Figure 13: 2055 estimated future traffic volumes (indicative) based on WRTM outputs with baseline count comparisons.



Strategic Intervention Analysis

At the 3 June 2026 Strategic Planning and Policy meeting, Waipā DC agreed to progress investigations of a new river crossing at four locations:

- Additional bridge mid west (our option A)
- Additional bridge in town (our option B)
- Increase capacity of existing bridges (our option C)
- Additional bridge in another location (not specifically modelled)

The current technical work also considered two additional options:

- Additional bridge between our options A&B (our option E)
- Victoria Street bridge (our option F)

Options E & F were not specifically modelled, please see further detail in the Bridge Corridor Options Technical Summary section. In addition, we analysed an option to add north facing ramps on the Waikato Expressway (SH1) at Tirau Road (our option D).

Two options were discounted at the Council meeting on 3 June, and not progressed further, these included:

- Additional bridge east
- Additional bridge far west.

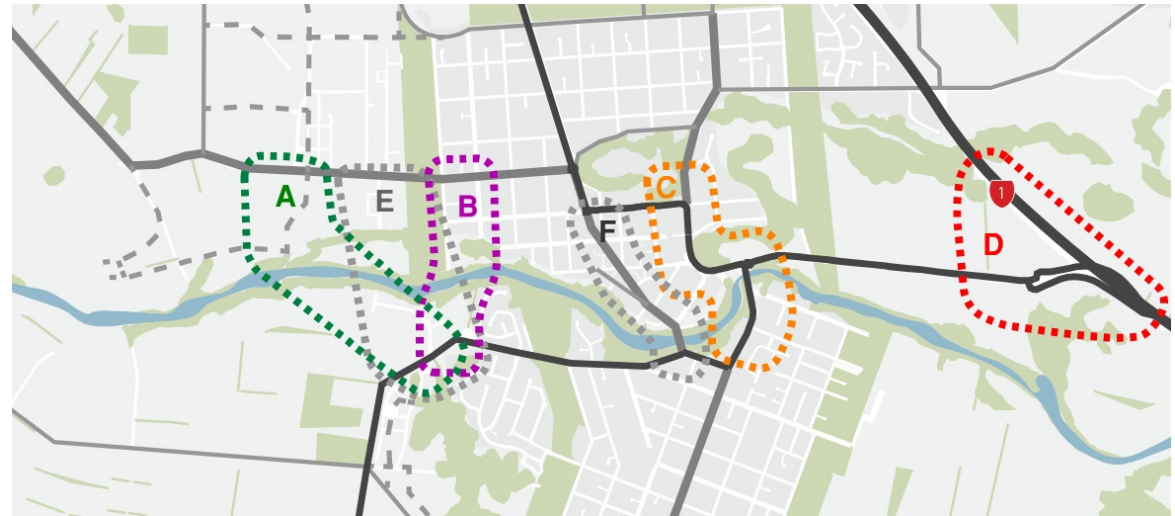
Over the following pages, we describe the high-level analysis of the modelled options with the aim of informing a decision on which option to progress further as part of the Transport Plan development.

This analysis draws on outputs from the WRTM which has been used to compare the options in regard to transport outcomes, in particular Level of Service (a measure of congestion), traffic volumes and travel times/delays.

Note: The 'additional bridge in another location' stated above was considered at a high level in terms of feasible crossing locations and travel demand data. We found that Options A, B, C and E present the most likely crossing scenarios and that other

locations would not be as feasible or beneficial.

Figure 14: Considered and modelled bridge corridor and network options (July 2026)



Options A, B and E are new bridges, Option C increases the capacity of existing bridges and Option D is north facing ramps to and from Tirau Road/SH1. Option F is Victoria Street bridge. The dashed lines show the broad areas the option is considered within. Any connecting roads and/or bridge alignments within these corridors will need to be defined through more detailed evaluation, design, costings etc.

Do Minimum - movement constraints (2055)

The map shows constraints in key areas on the strategic network as indicated by WRTM outputs for the 2055 do minimum scenario (no additional bridge). **This is for comparison purposes only (compared with option findings shown in the following pages).**

'Low' considers the road is within capacity. 'Medium' and 'High' indicates congestion/delays and volumes are exceeding capacity. **This reflects average conditions during weekday evening periods, i.e. it is not the 'peak' conditions.**

The high level of delay at the intersection of Cambridge Road (north), Hooker and Racecourse Road is caused by delay on the adjoining roads (Hooker and Racecourse). Cambridge Road (north) has a low level of delay.

Norfolk Drive intersection with Victoria Street north shows a high level of delay.

The Hamilton Road and Victoria Street (south) intersection is at capacity. Other corridors including Cambridge Road (north), Shakespeare Street Bridge and Thornton Road are near capacity.

The constrained areas are where we expect most congestion would be experienced with the level of delay to road users increasing between the Low, Medium and High bands.

Figure 15: 2055 Do Minimum Constrained areas.



Option A - movement constraints (2055)

The map displays key metrics for Option A – an additional bridge in the Mid-West area.

The additional bridge reduces traffic volumes in the town centre area and increases traffic on Cambridge Road north.

The additional bridge attracts around 30% of the total bridge crossing demand.

When Option A is compared to the Do minimum, Cambridge Road (north) level of delay worsens. This may indicate that some intersection upgrades would be required to support this option.

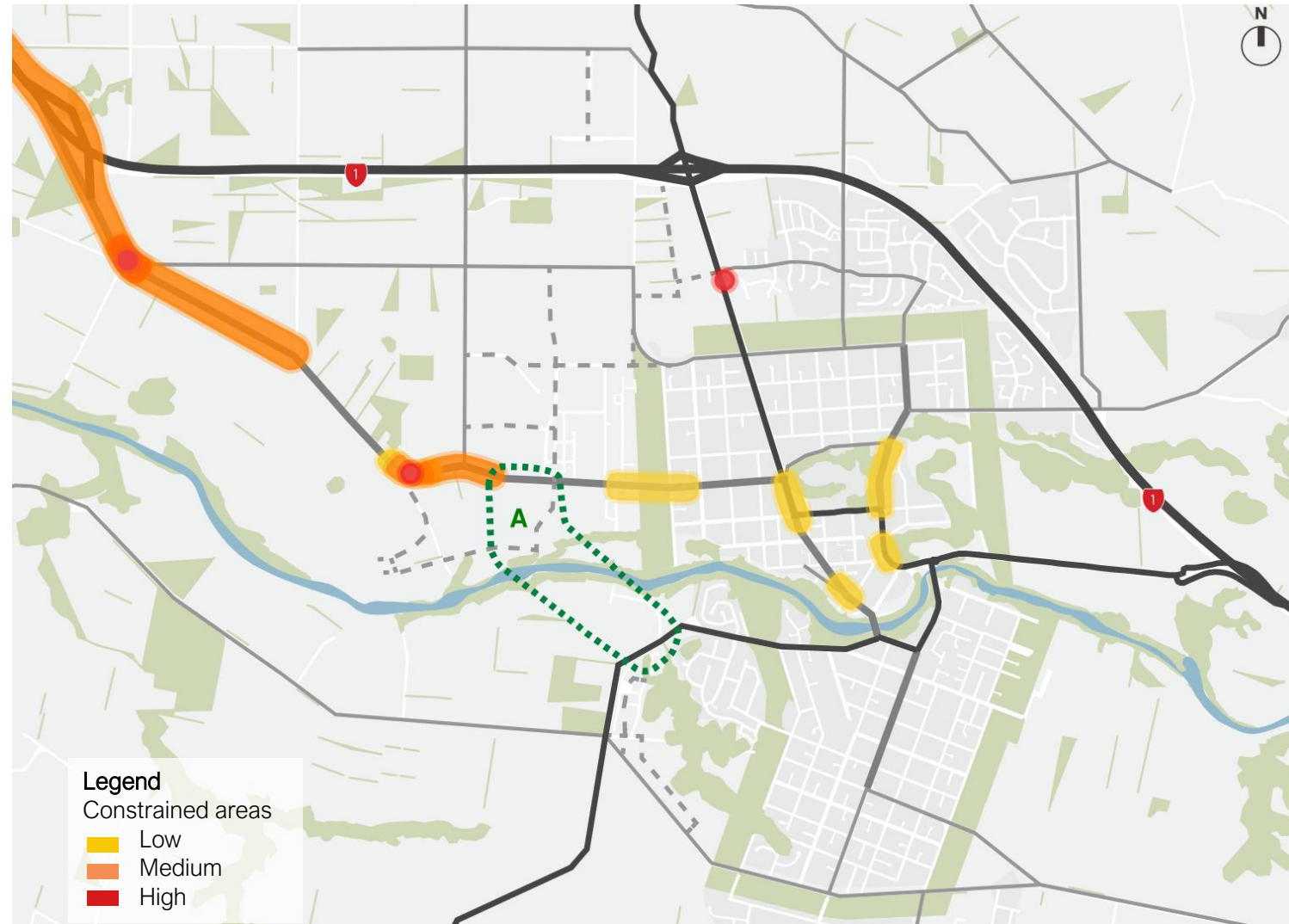
The Cambridge Road north intersections with Hooker, Racecourse, Hanlin and Forrest Road performance worsens with a higher level of delay.

Hamilton Road, Victoria Street and Thornton Road delay improves to low (yellow).

Note:

- 'Low' considers the road is within capacity. 'Medium' and 'High' indicates congestion / delays and volumes are exceeding capacity. This reflects average conditions during weekday morning and evening periods, i.e. it is not the 'peak' conditions.

Figure 16: 2055 Option A Constrained Areas.



Option B - movement constraints (2055)

The map displays key metrics for Option B.

The additional bridge in the In-town area, west of Victoria Street bridge, also releases pressure from the town centre, and increases traffic onto Cambridge Road (north) as consistent with Option A. The pressure on Cambridge Road (north) is extended to the intersection of the additional bridge.

The additional bridge attracts around 40% of the total crossing demand. This is higher than Option A, likely due to the more central location of the crossing.

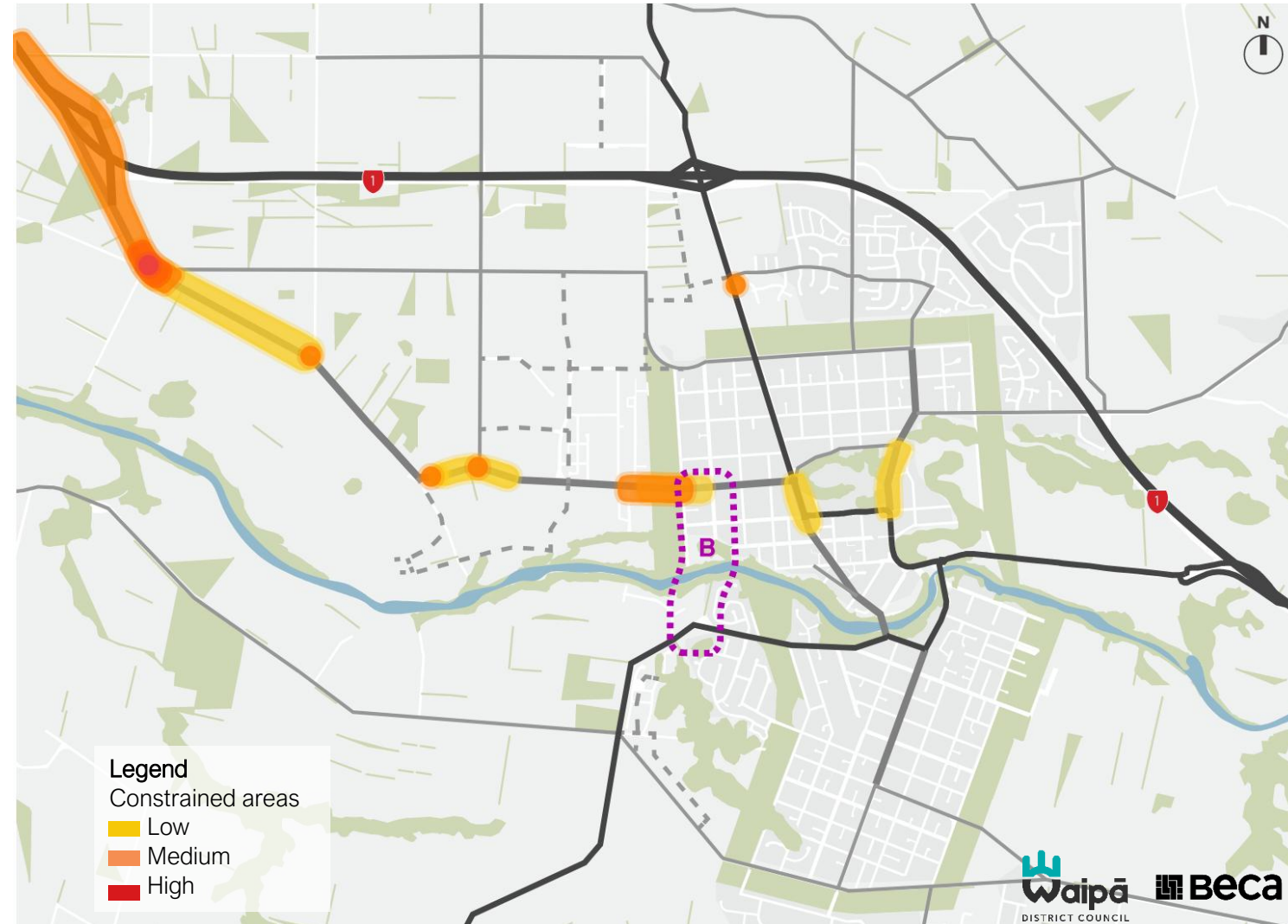
Option B as a network performs slightly better than Option A due to the closer location to the town centre providing a more direct route to Victoria Street and Cambridge Road (north), schools, and destinations within the town centre.

Cambridge Road north's intersections with Hanlin Road and Forrest Road reduces the level of delay when compared to Option A. This means Option B alleviates pressure on Cambridge Road (north) compared to Option A.

Note:

- 'Low' considers the road is within capacity.
- 'Medium' and 'High' indicates congestion / delays and volumes are exceeding capacity. This reflects average conditions during weekday morning and evening periods, i.e. it is not the 'peak' conditions.

Figure 17: 2055 Option B Constrained Areas.



Option C - movement constraints (2055)

The map displays areas of constraint for Option C – increasing capacity of Fergusson Bridge (Shakespeare Street) and relevant corridors including Karāpiro Stream bridge (Achilles Avenue). Increasing capacity could be widening or an alternative such as three lane tidal flow.

Based on the model outputs, increasing capacity on Fergusson Bridge (Shakespeare Street) and the surrounding existing roads does little to alleviate pressure on the town centre and remains similar to the do minimum scenario.

This Option did not significantly change constrained areas on the existing bridges

Achilles Avenue and Albert Street has no delay compared to the do minimum scenario and the intersection with Duke Street performs better as well.

Traffic volumes on Queen Street and Shakespeare Street Bridge increase in Option C due to the increased capacity.

Note:

- 'Low' considers the road is within capacity. 'Medium' and 'High' indicates congestion / delays and volumes are exceeding capacity. This reflects average conditions during weekday morning and evening periods, i.e. it is not the 'peak' conditions.

Figure 18: 2055 Option C Constrained Areas.



Option D - Findings (2055)

Transport modelling of Option D indicates that very few vehicles would use north facing ramps at Tirau Road/SH1.

The model predicts trip distribution based on distance and the speed that vehicles can travel, taking congestion/delays into account at different times of the day. The modelling indicates that even with higher speeds and less congestion on the expressway route (Figure 19) the majority of trips would take Victoria Road rather than use the new ramps at Tirau Road with a longer trip.

Additionally, existing vehicle movement data indicates that around 30% of trips from Leamington in the morning travel north of SH1 i.e. toward Hamilton or Hautapu. This is the potential user base for north facing ramps at Tirau Road, which is quite low.

A high penalty (traffic calming, speed humps etc) would need to be applied on Victoria Road to encourage traffic to use the expressway alternative. Even with this, the number of users is not likely to be significant enough to encourage NZTA to consider adding new on ramps to the expressway.

Generally, motorway on ramps are seen as impacting the movement of vehicles along the expressway, which is the primary purpose of a high movement corridor such as State Highway 1. As motorway ramps are owned by NZTA not Council, any decision to progress planning for ramps in future would need to be made by NZTA.

Note:

- Figure 20 - 'Low' considers the road is within capacity. 'Medium' and 'High' indicates congestion / delays and volumes are exceeding capacity. This reflects average conditions during weekday morning and evening periods, i.e. it is not the 'peak' conditions.

Figure 19: Distance and speed limit comparison for Option D



Figure 20: Option D shows no difference in the locations of constraint compared with the do minimum



Other Metrics

Other metrics from the analysis include network-wide travel times and speeds. Lower travel times indicate less congestion /delay on the network as a whole. The graphs here present the findings for the do minimum, Option A, Option B, Option C and Option D.

Both Options A and B reduce travel times and increase network speeds compared to the Do Minimum. Option C and D do not predict significant benefits.

Options A and B are very close in terms of these metrics.

Buses, Walking and Cycling

The prior analysis is focused on traffic movements and this is influenced by the WRTM as mentioned previously. It is important to note benefits for other modes which assumes any new bridge will accommodate buses and have suitable walking and cycling facilities.

From a transport perspective and at a high level, a crossing more central to town, Option B, is likely to be more suited to providing for movement of buses, cycles and pedestrians than Option A. Option C does not improve options for bus routing, or improve accessibility for walking and cycling.

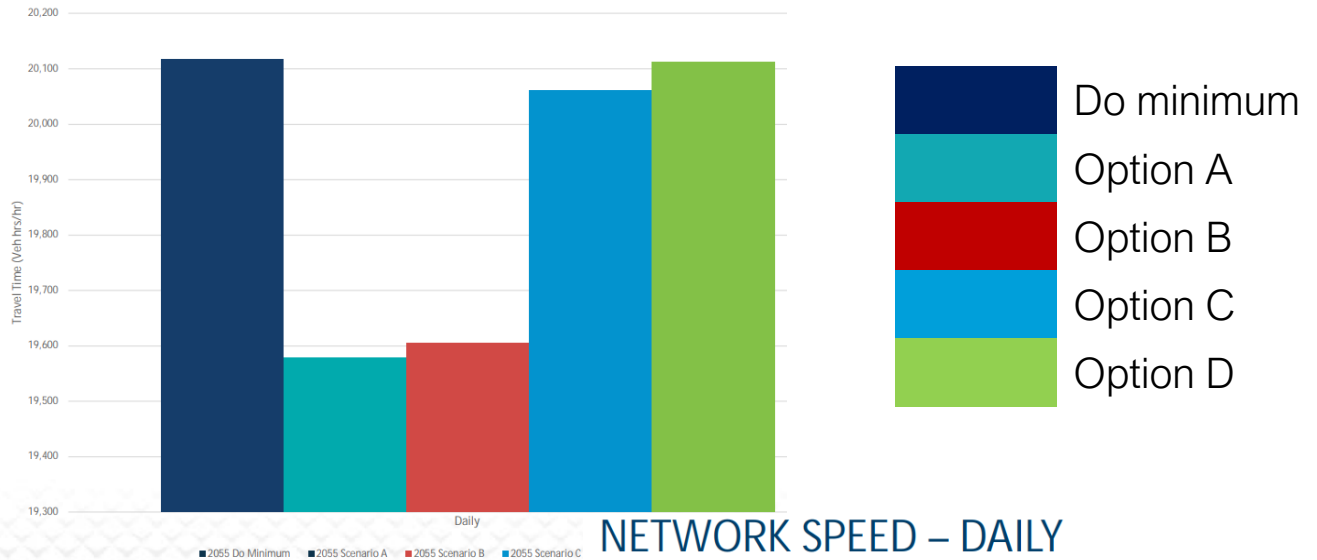
Conclusions from the network operation analysis

The high-level network analysis undertaken for this review stage indicates that traffic volumes will continue to increase as planned urban growth in Cambridge eventuates. An additional bridge will help to reduce congestion/delay and distribute traffic across the network. A bridge in the area of Option A or B appears to have similar benefits/impacts in regard to transport outcomes. Option B may be slightly better in terms of multimodal transport options.

The Transport Plan will take this further in terms of defining the corridor location and evaluating the benefits/ costs and consenting risks etc in more detail.

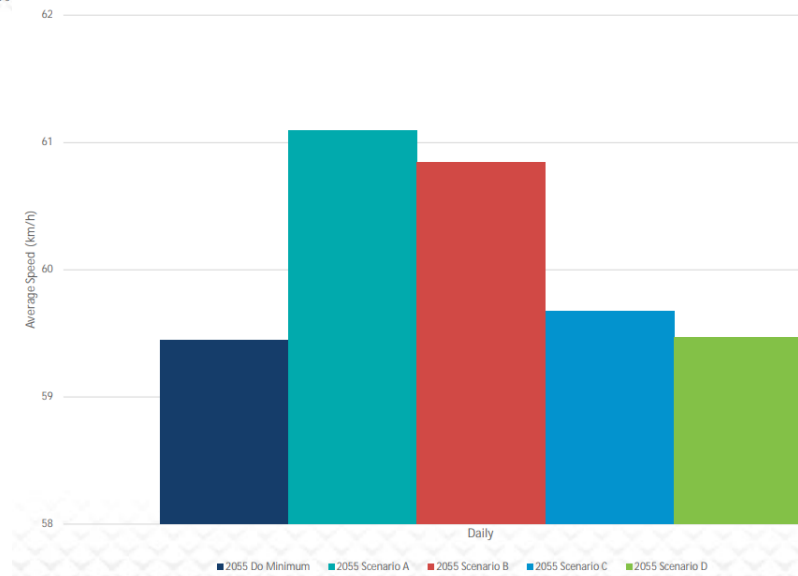
Figure 21: Network Statistics

NETWORK TRAVEL TIME – DAILY



Network-wide change		
Option	Travel time	Speed
A	-2.7%	+2.80%
B	-2.5%	+2.3%
C	-0.3%	+0.4%
D	No change	No change

NETWORK SPEED – DAILY



Section 3: Bridge Corridor Options Technical Summary



Future Bridge Corridors - Assessment

Corridor Assessment

- Five potential bridge corridors were considered with three selected for further assessment through transport modelling.
- North facing ramps at Tirau Road connecting to SH1 were also identified for transport modelling due to possible associated impacts and to provide consistent information across options (this is Option D on other maps).
- These 'bridge corridors' identify the general vicinity within which a future bridge, or upgrade to an existing bridge, could potentially occur.
- The assessment focuses on the broad corridors rather than a specific road alignment, recognising that wider network impacts would be broadly comparable for different connections within the same corridor.

Phase 1 Modelling

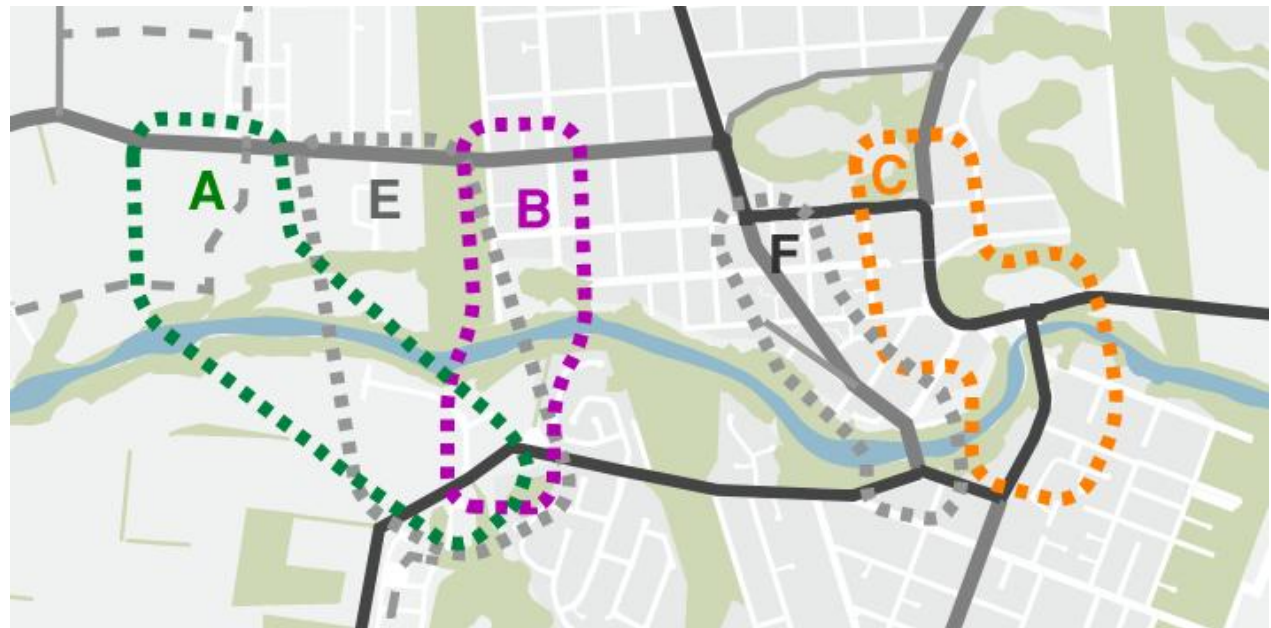
- Transport modelling requires identification of specific road connections, to test potential options and understand wider network performance and impacts.
- **The road connections selected were for transport modelling purposes only and do not represent preferred or proposed future routes.**
- The modelling provides an indication of the potential network effects within each corridor, rather than determining a specific future alignment.
- Any future bridge corridor would be subject to further investigation, consultation, planning, environmental assessment, funding decisions, and statutory approvals before any decisions are made.

Figure 22: Bridge Corridor Options
Modelled (July 2026)

- A. Future Mid-West
- B. Future In-Town
- C. Additional Capacity at Fergusson Bridge (Shakespeare St) and Karāpiro Stream Bridge (Achilles Avenue)

Considered but not modelled

- E. Future corridor (in between options A&B)
- F. Victoria Street Bridge



Bridge Corridor Options A,B&C – High-level overview

The below provides a high-level summary of the potential advantages and disadvantages, associated with each corridor option.

Option	Advantages	Disadvantages
Option A Additional bridge Mid-west corridor	- Connects to existing and planned future growth areas. - Limited impact on established residential neighbourhoods. - Provides an alternative for heavy vehicles accessing Hautapu and SH1, reducing the need to travel through the town centre. - Opportunity to support future urban expansion and connectivity. - Improves network resilience. - Will reduce through traffic travelling via the town centre. - Greater opportunity to integrate with future transport corridors, bus and cycling, walking and micromobility.	- Significant investment required (as per MCA). - Requires significant new transport connections and supporting infrastructure. - Provides less direct access to the town centre and key destinations with some trips needing to travel back into the town centre. - The benefits of this investment are strongly linked to the timing and extent of future growth in the western area. - Possible impacts on new development underway in this area.
Option B Additional bridge In-town corridor	- Closer connection to the town centre (than Option A), providing access to existing shopping, businesses, schools and community facilities. <i>This advantage is based on current destinations; noting new destinations may emerge in other areas over the 30-year planning period, which could change travel patterns and demand.</i> - Provides greater opportunities to support public transport connections, as well as some benefits for cycling, walking and micromobility. - Potential to improve accessibility to existing destinations. - Could connect to existing roads, potentially reducing the need for new local connections. - Improves network resilience.	- Significant investment required (as per MCA). - Requires significant new transport connections and supporting infrastructure. - Major impact on existing residential areas. - Impacts on existing network improvements that have been implemented to support a local street function, rather than a higher movement and throughput function. - Historic buildings and constrained corridors may limit upgrades. - Greater construction disruption within the town.
Option C Additional capacity Fergusson Bridge (Shakespeare St) and Karāpiro Stream Bridge (Achilles Avenue)	- Builds on an existing transport corridor. - Supports the strategic movement function of the existing roads, including increased throughput and accommodating through traffic and heavy vehicles. - Probable lower indicative capital cost than a new bridge. - Increases crossing capacity in the same location without creating a new river crossing. - May minimise environmental effects compared with a new bridge. - Supports staged implementation over time.	- Significant investment required (as per MCA). - Continues to concentrate traffic on the existing corridor. - Requires significant upgrades to connecting intersections and roads including Karāpiro Stream Bridge (Achilles Avenue). - Potential impacts on adjacent properties and businesses during construction. - Limited ability to improve broader network connectivity and redistribute travel demand. - Limited opportunity to improve walking, cycling and micromobility (noting steep gradient with Queen Street).

Bridge Corridor Options D,E&F – High-level overview

The below provides a high-level summary of the potential advantages and disadvantages, associated with each corridor option.

Option	Advantages	Disadvantages
Option E Additional bridge corridor between Options A&B	- Balances access to growth areas and the town centre. - May distribute traffic more evenly across the network. - Potential to reduce impacts compared with an in-town bridge. - Improves network resilience.	- Significant investment required (as per MCA). - Requires significant new transport connections and supporting infrastructure. - Major impact on existing residential areas if located within the town centre fringe. - Could impact areas of natural springs and restoration, depending on the final alignment, i.e., Te Puna Marama – Moon Spring & Resthaven. - Could impact existing network improvements that have been implemented to support a local street function, rather than a higher movement and throughput function.
Option F Victoria Street Bridge change of function Change of function could <u>only</u> occur alongside additional capacity i.e. new bridge or expansion of other existing. <u>Option could include:</u> - Decrease capacity - Possible one way system or tidal flow - Prioritise people movement over vehicles.	- Supports Victoria Street's future role within the town centre as a priority place function. - Reduces through-traffic within the Cambridge town centre. - Creates opportunities to improve walking, cycling and micromobility. - Improves safety through reduction in traffic and people conflicts. - Enhance the vibrancy of the town centre due to less through traffic and transport emissions. - Can be implemented incrementally and adjusted over time.	- May increase traffic on alternative routes and bridge crossings. - Could increase travel times for some vehicle trips. - May affect some access for businesses, residents and freight. - Requires complementary network improvements to operate effectively. - May face community and stakeholder opposition due to changes in access and travel patterns.
Option D Tirau Road - north facing ramps to SH1 (Not bridge corridor option but significant network option also assessed)	- Improves access to/from SH1 for northbound traffic travelling to Hamilton and Auckland. - Could improve network resilience by providing an additional access point to SH1 during incidents or closures elsewhere. - Could improve freight and regional connectivity for some trips.	- Transport modelling indicates relatively low forecast traffic demand, suggesting limited utilisation, although actual future demand may be slightly higher. - High capital cost relative to the number of users and transport benefits achieved. - Limited reduction in traffic on existing local roads or river crossings.

Future Bridge Corridor - Technical scope

A technical assessment is planned to support decisions on the designation for a future bridge corridor to inform the 2027–2037 Long Term Plan.

Scope

Develop a high-level implementation plan for protecting a preferred future bridge corridor, including:

- the statutory pathway required to secure a designation;
- a high-level outline of the technical investigations and approvals required;
- preliminary on-site investigations to inform the preparation of the implementation plan and identify key site constraints, opportunities and risks;
- indicative property acquisition requirements and the indicative scale of acquisition, including high level costs and risks;
- the wider transport network impacts, including what improvements may be required upstream and downstream of the bridge, and the indicative scale of investment and delivery;
- a high-level programme, risks and key decision points; and
- an indicative three-year budget to inform the 2027–2037 Long Term Plan.



Section 4: Network Wide Option Assessment



Transport Option Assessment

Waipā DC carried out community engagement in January to March 2026 to develop a long list of potential transport improvements. This themed long list was approved at the Strategic Planning and Policy Committee meeting in April 2026.

Prior to this Network Review, the Waipā DC team undertook a multi-criteria assessment (MCA) of the themed long list to identify options that best support the overall project outcomes and should be further considered as part of the future Transport Plan.

The MCA criteria is aligned with NZTA guidance and includes:

- **Investment objectives** – reliability, accessibility, resilience, safety and impact on surrounding communities and the environment.
- **Cost and value for money** – approximate capital cost and flexibility/adaptability to change,
- **Feasibility** – technical, consenting and safety,
- **Impacts** – social and cultural impacts and environmental sustainability.

The transport options were assessed against the agreed criteria and scored based on their potential impact, ranging from significant positive impact to significant adverse impact or risk.

Fifteen options were 'parked' and not progressed at this stage because they did not demonstrate strong alignment with the project objectives or assessment

criteria, were out of scope, or considered to not be feasible.

The progressed transport options fit into the following strategic approaches, which align with NZTA's intervention hierarchy:

- Integrated planning
- Demand management
- Best use of existing network
- New infrastructure.

Examples of some of the major projects included in the themed long list include:

- Route protection – additional bridge corridor
- Improve Victoria Road corridor to Hautapu
- Intersection improvements i.e., Victoria Street / Taylor Street
- Extend / improve walking and cycling paths and crossings
- Make bus use more accessible and efficient

(These are examples only. The long list includes a range of transport options, including smaller-scale and non-infrastructure interventions).

The transport options have not been assessed in terms of whole-of-system impacts (such as downstream network effects). These impacts will be considered further through the Transport Plan.



Transport Option Assessment – MCA criteria

Two new checks (MCA criteria) were added to the Cambridge Connections transport planning multi-criteria assessment framework at the 5 August 2026 Strategic Planning and Policy meeting. These checks are now included in the MCA evaluation.

The new checks make sure each transport activity fits the road's future use (Function and Role) and matches Cambridge's wider transport plans and ensures the right changes happen on the right roads.

These checks are just one part of the planning process. They do not decide what gets built.

Existing Criteria for Themed Long List MCA

Investment objectives					Cost and value for money		Feasibility			Impacts	
To provide reliable freight and transport routes	To make it easy to access key economic and social destinations	To improve the resilience of the transport system	To provide a safe transport system	To reduce the transport system's impacts on surrounding communities and the environment	Capital cost	Flexibility and adaptability to change	Technical	Consenting	Safety	Social and cultural impacts	Environmental sustainability

Additional Criteria to Inform Evaluation of Transport Options (as agreed at 5 August 2026 SP&P)

Future Network Function and Role	
Support or conflict with the future network function	Support or conflict with the future network role

The refined MCA including the scoring of interventions against the agreed criteria is provided as an Appendix to this report. The progressed activities will be evaluated further in the Transport Plan.

Technical Appendices

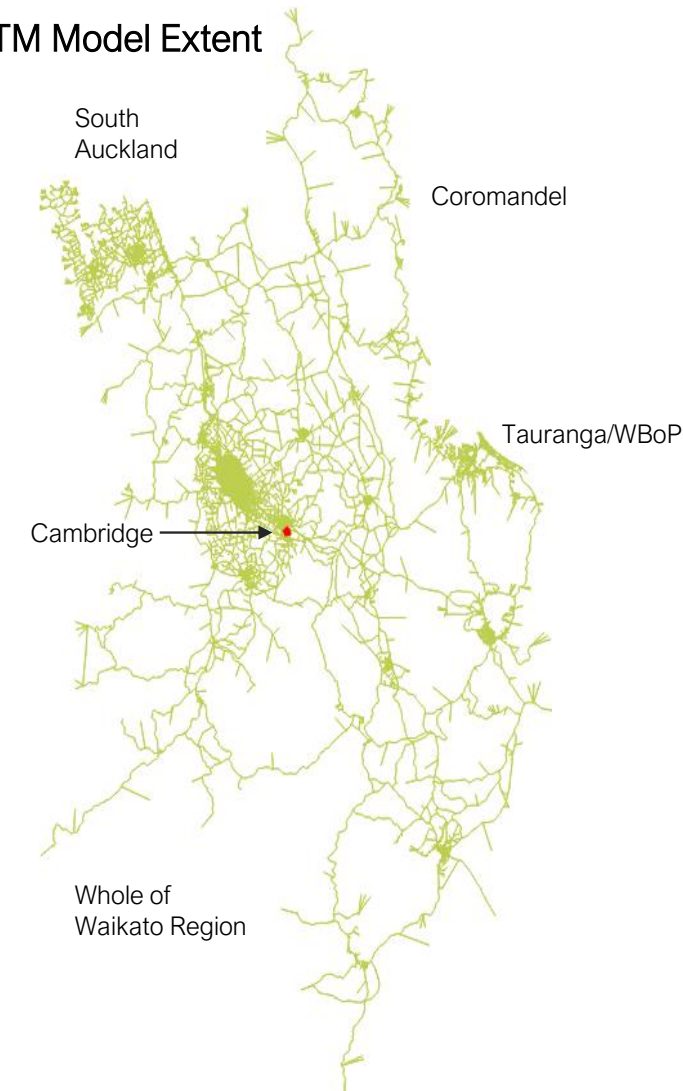


Appendix A: Modelling Outputs

Notes to the modelling outputs and technical slides

- **WRTM is a 'pan-regional' model that covers the Waikato region and parts of neighbouring regions.** It is a 3 Stage Model designed to assess long-term road network performance. WRTM does not assess public transport, walking or cycling network options or their impacts.
- **Indicative road connections only**
Transport modelling requires specific road connections to be identified so that potential network options can be tested and their wider transport effects understood. The road connections used in the modelling were developed solely for modelling purposes and do not represent preferred or proposed future routes.
- **Future bridge corridor not determined**
The modelling does not determine the location of any future river crossing. Any future bridge location would be subject to further investigation, community and stakeholder consultation, planning, environmental assessment, funding decisions, and statutory approvals before any decisions are made.
- **Future traffic volumes**
The forecast traffic volumes presented in the modelling reflect the assumptions and inputs of the regional transport model and should not be interpreted as precise predictions of future traffic volumes on individual roads. Some future traffic volumes are likely to be conservative and may underestimate actual demand. The modelling has therefore been used primarily to compare the relative performance of different network options and understand broad travel patterns, rather than to predict exact future traffic volumes. This is also relevant for the modelled levels of service which are likely to show better than the levels of service that may occur in practice, with actual future network performance potentially being worse than indicated.
- **One input into decision making**
Transport modelling is one of several inputs informing the Strategic Transport Network Review. Modelling outputs are considered alongside other technical information, including traffic counts, travel time data, freight movements, safety, urban growth and land use planning, social and environmental considerations, affordability, and community feedback.
- **Long-term strategic assessment**
The modelling represents a long-term planning scenario (to 2055) and is intended to assess the strategic performance of the transport network under future growth. It is not intended to predict year-by-year changes in travel demand or identify the timing of future infrastructure investment.

WRTM Model Extent



Volume Maps – Option A (2055)

These maps show relative traffic volumes using the thickness of the blue lines. Thicker lines indicate roads carrying higher traffic volumes than thinner lines. The red circle highlights the roading connection used within WRTM for modelling purposes only and do not represent preferred or proposed future routes.

The maps are intended for comparison purposes only.

They show how traffic volumes change between the options as vehicles are rerouted when the strategic interventions are applied.

This diagram shows that Option A attracts some traffic onto the additional bridge, although less than Option B, as shown on the following page. The additional traffic using the bridge also increases traffic volumes on Cambridge Road (north) and Hamilton Road.

The road alignments shown are for modelling purposes only. A connection to the bridge is required in the model to assess how traffic would move through the network; however, the actual road corridor alignment for the options has not yet been determined.

Figure 23: Traffic volume plots from WRTM Option A



Volume Maps – Option B (2055)

These maps show relative traffic volumes using the thickness of the blue lines. Thicker lines indicate roads carrying higher traffic volumes than thinner lines. The red circle highlights the roading connection used within WRTM for modelling purposes only and do not represent preferred or proposed future routes.

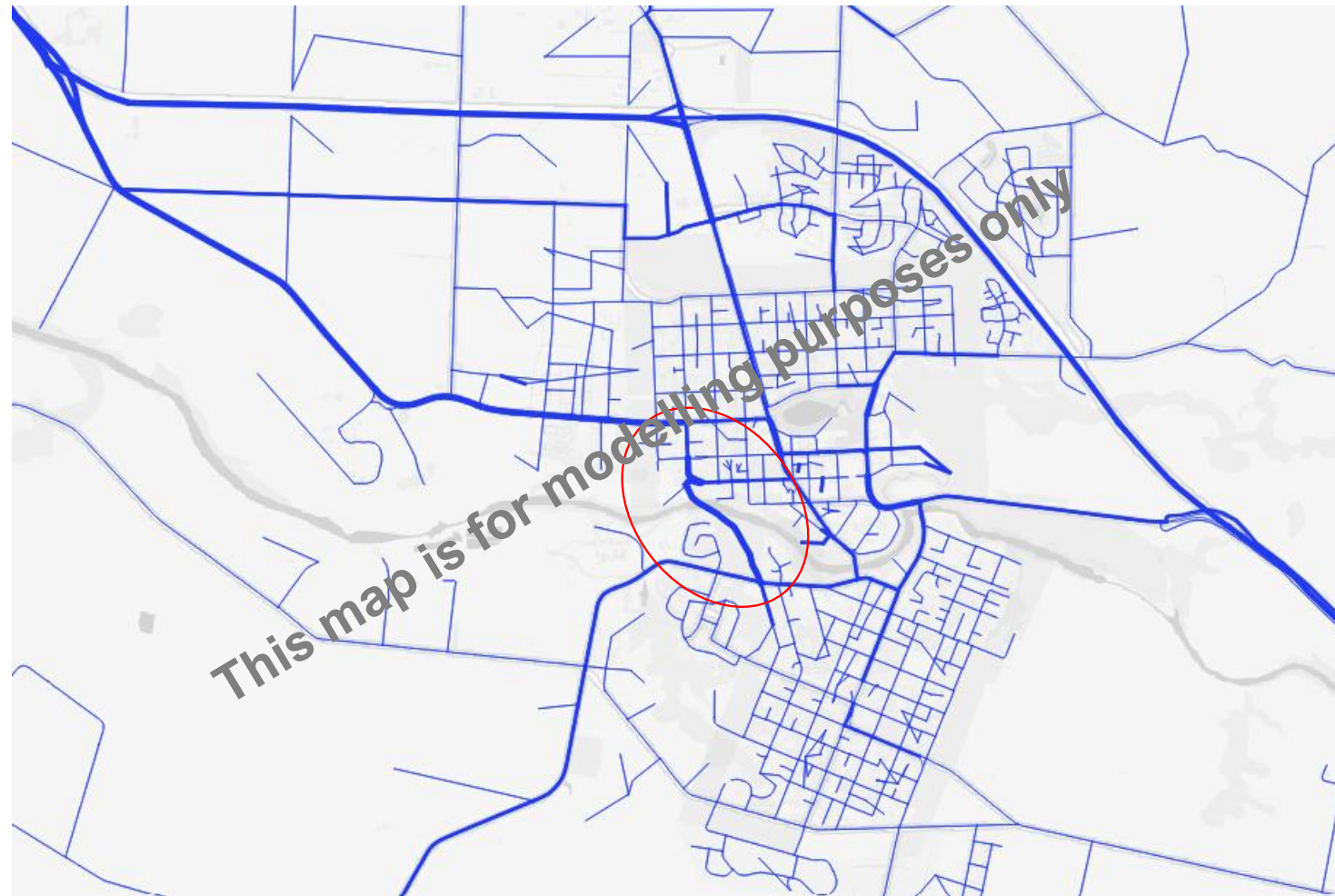
The maps are intended for comparison purposes only.

They show how traffic volumes change between the options as vehicles are rerouted when the strategic interventions are applied.

This diagram shows that the bridge in Option B attracts some traffic, with this traffic then flowing onto Cambridge Road (north) and Hamilton Road.

The road alignments shown are for modelling purposes only. A connection to the bridge is required in the model to assess how traffic would move through the network; however, the actual road corridor alignment for the options has not yet been determined.

Figure 24: Traffic volume plots from WRTM Option B



Volume Maps – Option C (2055)

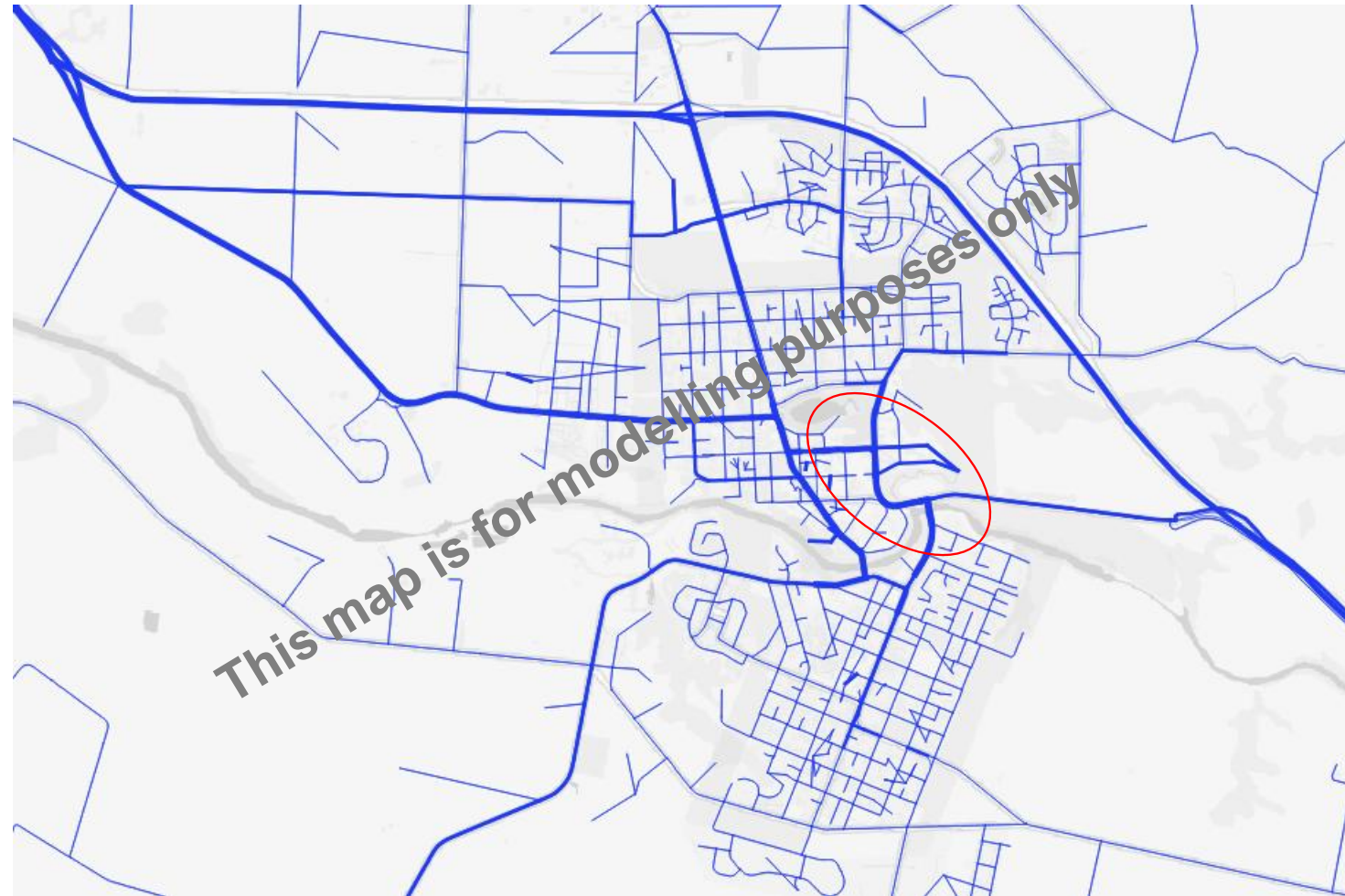
These maps show relative traffic volumes using the thickness of the blue lines. Thicker lines indicate roads carrying higher traffic volumes than thinner lines. The red circle highlights the existing roading connection used within WRTM for modelling purposes only.

The maps are intended for comparison purposes only.

They show how traffic volumes change between the options as vehicles are rerouted when the strategic interventions are applied.

This diagram shows that the bridge in Option C leads to higher traffic volumes on the Fergusson Bridge (Shakespeare Street), Archilles Avenue / Albert Street.

Figure 25: Traffic volume plots from WRTM Option C



Volume Maps – Option D (2055)

These maps show relative traffic volumes using the thickness of the blue lines. Thicker lines indicate roads carrying higher traffic volumes than thinner lines. The red circle highlights the existing roading connection used within WRTM for modelling purposes only.

The maps are intended for comparison purposes only.

They show how traffic volumes change between the options as vehicles are rerouted when the strategic interventions are applied.

This diagram shows Option D does not make any notable differences in terms of traffic volumes with the ramps on Tirau Road / SH1. The ramps are depicted by thin blue lines which indicates a low level of use.

Figure 26: Traffic volume plots from WRTM Option D



Levels of Service Maps - Do Minimum (2055)

Figure 27: 2055 Do Minimum PM period LOS.

The map shows outputs from WRTM for the 2055 do minimum scenario (no new bridge) levels of service (LOS) on key roads during the PM peak. The PM peak is shown as it exhibits higher volumes and represents the worst-case scenario when compared with the morning peak. **This is for comparison purposes only with the option plots shown on the following pages.**

LOS is a measure of congestion/delay. Typically, LOS A-D is within capacity. LOS E and F indicate traffic volumes are at or exceeding capacity. The LOS F at the intersection of Cambridge, Hooker and Racecourse Road is caused by delay on the adjoining roads (Hooker and Racecourse). Cambridge Road (north) is operating within capacity.

Norfolk Drive presents LOS F. This is not representative of the delay on Victoria Street as the link shows no delay. This may be a detailed coding issue that will be investigated further in the Transport Plan.

Hamilton Road and Victoria Street (south) are at capacity (LOS E). Other corridors including Cambridge Road (north), Fergusson Bridge (Shakespeare Street) and Thornton Road are near capacity (LOS D).

Notes:

- the LOS indication is for a two-hour average weekday evening period (not peak conditions).
- the modelling is based on the best available information and planning assumptions at this time, but is considered to underestimate future travel demand. As a result, the modelled levels of service shown on the maps are likely to be better than the levels of service that may occur in practice, with actual future network performance potentially being worse than indicated.



Option A: Mid-west (2055)

The map displays key metrics for Option A – an additional bridge in the Mid-west area. **This is for comparison purposes only.**

The additional bridge reduces traffic volumes in the town centre area (as shown by the decreasing arrows) and increases traffic on Cambridge Road (which results in LOS impacts).

The additional bridge attracts around 30% of the total bridge crossing demand.

When Option A is compared to the Do minimum, Cambridge Road (north) LOS changes from LOS D to E. This may indicate that some intersection upgrades would be required to support this option.

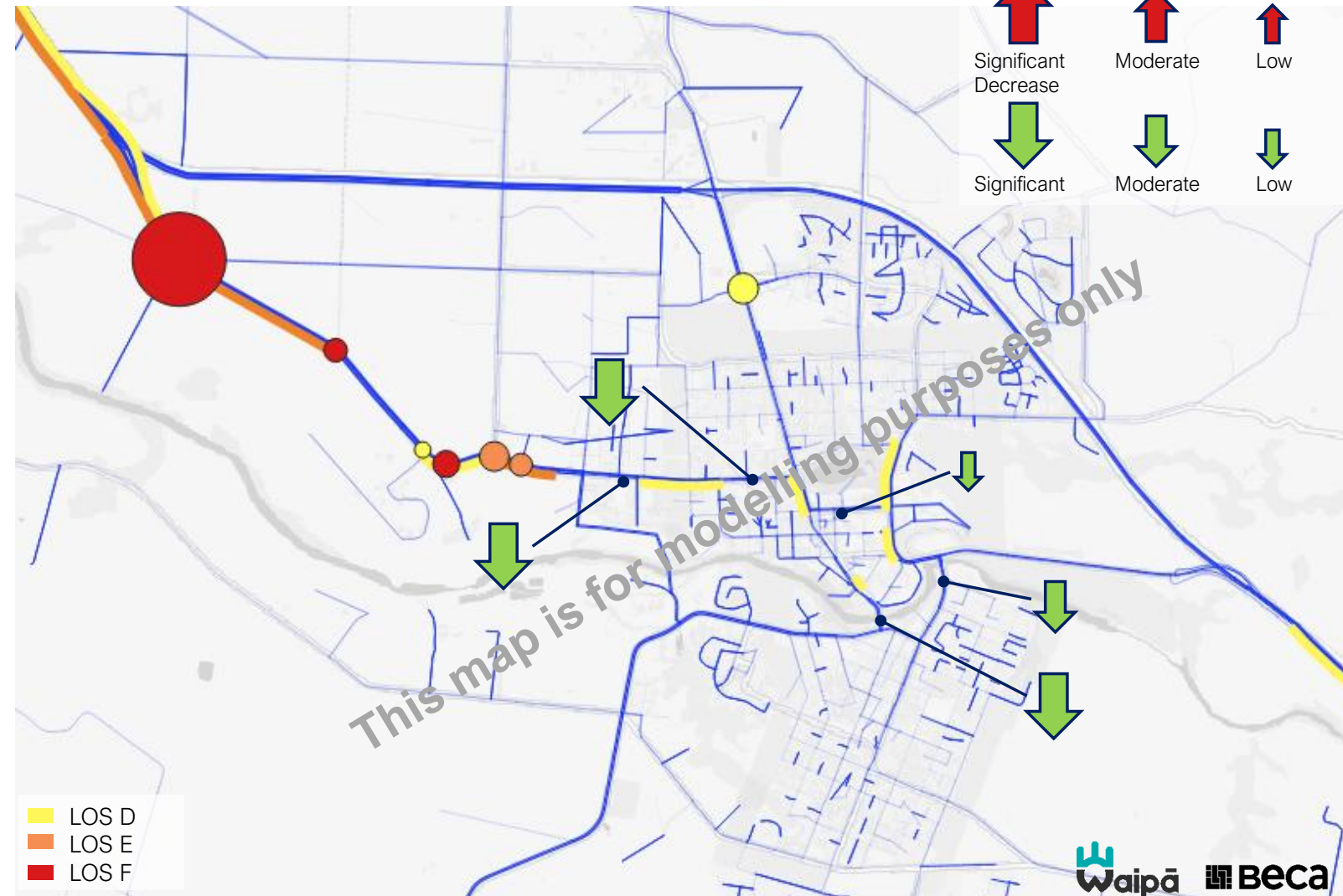
The Cambridge Road (north) intersections with Hooker, Racecourse, Hanlin and Forrest Road perform at LOS F.

Hamilton Road, Victoria Street and Thornton Road have improved from LOS E to D.

Notes:

- the LOS indication is for a two-hour average weekday evening period (not peak conditions).
- the modelling is based on the best available information and planning assumptions at this time, but is considered to underestimate future travel demand. As a result, the modelled levels of service shown on the maps are likely to be better than the levels of service that may occur in practice, with actual future network performance potentially being worse than indicated.

Figure 28: 2055 Option A LOS results and change in traffic volume compared to Do Minimum.



Option B: In-town (2055)

The map displays key metrics for Option B – an additional bridge in the In-town area. **This is for comparison purposes only.**

The additional in-town bridge, west of Victoria Street bridge, also releases pressure from the town centre (as shown by the decreasing arrows) and increases traffic onto Cambridge Road north as consistent with Option A. The pressure on Cambridge Road (north) is extended to the intersection of the additional bridge.

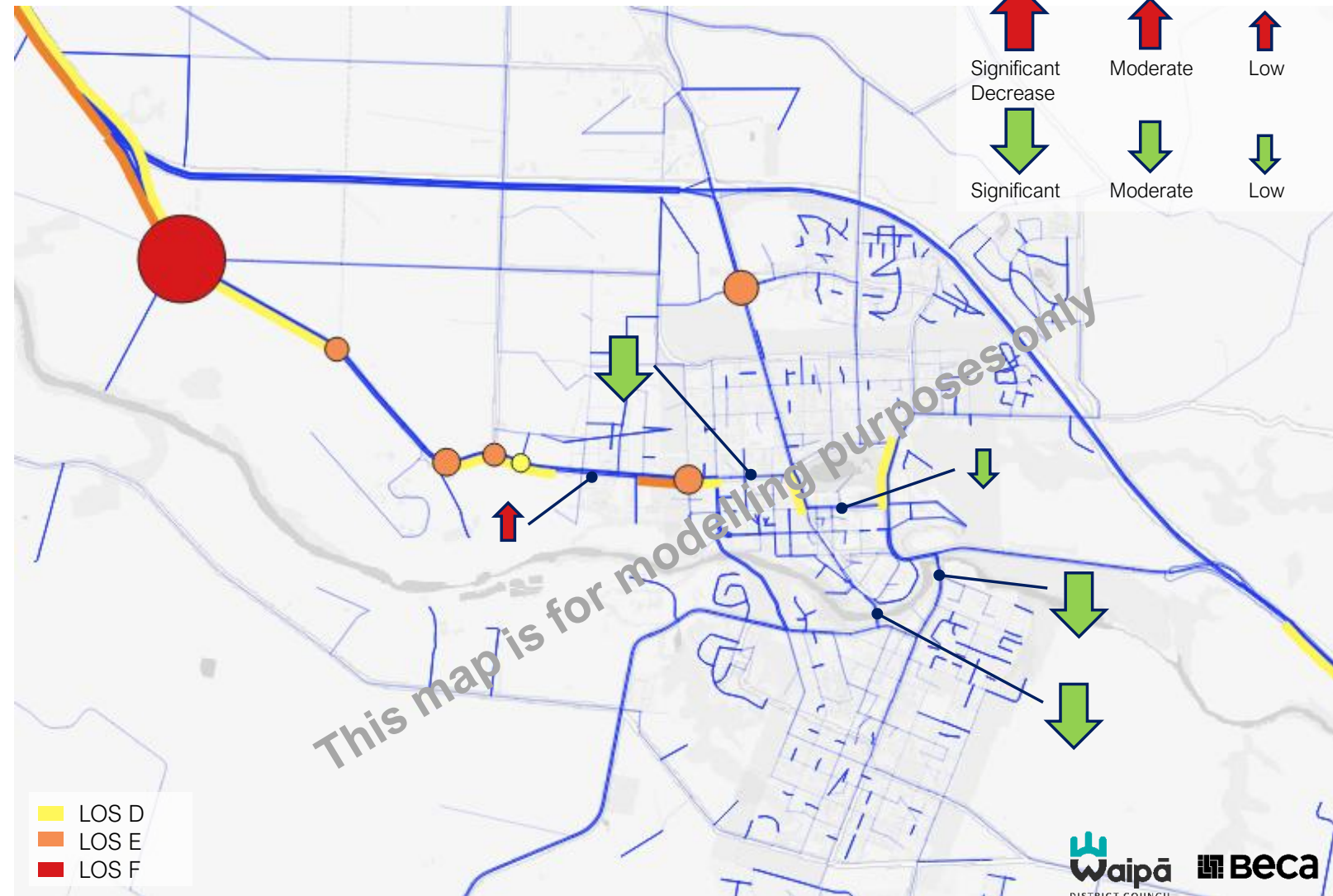
The additional bridge attracts around 40% of the total crossing demand. This is higher than option 1 likely due to the more central location of the crossing.

Option B as a network performs slightly better than Option A because the closer location to the town centre provides a more direct route to Victoria Street and Cambridge Road (north).

Cambridge Road north's intersections with Hanlin Road and Forrest Road reduce to LOS E instead of F when compared to Option A. And the westbound lane on Cambridge Road (north) reduces to a D instead of an F. This means Option B alleviates pressure on Cambridge Road (north) compared to Option A.

See comparative 'Notes section' for this option, on page 44 Option A – Mid-west (2055).

Figure 29: 2055 Option B LOS results and change in traffic volume compared to Do Minimum.



Option C: Existing bridges (2055)

The map displays key metrics for Option C – increasing capacity of the Fergusson Bridge (Shakespeare Street) and corridor including Karāpiro Stream Bridge (Achilles Avenue). Increasing capacity could be widening or an alternative such as three lane tidal flow. **This is for comparison purposes only.**

Increasing capacity on Fergusson Bridge (Shakespeare Street) and the surrounding existing roads does little to alleviate pressure on the town centre and remains similar to the do minimum scenario.

This option did not significantly change traffic volumes on the existing bridges.

Achilles Avenue and Albert Street has no delay compared to the do minimum scenario and the intersection with Duke Street performs better as well (LOS D).

Traffic volumes on Queen Street and Shakespeare Street Bridge increase in this option due to the increased capacity.

See comparative 'Notes section' for this option, on page 44 Option A – Mid-west (2055).

Figure 30: 2055 Option C LOS results and change in traffic volume compared to Do Minimum.



APPENDIX B: CONTEXT MAPS (larger scale)

Relevant maps have also been produced in PDFs for ease of use.

Context: Strategic Transport Network

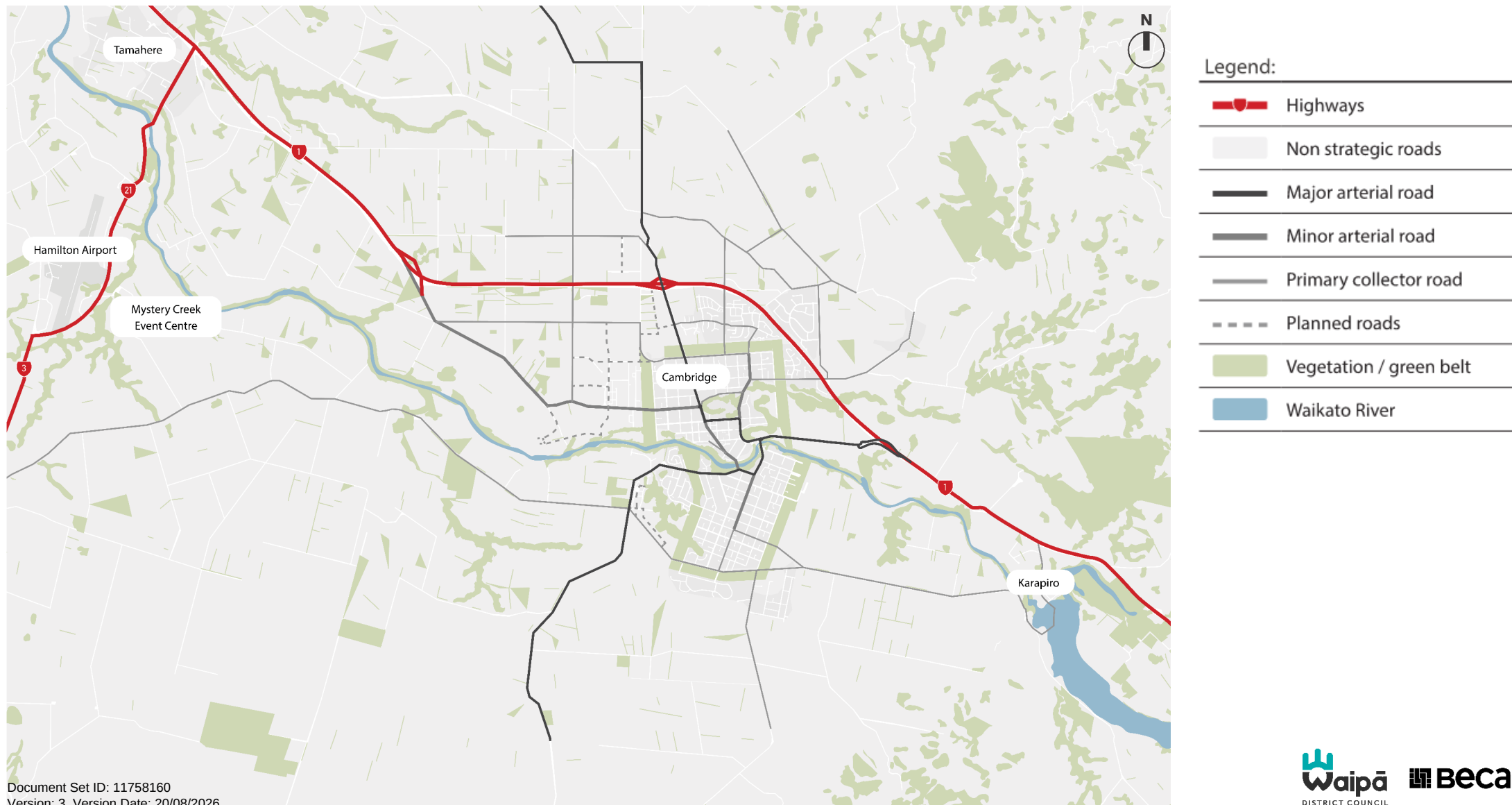


Figure 2: Context: Land Use and Road Network

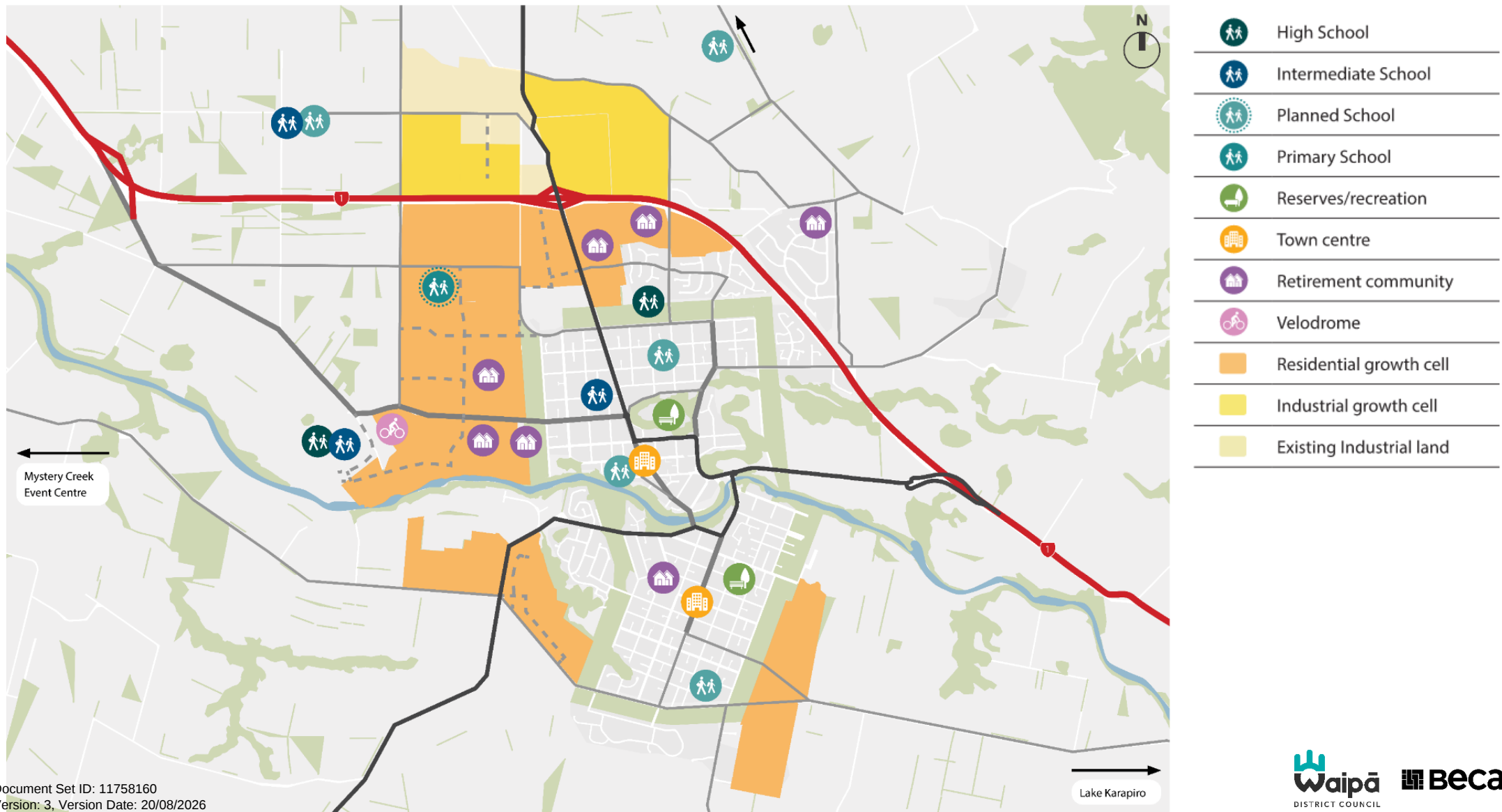


Figure 4: Current Network: Existing Traffic Volumes

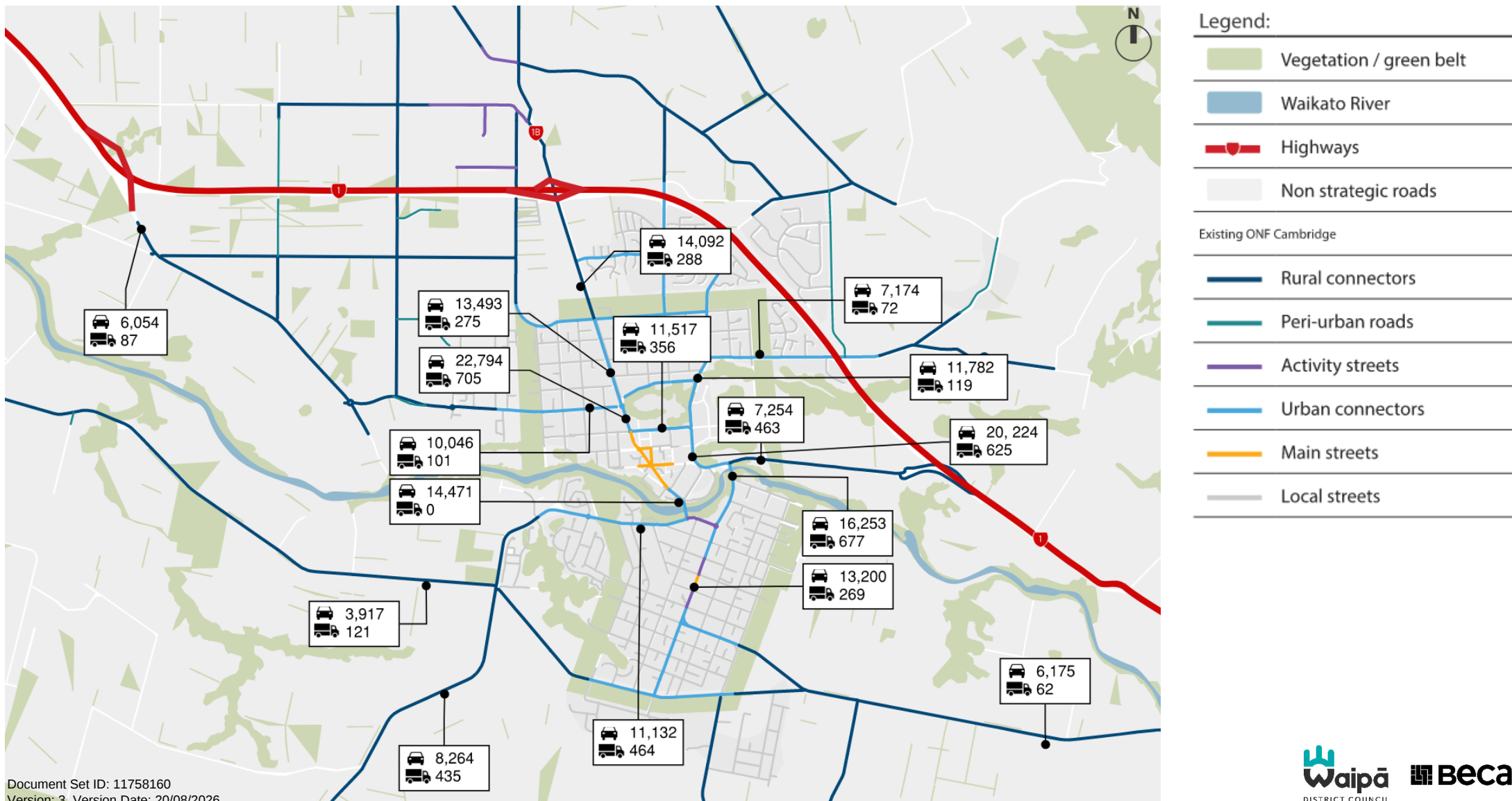


Figure 5 : Current Network: Existing Network Roles and Functions

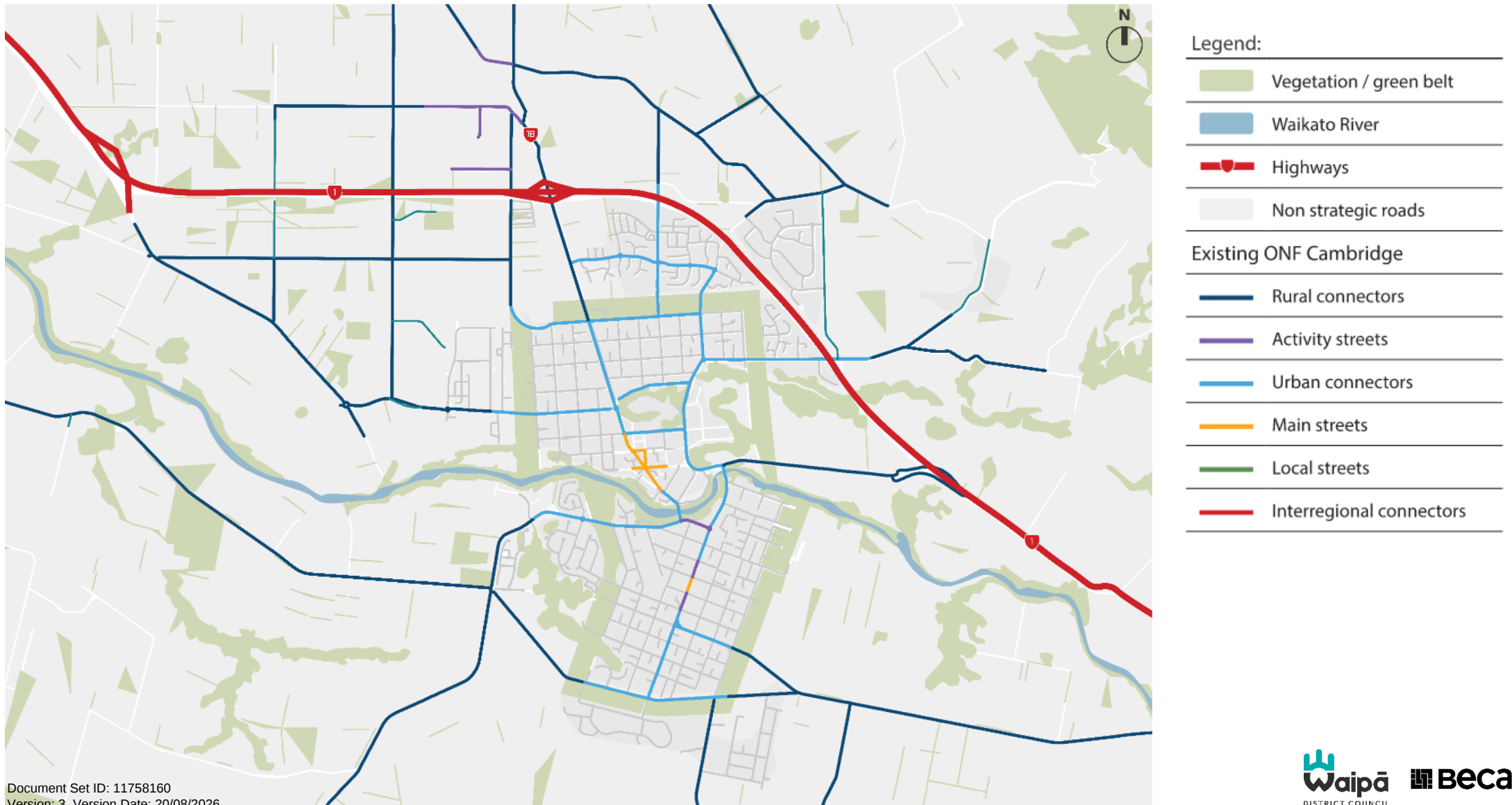


Figure 7: Current Network: Existing and Planned Public Transport Services

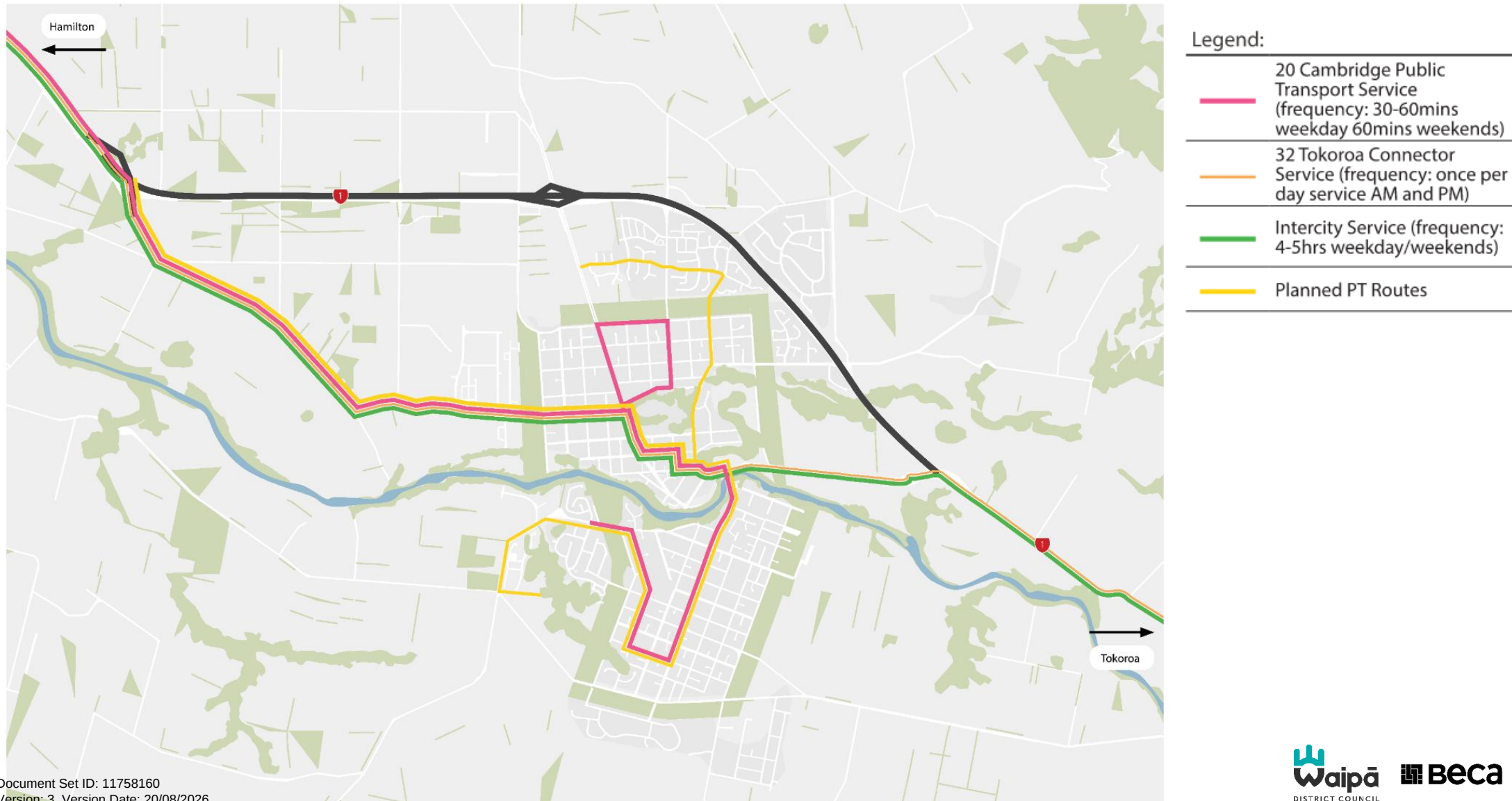


Figure 9: Current Network: Walking, Cycling and Micromobility



Legend:

Existing strategic network

Planned strategic network

Figure 10: Future Network: Future Network Roles and Functions



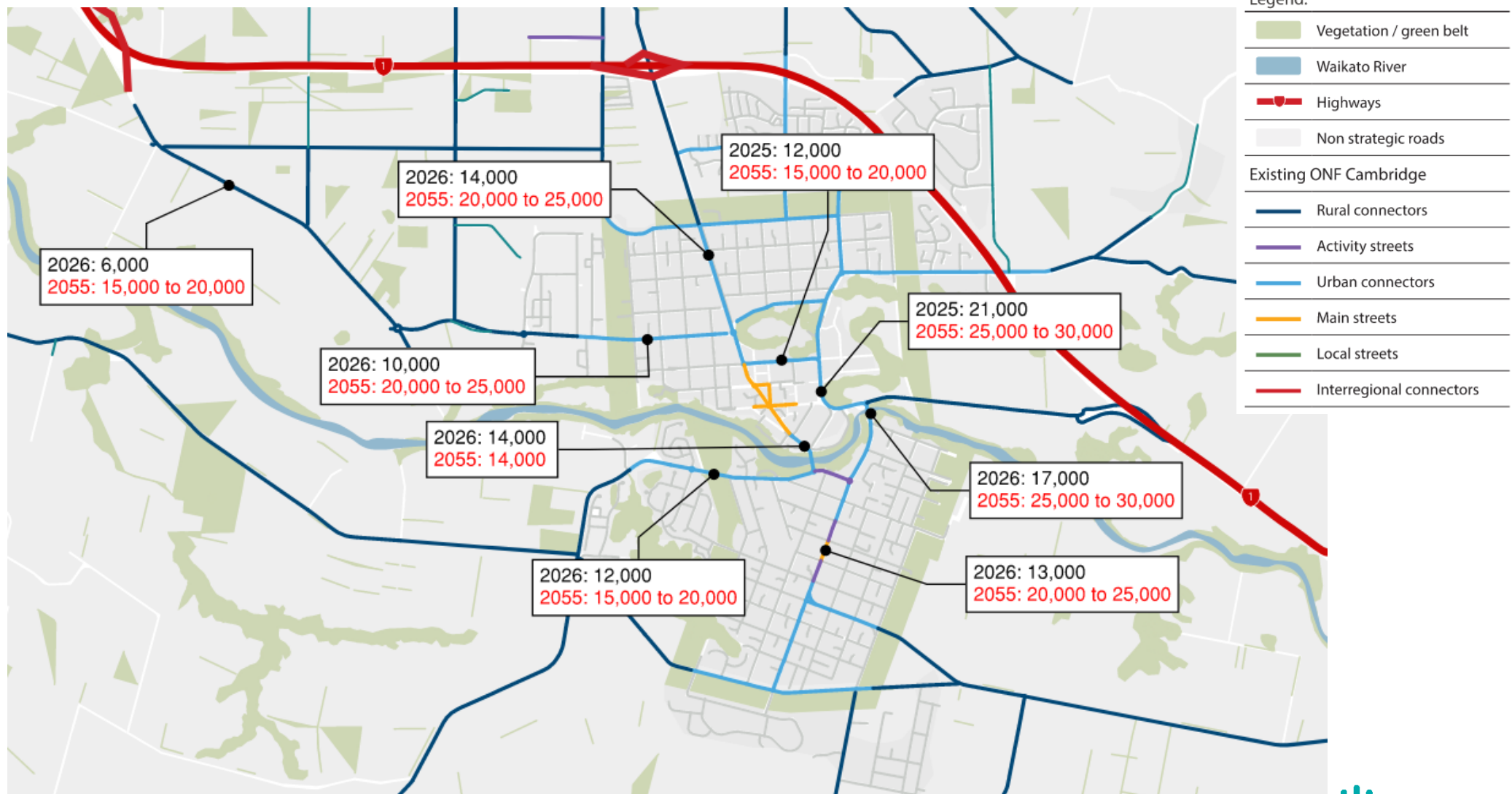
Figure 11: Future Network: Strategic Movement Corridors



Legend:

	Highways
	Strategic Movement Corridors
	Potential Long Term Strategic Movement Corridor (dependant on new bridge)
	Non strategic roads
	Major arterial road
	Minor arterial road
	Primary collector road
	Planned roads
	Vegetation / green belt
	Waikato River

Figure 13: Future Network: Estimated Future Traffic Volumes (2055)



APPENDIX C: MCA SPREADSHEET

APPENDIX D: Public Transport Patronage and Walking & Cycling Counts

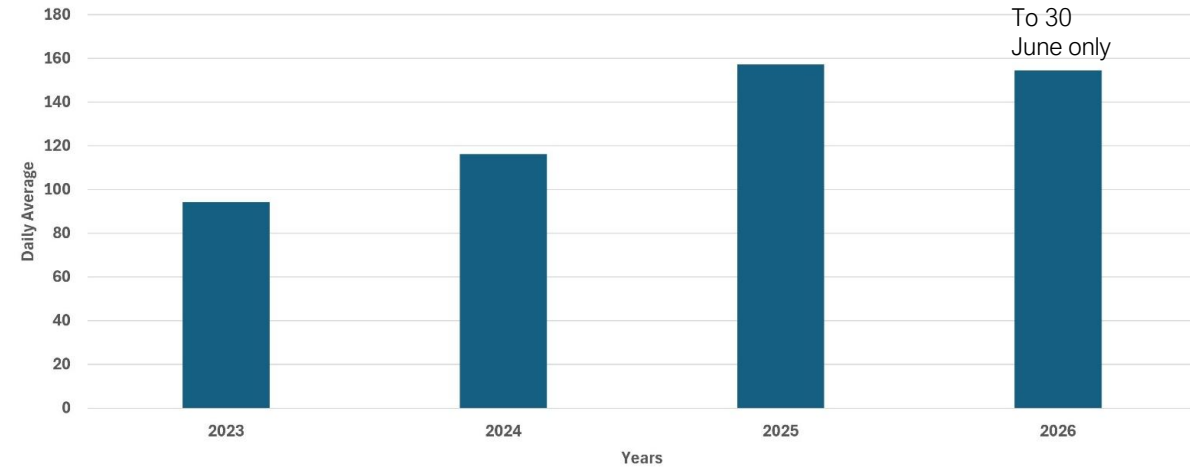
Table 4: Public Transport patronage for Route 20 and 32

Route Name	June 2025	June 2026	% change	
20 - Cambridge	11,625	16052	38.1%	↑
32 – Tokoroa Connector	731	872	19.3%	↑

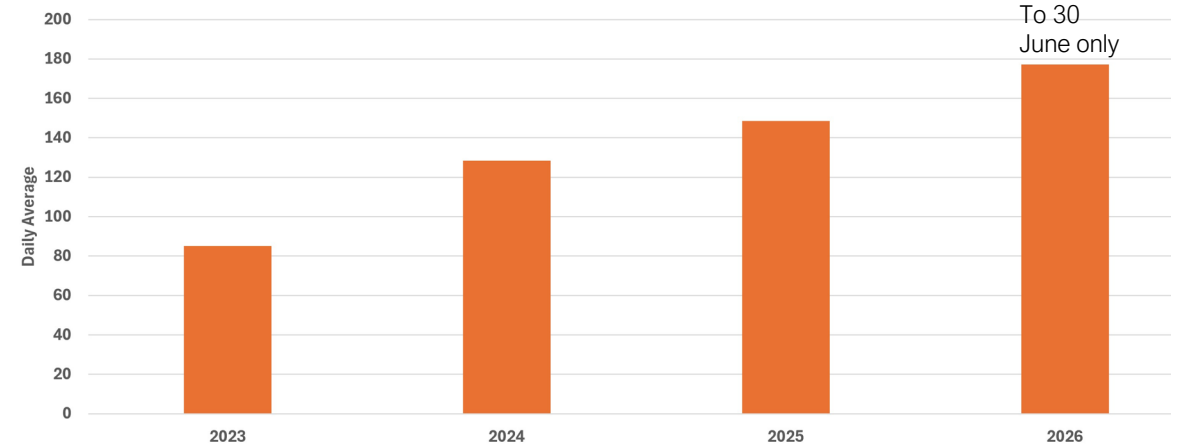
Table 5: Public Transport patronage for Route 20 based on locations of pick up

20 - Cambridge	Month of Year	Reporting Month Total Patronage	Year on year % change	
Cambridge	June 2026	16052	38.1%	↑
Te Awamutu	June 2026	14668	30.4%	↑
Waipā Total	June 2026	30720	34.3%	↑

Annual Comparison - Pedestrians



Annual Comparison - Cyclists



As noted above, the 2026 pedestrian and cycling numbers in the graphs are to 30 June 2026 only and not a full year.

APPENDIX B

Refined themed long-list Multi-Criteria Assessment (MCA) [ECM: 11750347]

Sensitivity: General

Cambridge Connections Strategic Transport Plan
Long List Multi-Criteria Assessment

-3	-2	-1	0	+1	+2	+3
Significant Adverse - Impact or Risk	Moderate Adverse - Impact or Risk	Minor Adverse - Impact or Risk	Neutral	Minor Positive	Moderate Positive	Significant Positive

Strategic Approach	Themes	Options	Description	Total Scores	Investment objectives									
					To provide reliable freight and transport routes		To make it easy to access key economic and social destinations		To improve the resilience of the transport system		To provide a safe transport system		To reduce the transport system's impacts on surrounding communities and the environment	
INTEGRATED PLANNING	Environment	Climate resilient infrastructure design	Assess vulnerabilities and incorporate resilience into all change projects.	4	No change	0	No change	0	Makes an improvement to resilience just where new infrastructure is created/ upgraded	1	No change	0	Likely to reduce damage and future cost	1
		Cultural & Environmental Assessments - third bridge	Incorporate cultural and environmental assessments as part of bridge location optioneering.	7	Assists achievement	1	Assists achievement	1	Assists achievement	1	Assists achievement	1	Assists achievement	1
		Reduce emissions	This appears to be an outcome sought rather than an idea. Note that ideas will be assessed against the investment objective of "[reducing] the transport system's impacts on surrounding communities and the environment".	0										
		Cultural design, identity and wayfinding	Incorporate cultural design and wayfinding in built infrastructure.	6	No change	0	Wayfinding supports easy access	1	No change	0	No change	0	Supports Ahu Ake goals, creates taonga	2
	Land use and spatial planning	Growth pays for growth	Ensure there is full recovery of new infrastructure costs from new development.	5	Will assist but unlikely to be fully achievable given legislative requirements of development contributions/levies	1	Can assist	1	Can assist	1	Can assist	1	Can assist	1
		Local schools	Local schools close to where people live, particularly in Leamington.	12	Reduces need to travel by car, enables economic and population growth	1	Improves accessibility by non-car modes	2	Reduces dependency on existing corridors and bridges	1	Local travel may reduce exposure to risk	1	Supports vibrancy, reduces parking pressures, reduces VKT	2
		Local services / medical / commercial centres	Use planning tools to enable services, medical and commercial centres to locate to where people live, particularly in Leamington	14	Reduces need to travel by car, enables economic and population growth	1	Improves accessibility by non-car modes	2	Reduces dependency on existing corridors	1	Local travel may reduce exposure to risk	1	Supports vibrancy, parking management, reduces VKT	2
		Integrated planning for growth	Create a closer linkage between planned growth and transport infrastructure and services required to support that growth, e.g. greater housing density along bus routes.	15	Aligns land use and transport planning. Focuses transport investment.	2	Would ensure key transport corridors were planned and developed in step with growth.	2	Provided investment keeps pace, there is greater chance of long term resilience.	2	Fewer main travel corridors built to good standards would promote safety	2	Confines transport impacts to key routes, thus reducing overall community impact.	2
		Protect Cambridge's character, green spaces & amenity	This appears to be an outcome sought rather than an idea.	0										
	Land use and spatial planning cont...	Route protection - additional bridge	Complete the planning and designate a future bridge location so there is certainty for the growth and development of Cambridge.	6	Early planning to provide additional capacity will reduce future congestion and enable planned growth	2	An additional bridge in the right location will assist this goal	2	An additional bridge in the right location will assist with overall system resilience	2	An additional bridge in the right location will assist this goal	2	An additional bridge in the right location will assist this goal, especially when well planned in advance of construction	2
		Protect rail corridor for future use	Plan to incorporate future rail use or avoid transport solutions which inhibit future rail corridor development.	5	Contributes to this goal but likely only decades into the future.	1	Contributes to this goal but likely only decades into the future.	1	Contributes to this goal but likely only decades into the future.	1	Contributes to this goal but likely only decades into the future.	1	Contributes to this goal but likely only decades into the future.	1
		Stop / restrict growth	Restrict residential and commercial growth in Cambridge to remain within the capacity of current infrastructure and transport services.	-17	Does not meet key objective of enabling planned growth	-2	A no or low growth strategy on its own does not meet this objective	-1	A no or low growth strategy on its own does not meet this objective	-1	A no or low growth strategy on its own does not meet this objective	-1	A no or low growth strategy on its own may lessen impacts	1

Sensitivity: General

Investment objectives									
To provide reliable freight and transport routes		To make it easy to access key economic and social destinations		To improve the resilience of the transport system		To provide a safe transport system		To reduce the transport system's impacts on surrounding communities and the environment	

Sensitivity: General

Strategic Approach	Themes	Options	Description	Total Scores	Investment objectives					
					To provide reliable freight and transport routes	To make it easy to access key economic and social destinations	To improve the resilience of the transport system	To provide a safe transport system	To reduce the transport system's impacts on surrounding communities and the environment	
DEMAND MANAGEMENT	Walking, cycling and micro-mobility cont...	Bike / micro-mobility parking and charging facilities	Provide end of journey facilities required to allow uptake of micro-mobility, e.g. secure parking, personal security, charging and maintenance services.	6	Unlikely to make a difference to congestion or trip reliability. 0	Allows or promotes alternate mode travel to key destinations. 2	Effective mode shift programmes assist improved system resilience 1	Benefit to public safety and security when parking zones are surveilled 1	Potential to reduce travel impacts, parking demand and support vibrant communities 1	
	Public transport services	Don't invest in public transport	Prioritise vehicle traffic and make no further investment or reduce investment in public transport.	-23	A reduction in proportion of PT trips as population grows and increasing congestion -1	A gradual decline in accessibility for residents without access to cars. -2	Minor reduction in resilience -1	Likely to lead to increased injuries -1	Increased vehicle use, decreased vibrancy -1	-1
		Promote mobility transport services	Promote use of taxi, uber, community shuttles and disability support transport options.	9	No impact 0	Positive impact for residents without access to private vehicles 2	No impact 0	No impact 0	Minor improvement to community inclusiveness through increased ability to travel. 1	1
BEST USE OF EXISTING NETWORK	CBD / Town Centre	Improve alternate travel modes to CBD	Prioritise alternate mode connections to the CBD, e.g. bus routes and micro-mobility paths connections to CBD.	10	Assists in managing car congestion in CBD 1	Positive impact for residents without access to private vehicles 2	May reduce dependency on vehicle corridors for access 1	Improves safety for increasing population to access CBD 1	Supports vibrant centre, parking demand management 1	2
		Improve traffic flow around CBD	Change intersection priorities and utilise existing streets to move more traffic around the outside of the CBD.	-6	Assists in managing car congestion in CBD 1	Positive impact in the CBD but a negative impact on the routes used around the fringe as parking could be reduced and congestion would move. 0	Some additional resilience through spreading traffic to more improved routes. 1	Provided the new routes were well engineered the change could have a positive safety impact 1	Would move higher flows of traffic into predominately residential areas 1	-1
		Pedestrianise part of CBD	Many different options exist, e.g. partial street closures as part of scheme to redirect traffic, full street closures to create a pedestrian precinct or closure to traffic for certain hours, or shared people and vehicle spaces.	3	Supports objective in part provided alternate traffic routes are provided. 1	Positive impact in CBD 1	Reduces resilience in small part unless alternate routes are adequate. 1	Improves safety for pedestrians 0	Supports vibrant centre, improves town centre environment 1	3
		Provide separate cycle paths in CBD	Change parking and traffic lane space to create protected cycle paths through the CBD so there is a continuous corridor through Victoria Street. Would also require priority changes at intersections to improve the safety for pedestrians and cyclists.	1	Provides a reliable transport route for active modes. 1	Positive impact for residents without access to private vehicles 2	No impact 0	Significant safety improvement over current provision for cyclists in CBD 0	Supports vibrant centre, parking demand management 3	2
		Remove through traffic from CBD	Change parking, traffic space and intersections to significantly discourage through traffic from Victoria Street. Could be combined with other town centre improvements.	-3	Only possible if travel demand measures and alternate route capacity improvements provided at the same time to re route the traffic around the CBD. -2	Improves access for alternate modes but makes car access more difficult. 1	Reduces resilience and likely to have significant effect on emergency services in current locations -2	Improves safety for pedestrians 1	Supports vibrant centre, improves town centre environment 1	2
	CBD / Town centre cont...	Upgrade Cambridge CBD	The ideas submitted related to reducing traffic in the CBD, improving footpaths and ambulance services, so this can be removed as is captured in other idea lines.	0						
		Improve connections between Lakewood and CBD	Improve vehicle and pedestrian access into Lakewood from Lake and Queen Streets, e.g. traffic signals at Lake and Queen Streets or similar.	-3	No change 0	Improves access to an economic destination 1	No change 0	Safety improvement for pedestrians and turning traffic 1	No change 1	0
		Develop one way system	Make Victoria Bridge one way for south bound only traffic and make Duke Street and Queen Street the Primary entrance points to the CBD.	-9	Provided the Shakespeare Street bridge and alternate routes have adequate capacity, a one way system could reduce congestion and improve trip reliability 1	A one way system will invariably increase travel distances to circulate around rather than direct access from both directions -1	May reduce resilience if an incident blocks a lane and rerouting of traffic against the one way system is not possible. -1	One way systems do have to be carefully engineered otherwise they create crash risk where drivers turn into oncoming traffic -1	A reduction in traffic on Victoria Street would improve conditions and reduce environmental impacts -1	1

Sensitivity: General

Strategic Approach	Themes	Options	Description	Total Scores	Investment objectives					
					To provide reliable freight and transport routes	To make it easy to access key economic and social destinations	To improve the resilience of the transport system	To provide a safe transport system	To reduce the transport system's impacts on surrounding communities and the environment	
BEST USE OF EXISTING NETWORK	Corridor improvements	Improve Kaipaki corridor	Make the Kaipaki Road corridor more attractive for commuting to Hamilton to ease pressure on existing bridge crossings.	-2	Ability to reduce congestion and add to freight connectivity	1 Improves access to Hamilton for hospital, jobs.	1 Route is available now as a resilience measure	0 Improvements to the route would assist safety as it gets increasing use.	1 Takes pressure off existing commuting routes through Cambridge	1
		Improve Pope - Cook corridor	Provide additional traffic lanes at intersections or rationalise turns to increase traffic capacity and reduce congestion on this corridor.	-3	Improvements to favour traffic throughput could reduce congestion, improve freight flow.	1 Likely to make non-car travel more difficult unless combined with walking and cycling improvements and safe crossings.	0 No change	0 Potential improvement if higher standard pedestrian crossings and cycling facilities also provided	1 Providing more capacity and more vehicle travel	-1
		Improve Shakespeare corridor	Improve safety and traffic capacity on this road as part of a route of existing roads which diverts traffic including trucks around the CBD.	-3	Improvements to favour traffic throughput could reduce congestion, improve freight flow.	1 Likely to make non-car travel more difficult unless combined with walking and cycling improvements and safe crossings.	0 No change	0 Potential improvement if higher standard pedestrian crossings and cycling facilities also provided	1 Providing more capacity and more vehicle travel	-1
		Improve Thornton corridor	Improve safety and traffic capacity on this road by closing off some problematic intersections or turns.	4	Reduce congestion, support growth	1 Provides opportunity to improve access to schools, recreation	1 May reduce connectivity and resilience when incidents close roads	-1 Potential improvement if higher standard pedestrian crossings and cycling facilities also provided	1 No change	0
		Improve Tirau - Albert - Queen corridor	Improve safety and traffic capacity on this road as part of a route of existing roads which diverts traffic including trucks around the CBD.	-2	Additional capacity will reduce congestion and enable planned growth	2 Likely to make non-car travel more difficult unless combined with walking and cycling improvements and safe crossings.	-1 No change	0 Potential improvement if higher standard pedestrian crossings and cycling facilities also provided	1 Providing more capacity and more vehicle travel	-1
	Corridor improvements cont...	Improve Victoria corridor to Hautapu	Capacity and safety improvements on Victoria Road from Hamilton to Hautapu.	10	Additional capacity will reduce congestion and enable the planned growth in northern Cambridge and Hautapu	3 Improved access to key destinations by car	2 Additional corridor lanes will reduce risk of full closures, and improve ability to recover	2 Reduced DSIs through reduced conflict points between modes	2 Reduce car congestion, and therefore emissions	1
		Improve Wilson - Duke Bryce corridor	Remove traffic calming so more traffic can be diverted around the CBD and the route is more suitable for emergency services.	-12	Improvements to favour traffic throughput could reduce congestion, improve freight flow.	1 Favours traffic flow over access to schools	-1 Provides additional car traffic and emergency services routing	1 Would require different engineering to maintain safe paths, crossings and safe speeds.	0 Providing more capacity and more vehicle travel	-1
		Improve Wordsworth corridor	Widen Wordsworth Street from Pope Terrace to Shakespeare Street including new intersections so that some traffic is diverted away from the end of the Victoria bridge.	-3	Ease a congestion pinch point	2 Improved access to river crossing and CBD for all users	2 Potential to split traffic across two routes and improve resilience	1 Splitting traffic flows allows better walking and cycling access and road crossings	1 Positive impact on Pope and Cook Street with reduced traffic but additional traffic impacts transferred to Wordsworth Street residents.	-2
		Increase speed limits on appropriate roads	Remove some traffic calming in town and increase speed limits at edge of town where land is mostly rural.	-6	Improvements to favour traffic throughput could reduce congestion, improve freight flow.	1 Improves vehicle access with minor effect on walking and cycling access	0 No effect on resilience	0 Likely to increase risk to vulnerable road users	-2 Increased speed is mostly viewed as a negative impact on adjacent urban community	-1
	Intersection	Intersection improvement - Cook / Victoria	This small roundabout at the end of the Victoria Bridge is congested at peak times and has poor facilities for pedestrians and cyclists to cross. Improvement could aid flow and safety as part of a wider network plan.	0	Ease a congestion pinch point	2 Improved access to river crossing and CBD for all users	2 Reduces vulnerability to crash events	1 Able to improve safety for pedestrians and cyclists	1 Likely to increase vehicle use, but offset by greater ease of walk/cycle access	0
		Intersection improvement - Duke / Albert / Williamson	Change the form of this unusual intersection which is difficult for right turns. This would allow better access to the CBD and civic pool complex.	1	Ease a congestion pinch point	2 Improved access to CBD and pool complex for all users	2 Reduces vulnerability to crash events	1 Able to improve safety for pedestrians and cyclists	2 Likely to increase vehicle use, but offset by greater ease of walk/cycle access	0

Sensitivity: General

Strategic Approach	Themes	Options	Description	Total Scores	Investment objectives									
					To provide reliable freight and transport routes		To make it easy to access key economic and social destinations		To improve the resilience of the transport system		To provide a safe transport system		To reduce the transport system's impacts on surrounding communities and the environment	
BEST USE OF EXISTING NETWORK	Improvements	Intersection improvement - Hamilton / Victoria	Single lane roundabout has unbalanced flows at peak times and this along with downstream intersections contribute to congestion.	4	Ease a congestion pinch point	2	Key access to CBD, key bus route, key pedestrian and cyclist route	3	Reduces vulnerability to crash events	1	Able to improve safety for pedestrians and cyclists	2	Reduction in congestion and improved walking and cycling would be seen as positive here	1
		Intersection improvement - Hamilton / Vogel	Cross roads intersection serving significant town belt development including sports fields and Resthaven retirement village.	5	Provide for reliable transport routes supporting growth	1	Improves access to recreation sites and growth areas (future connection to C1 commercial/ residential)	2	Reduces vulnerability to crash events, provides additional north-south route in combination with C1 development	1	Able to improve safety for traffic and pedestrians and cyclists	2	Likely to increase vehicle use, but offset by greater ease of walk/cycle access	0
	Intersection improvements cont...	Intersection improvement - Lake / Queen	Cross roads intersection providing access to Lakewood and CBD. Current intersection form limits right turns at peak times. Traffic signals are only real option.	-7	Traffic signals would negatively impact Queen Street traffic flow at peak times, leading to increased congestion.	-1	Improves access to CBD and Lakewood commercial development.	1	No effect on resilience	0	Would replace adjacent zebra crossing and provide improved safety for traffic turns	1	Likely to increase vehicle use, but offset by greater ease of walk/cycle access	0
		Intersection improvement - Queen / Albert	Cross road intersection facing increased congestion and a risk of crashes. A roundabout or traffic signals could resolve.	-2	Major traffic and freight route can be improved	2	Improves access to Carters Flat commercial and industrial zone, but also Lake Te Koooutu	2	Reduces vulnerability to crash events, provides easier north-south route to northern growth areas.	1	Able to improve safety for traffic and pedestrians and cyclists	2	Likely to increase vehicle use, but offset by greater ease of walk/cycle access	0
		Intersection improvement - Shakespeare / Cook	Existing single lane roundabout has poor walking and cycling crossings. Currently adequate capacity but will become congested with projected growth.	4	Major traffic and freight route can be improved	2	Key access to Leamington CBD, key bus route, key pedestrian and cyclist route	3	Reduces vulnerability to crash events	1	Able to improve safety for pedestrians and cyclists	2	Likely to increase vehicle use, but offset by greater ease of walk/cycle access	0
		Intersection improvement - Shakespeare / Tirau	Existing single lane roundabout has unusual form and slip lane. Currently adequate capacity but will become congested with projected growth.	3	Major traffic and freight route can be improved	2	Key access to Leamington, key bus route, minor pedestrian and cyclist route	3	Reduces vulnerability to crash events	1	Able to improve safety for traffic	1	Likely to increase vehicle use.	-1
		Intersection improvement - Thornton / Victoria	Current "T intersection" congested at peak hours and strongly linked to Victoria/Hamilton intersection operation.	2	Rationalisation of traffic movements is needed and traffic better directed to other intersections.	2	Key access to schools, key pedestrian and cyclist route and Lake Te Koooutu	3	Reduces vulnerability to crash events	1	Able to improve safety for pedestrians and cyclists	2	Reduction in congestion and improved walking and cycling would be seen as positive here	1
		Intersection improvement - Victoria / Taylor	Cross road intersection facing increased congestion and risk of crashes. Traffic signals could resolve.	3	Major traffic and freight route can be improved	2	Key access to Town belt sports clubs and major high school	3	Reduces vulnerability to crash events	1	Able to improve safety for pedestrians and cyclists	3	Reduction in congestion and improved walking and cycling would be seen as positive here	1
		Intersection improvement (general)	Improve maintenance, signage, visibility and ensure appropriate approach traffic speeds so there are safe gaps for drivers to enter intersections.	-1	Unlikely to make a difference to congestion or trip reliability.	0	No impact	0	Reduces vulnerability to crash events	1	Able to improve safety for traffic	1	No impact	0
		Intersection improvement – Lamb / Maungatautari	This Y shaped give way controlled intersection on a corner has a crash history and would benefit from remodelling.	2	Unlikely to make a difference to congestion or trip reliability.	0	No impact	0	Reduces vulnerability to crash events	1	Able to improve safety for traffic	1	Lower traffic speeds for adjacent residents	1
	Intersection	Upgrade roundabouts to traffic signals	This general idea is reflected in the specific intersection upgrades listed above. The need for change is driven by small roundabouts being unable to accommodate volumes of traffic or strong flows in one direction preventing traffic flow from some intersection legs. No further assessment is required.	0										

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Sensitivity: General

					Investment objectives									
Strategic Approach	Themes	Options	Description	Total Scores	To provide reliable freight and transport routes		To make it easy to access key economic and social destinations		To improve the resilience of the transport system		To provide a safe transport system		To reduce the transport system's impacts on surrounding communities and the environment	
BEST USE OF EXISTING NETWORK	Public transport services	Improved ticketing and timetable information	Adopt contactless payment and digital timetable and bus arrival data service.	5	Supports efficient bus use and people movement	1	Alongside improved bus services, makes access easier to key destinations	1	No change	0	Bus travel typically safer than car travel	1	Effective bus services can reduce private vehicle travel and congestion	1
		Make bus use more accessible and efficient	Improvements to bus routes and frequencies.	12	Supports growth and reduces congestion	2	Improves access by non-car modes	3	No change	0	Improves safety by reducing car VKT exposure to crashes	1	Reduces emissions and car VKT around Cambridge	3
		Provide a local bus service within Cambridge	Provide dedicated local bus services that covers a wider area of Cambridge. Smaller buses often suggested as most efficient.	11	Supports growth and reduces congestion	2	Improves access by non-car modes	3	No change	0	Improves safety by reducing car VKT exposure to crashes	1	Reduces emissions and car VKT around Cambridge	3
	Public transport services cont...	Provide inter-town and Airport service	Provide a bus service between Cambridge and Te Awamutu and to the Airport.	4	Supports growth and reduces congestion	1	Improves access by non-car modes	1	No change	0	Improves safety by reducing car VKT exposure to crashes	1	Reduces emissions and car VKT to these destinations	1
	Safety improvements	Provide safe pedestrian crossings	Improve consistency, rationalise number, provide more signalised pedestrian crossings on main roads.	4	Replacing zebra crossings with signals can improve traffic flow when more green time is given to vehicles.	1	Improves access by non-car modes	1	No change	0	Improves safety for pedestrians	3	Reduces traffic severance impact	1
		Speed enforcement	Increase speed enforcement on streets used as commuting routes and Pope-Cook Street.	2	No impact	0	No impact	0	No impact	0	Improves safety for all road users	2	Controlled speeds reduces traffic noise and resident safety concerns	1
		Improve street lighting	Improve lighting levels to modern standards on older streets (new growth areas have lighting to modern standards).	5	Minimal impact on main traffic routes	0	Improves access by non-car modes	1	No change	0	Small improvement to non-car user safety	2	No change	0
		Traffic calming / reduce speeds	Continue with speed traffic calming to make streets safer, particularly to Leamington Streets which generally not been addressed to date.	4	Minimal impact on main traffic routes	0	Improves access by non-car modes	2	No change	0	Improves safety for all road users	2	Controlled speeds reduces traffic noise and resident safety concerns	2
		Safety improvements around schools	Provide safe crossings, walking and cycling paths and control parking around schools to keep children safe.	4	No impact	0	Improves access by non-car modes	2	No change	0	Improves safety for all road users	2	Potential to reduce parking and traffic pressures for residents near schools	1
	Walking, cycling and micro-mobility	Improve walking and cycling connections across the river	Support for improving pedestrian and cycle access across both existing bridges, but also support for Victoria bridge becoming walking and cycling only.	4	Additional traffic capacity required to enable change to Victoria bridge use. If separate walking and cycling bridge built beside Victoria Bridge, then existing traffic capacity retained.	0	Improves access by non-car modes	3	Can only maintain a resilient system if replacement bridge capacity is provided as part of this option.	0	Improvement for walking and cycling users.	2	Potential to reduce parking and traffic pressures if walking and cycling incentivized.	1
		Extend / improve walking and cycling paths and crossings	Completion of the Urban Mobility network of walking and cycling paths across the urban area.	12	Supports growth and reduces congestion	2	Improves access by non-car modes	3	Reduces dependence on car travel, enables faster recovery via all modes	1	Improves safety by separating vulnerable users from cars	2	Reduces emissions and car VKT around Cambridge	3
NEW INFRASTRUCTURE	Corridor improvements	Develop ring road	Using expressway, additional ramps at Cambridge Road and Tirau Road, or new western bridge and Peake Road, create a ring road that keeps through freight and longer commutes out of the town centre.	-5	Supports growth and reduces congestion	2	May allow some reallocation of existing road space to non-car modes	1	Distributes traffic to another bridge improving network resilience	2	Shifting some through traffic from town would make a marginal safety improvement	1	Reduced heavy vehicle impacts in town	1
	Parking management	Increase parking - CBD parking building	Build a parking building on one of Council public car park land areas and introduce paid parking in the CBD and surrounding streets to meet costs. Parking buildings typically have 300-500 spaces in a single building.	-7	Will encourage more private vehicle trips into CBD and increase peak hour congestion unless parking costs discourage short trips.	-1	Improves access by car but congestion detrimental to all modes unless demand is managed by charges.	0	Increases car dependence and congestion	-1	No change	0	Potential to improve CBD if on street parking space reallocated to better uses as a result	1
		Park and ride facilities	Provide park and ride facilities at Hautapu and South Leamington with shuttle buses to bring people into the town centre.	1	Enables growth and assists in managing congestion	1	Provides convenient park and transfer to destinations which might otherwise be difficult to drive to and park near.	1	Potentially reduces traffic on key routes at peak times, increasing resilience.	1	Shifting some traffic from town would make a marginal safety improvement	1	Reduces emissions and car VKT around Cambridge	1

Sensitivity: General

Strategic Approach	Themes	Options	Description	Total Scores	Investment objectives									
					To provide reliable freight and transport routes		To make it easy to access key economic and social destinations		To improve the resilience of the transport system		To provide a safe transport system		To reduce the transport system's impacts on surrounding communities and the environment	
NEW INFRASTRUCTURE	Public transport services	Reinstate rail line - Cambridge to Hamilton	Relay rail into Cambridge, upgrade line and structures north of Cambridge, construct station for passengers. Construct separate road and pedestrian crossing bridges at high use locations.	-5	Rail services can be a highly reliable transport mode.	3	Would provide good access to central Hamilton. Has limited connections to destinations in or close to Cambridge.	1	Improves passenger transport resilience.	3	Rail travel is safe, but introduces rail at road crossings which can be a high crash risk.	0	Long term, rail is an effective passenger transport mode for large populations, but it does have effects of segregating communities unless high quality infrastructure/ bridges pass over or under railways.	-1
	Walking, cycling and micro-mobility	New walking and cycling connections across the river	Ensure any new bridges include provision for walking and cycling, and alternatively create dedicated walking and cycling bridge at Victoria Street or mid west to provide connections and capacity.	3	Enables growth and assists in managing congestion to a small degree, more so if reallocation of space at Victoria bridge improved vehicle capacity	1	Provides improved access for walking and cycling	2	Potentially reduces traffic on key routes at peak times, increasing resilience.	1	Improves safety for walking and cycling	2	Potential to reduce parking and traffic pressures if walking and cycling incentivized.	1
	Bridge crossing	Additional bridge - East	Ring road from south of Leamington skirting east to cross Maungatautari Road and a new bridge over the Waikato linking to Tirau Road.	-4	Provides freight bypass from south to east, but no northern link unless combined with additional Tirau/SH1 ramps	2	Improved economic connections, frees capacity on existing bridges	2	Provides additional bridge over river	2	Removes some traffic from streets	1	Removes some traffic from streets	1
	Bridge crossing cont...	Additional bridge - Far west	New bridge west in vicinity of St Peter's school - new road connection Cambridge Rd - Kaipaki Rd area	-2	Provides freight bypass from south to west, but no northern link unless combined with additional Cambridge Road/SH1 ramps that face east.	1	Improved economic connection to Hautapu	2	Provides additional bridge over river	2	Removes some traffic from streets	1	Removes some traffic from streets, new traffic introduced to rural area if existing zoning retained	1
		Additional bridge - Mid-west	New bridge west of town belt on both sides of river - new road connection linking Matos Segedin Drive to Cambridge Road.	4	Provides freight bypass from south to west, but no northern link unless combined with additional Cambridge Road/SH1 ramps that face east. Bridge closer to town removes more demand from existing bridges.	2	Connects small industrial area, jobs and some social destinations	2	Provides additional bridge over river	2	Removes some traffic from streets	1	Reduces some existing street traffic but introduces new traffic to new residential area	0
		Additional bridge - In town	New bridge in town.	5	Will provide improved capacity depending on location and scope	2	Able to provide improved capacity	2	Provides additional bridge over river	2	Removes some traffic from streets	1	Reduces some existing street traffic but may introduce new traffic to existing residential area	0
		Additional bridge capacity at another location	Additional river crossing capacity - other locations, e.g. Southern Links, duplicate Shakespeare Street.	1	Will provide improved capacity depending on location and scope	2	Able to provide improved capacity	2	Provides additional bridge over river	2	Removes some traffic from streets	1	Reduces some existing street traffic but may introduce new traffic to existing residential area	0
		Increase capacity of existing bridges	Upgrades that increase traffic flow including changes to width, configuration, one way systems and improvements to approach roads and intersections (not including bridge duplication).	2	Provides improved capacity in a location where there is clear demand, but does not assist freight well.	2	Able to provide improved capacity	2	Upgrades could also improve structure resilience, but no new bridge which would spread risk.	1	Opportunity for safety improvement at same time	1	May contribute to lower VKT and improved micro-mobility	2
	Intersection improvements	Full interchange at Tirau Road	Provide north facing on and off ramp as part of a diamond interchange.	1	Provides additional freight and commute capacity from south to north which only becomes attractive when the shorter through town route is congested	2	Improved economic connections only	1	Provides additional full interchange allowing more resilience if a crash or planned closure impacts other connections to expressway	2	Minimal impact in reducing traffic from CBD and other streets	0	Minimal impact in reducing traffic from CBD and other streets	0

-3	-2	-1	0	+1	+2	+3
Significant Adverse - Impact or Risk	Moderate Adverse - Impact or Risk	Minor Adverse - Impact or Risk	Neutral	Minor Positive	Moderate Positive	Significant Positive

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Sensitivity: General

					Cost and value for money				Feasibility					Impacts				Alignment with role & function of future transport network		
Strategic Approach	Themes	Options	Description	Total Scores	Capital cost		Flexibility and adaptability to change		Technical		Consenting		Safety		Social and cultural impacts		Environmental sustainability		Support or conflict with future network function	
INTEGRATED PLANNING	Walking, cycling and micro-mobility	Implement design standards for kerbs and intersections for mobility users	Upgrade intersection kerbs and paths to ensure they can be easily used by pedestrians and those with mobility aids.	3	\$5M–\$10M	-2	BAU type activity	1	Good technical standards exist. It can sometimes be challenging implementing them around existing	-1	No consenting required	0	No impact	0	Improved social cohesion through improved access	1	Small improvement	1	No impact on network function	0
		Improve cycling and micro-mobility policies	Establish policies and good practice which improve safety and the attractiveness of these modes.	9	<\$1M	0	Can be easily changed	2	BAU type activity, likely to be good examples able to be adopted	0	Potentially District Plan changes as one means of publishing policies, bylaw is another.	-1	No impact	0	Positive social impacts where change can be widely supported by communities	1	Small improvement	1	Will support network function for these routes	1
DEMAND MANAGEMENT	CBD / Town Centre	Restrict delivery hours in the CBD	Use bylaw process to set delivery hour rules and enforce.	1	<\$1M	0	Can be easily changed	2	Presents some challenges to create an effective regime	-1	Requires broad business and freight carrier support, difficult to enforce	-2	No impact	0	No impact	0	No impact	0	Unlikely to support function as the function is to provide access	0
	Freight management	Consolidate waste collection services	Reduce trucks in residential streets by having one waste collection service.	5	\$1M–\$5M	-1	BAU type activity	1	BAU type activity	0	BAU type activity	0	Neutral	0	No impact	0	Small improvement	1	Minor positive benefit but low relatively	1
		Rail freight	Establish a rail freight terminal in or near Cambridge or Hautapu, upgrade line to accommodate additional trains.	-3	\$50M–\$100M	-3	Large investment in one location, potential to assist long term passenger transport	2	Would require a range of infrastructure including structures, signaling, road crossings	-2	Requires broad business and freight carrier support, difficult to enforce	-1	No impact	0	No impact	0	Small improvement	1	Outside the central area network function, could impact function if implemented along Victoria Street	0
	Freight management cont...	Designate freight routes / keep freight out of town	Establish routes that are able to be used for local freight within the town and use physical and legal restrictions to discourage long haul freight.	5	\$1M–\$5M	-1	Can be easily changed	2	Challenging to retain locally needed freight access while discouraging long haul freight.	-2	Likely to be challenged by freight industry as it will increase costs for some producers and carriers.	-2	No impact	0	Small improvement	1	Small improvement	1	Supports function, impact dependent on what is implemented	2
		Increase truck weight limits on specific routes	Specific freight routes and bridges are constructed to accommodate heavier trucks making the freight function more efficiently.	7	\$25M–\$50M	-2	Large investment in one location, may not be adaptive to change	-1	Technically possible and common practice	0	Residents near specified freight routes may object to concentrating large truck movements near them. E.g. if a District Plan change is required to designate freight routes.	-2	Safety can be engineered.	0	Has potential to impact one locality but reduce impacts across wider groups of the community.	1	Concentrating investment and engineering to manage effects in one area is a better outcome than distributed costs and effects.	2	Some benefit but may lead to larger trucks in Cambridge?	1
	Manage demand	Carpooling for school and work trips	Promote and incentivize car pooling apps and usage.	8	<\$1M	0	Can be easily changed	2	Apps exist now and car pooling will be happening now, so technically easy	0	No consenting required	0	Personal safety concerns will discourage some people taking up this idea.	-1	Small improvement	1	Small improvement	1	Supports function by reducing traffic demands	1
		Tolling	Place tolls on private car and truck use to manage demand and recover costs of new infrastructure, particularly a new bridge.	-2	\$5M–\$10M	-2	Typically locks in a long term asset and loan repayment, so not flexible.	-2	Technology in use in NZ now but managed at a national not a local level.	0	Requires specific central government approvals and not typically approved for non-national highway infrastructure projects. NZTA has demonstrated that tolls will only fund a small portion of CAPEX costs.	-3	No impact	0	Significant new road impacting surrounding properties	-1	Increased VKT but benefits for all transport modes	0		0
		Flexible school hours	Coordinate staggered start and end hours across all Cambridge schools to reduce peak car travel on the network.	11	<\$1M	0	Can be easily changed	3	Simple communications and coordination required.	0	No formal consenting required, just support by all schools.	0	No impact	0	An example of community cooperation for wider benefits.	1	Potential for more efficient travel, less emissions	1	May be some benefit but not likely to be feasible	1
		Bike libraries	Work with community partners to provide secondhand bikes for students and residents who could not otherwise afford a bike.	8	<\$1M	0	Can be easily changed	3	Simple communications and coordination required.	0	No formal consenting required, just partner support.	0	No impact	0	An example of community cooperation for wider benefits.	1	Potential for more efficient travel, less emissions	1	Neutral as uptake not likely to impact function	0
		Bike / micro-mobility / car hire schemes	Commercially run hire schemes for a range of transport modes.	7	<\$1M	0	Can be easily changed	3	Technology in use in NZ now.	0	Simple licensing or Bylaw rules required to govern use and parking in public places	0	Some concerns with inappropriate use of hire micro-mobility devices, but these concerns are reducing with good controls	-1	Small benefit from improved mobility and vehicle access	1	Potential for more efficient travel, less emissions	1	Neutral as uptake not likely to impact function	0
		Manage demand cont...	Promotion of public transport, cycling, education and behaviour change programmes	Through a comprehensive programme, promote benefits of alternate modes to encourage a switch to healthy and sustainable travel.	8	\$1M–\$5M	-1	Can be easily changed	3	Common technical approach available	0	No formal consenting required, just partner support.	0	No impact	0	An example of community cooperation for wider benefits.	1	Potential for more efficient travel, less emissions	1	Neutral as uptake not likely to impact function
	Walking, cycling and micro-mobility	De-prioritise walking and cycling	Prioritise vehicle traffic and make no further investment or remove priority walking and cycling infrastructure.	-25		0	Locks in car centric infrastructure	-2	Technically possible	0	Likely to face significant public challenge	-3	Would not meet legal test of reasonableness	-3	Adversely affects part of the community	-3	Adverse effects	-3	Impacts ability to deliver multimodal use where place function is higher	-2

Sensitivity: General

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Strategic Approach	Themes	Options	Description	Total Scores	Capital cost		Flexibility and adaptability to change		Technical		Consenting		Safety		Social and cultural impacts		Environmental sustainability		Support or conflict with future network function	
DEMAND MANAGEMENT	Walking, cycling and micro-mobility cont...	Bike / micro-mobility parking and charging facilities	Provide end of journey facilities required to allow uptake of micro-mobility, e.g. secure parking, personal security, charging and maintenance services.	6	\$1M–\$5M	-1	Can be changed	2	Common technical approach available	0	Potentially require building and land use consents for facilities of scale. E.g. covered parking facilities.	-1	No impact	0	No impact	0	Potential for more efficient travel, less emissions	1	Neutral as uptake not likely to impact function	0
	Public transport services	Don't invest in public transport	Prioritise vehicle traffic and make no further investment or reduce investment in public transport.	-23		0	Locks in car centric culture and infrastructure	-2	Technically possible	0	Likely to face significant public challenge	-3	Would not meet legal test of reasonableness	-2	Adversely affects part of the community	-3	Adverse effects	-3	Impacts ability to deliver multimodal use where place function is higher	-2
		Promote mobility transport services	Promote use of taxi, uber, community shuttles and disability support transport options.	9	\$1M–\$5M	-1	Can be changed	3	Exists currently at a basic level	0	No impact	0	No impact	0	Positive social impacts where mobility services can be widely supported by communities	3	Reliant on motor vehicles but with lesser impacts where services are shared	1	Neutral as uptake not likely to impact function	0
BEST USE OF EXISTING NETWORK	CBD / Town Centre	Improve alternate travel modes to CBD	Prioritise alternate mode connections to the CBD, e.g. bus routes and micro-mobility paths connections to CBD.	10	\$10M–\$25M	-2	Relatively easily changed infrastructure.	2	Retrofitting walking, cycling bus facilities into existing environment can be challenging.	-2	Likely to face some public challenge unless integrated with wider bus improvements and behaviour change	-2	No impact	0	Positive social impacts from improved access, a more vibrant CBD	1	More efficient travel, less emissions, enhanced amenity	2	Supports achieving network function through reduced traffic volumes	2
		Improve traffic flow around CBD	Change intersection priorities and utilise existing streets to move more traffic around the outside of the CBD.	-6	\$10M–\$25M	-2	Locks in car centric culture and infrastructure	-2	Complex changes to existing streets around the CBD to accommodate high volumes of traffic	-2	Likely to face public challenge if large volumes of traffic is diverted to alternate streets.	-2	Some concerns that moving high volumes of traffic to adjacent streets could reduce safety or perception of safety	-1	Positive social impacts from improved access, a more vibrant CBD, offset by negatives of moving traffic to sensitive areas	0	Potential to encourage more travel and traffic impacts if congestion is reduced	-1	Supports higher place making function in town centre	1
		Pedestrianise part of CBD	Many different options exist, e.g. partial street closures as part of scheme to redirect traffic, full street closures to create a pedestrian precinct or closure to traffic for certain hours, or shared people and vehicle spaces.	3	\$5M–\$10M	-2	Often combined with significant landscaping improvement. Can be changed but generally investments of this type have a long life.	-2	Change and working in a busy environment can be challenging	-2	Likely to face some public challenge	-2	No impact	0	Positive social impacts from improved access, a more vibrant CBD	1	Common approach to improve environmental conditions in traffic dominated CBD areas	2	Supports desired CBD function, may impact function of wider network	1
		Provide separate cycle paths in CBD	Change parking and traffic lane space to create protected cycle paths through the CBD so there is a continuous corridor through Victoria Street. Would also require priority changes at intersections to improve the safety for pedestrians and cyclists.	1	\$10M–\$25M	-2	With intersection changes, likely to be a substantial investment	-2	Retrofitting cycling facilities into existing environment can be challenging.	-2	Likely to face some public challenge	-2	No impact	0	Positive social impacts from improved access, a more vibrant CBD	1	Common approach to improve environmental conditions in traffic dominated CBD areas	2	Victoria Street through the town centre function is more place based so cycleway could conflict with this	-1
		Remove through traffic from CBD	Change parking, traffic space and intersections to significantly discourage through traffic from Victoria Street. Could be combined with other town centre improvements.	-3	\$10M–\$25M	-2	With intersection changes, likely to be a substantial investment	-2	Redirecting traffic to other streets and making changes will be challenging.	-2	Likely to face some public challenge	-2	No impact	0	Positive social impacts from improved access, a more vibrant CBD	1	Common approach to improve environmental conditions in traffic dominated CBD areas	2	Could support desired function in CBD but will impact surrounding streets	1
	CBD / Town centre cont...	Upgrade Cambridge CBD	The ideas submitted related to reducing traffic in the CBD, improving footpaths and ambulance services, so this can be removed as is captured in other idea lines.	0		0														
		Improve connections between Lakewood and CBD	Improve vehicle and pedestrian access into Lakewood from Lake and Queen Streets, e.g. traffic signals at Lake and Queen Streets or similar.	-3	\$1M–\$5M	-1	Smaller investment level, can change in future	-1	Changing intersection and pedestrian facilities in existing environment challenging.	-2	No RMA consents required, but some impacts on adjacent property in terms of access.	-1	No impact	0	Minor positive social impacts from improved access, a more vibrant CBD	1	No impact	0	Signals could impact movement function of Queen Street	-1
		Develop one way system	Make Victoria Bridge one way for south bound only traffic and make Duke Street and Queen Street the Primary entrance points to the CBD.	-9	\$10M–\$25M	-2	Wide spread change impacts,	-1	Requires careful design of roadways and property access to maintain safety for all road users.	-2	Legislative and public consultation process to make a change	-1	Potential impact on road user safety	-1	Potential to reallocate road use space for good social outcomes	1	Reduced traffic impacts or	0	Additional northbound traffic on Fergusson Bridge would impact movement function (could only be done with new bridge?)	-1

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Strategic Approach	Themes	Options	Description	Total Scores	Capital cost	Flexibility and adaptability to change		Technical	Consenting	Safety	Social and cultural impacts		Environmental sustainability	Support or conflict with future network function						
BEST USE OF EXISTING NETWORK	Corridor improvements	Improve Kaipaki corridor	Make the Kaipaki Road corridor more attractive for commuting to Hamilton to ease pressure on existing bridge crossings.	-2	\$10M–\$25M	-2	Route remains flexible for change	1	Potential for significant upgrading if the route needs to accommodate substantial traffic increases	-2	No RMA consents required, but some impacts on adjacent property in terms of additional traffic impacts (noise, etc.)	-1	Potential impact on road user safety unless adequate improvement investment made.	-1	Impact of additional traffic on Kaipaki community	-1	Limited impacts. Kaipaki Road already a collector road with significant traffic volumes.	0	Modelling suggests not many people would use this route regardless. No impact on function	0
		Improve Pope - Cook corridor	Provide additional traffic lanes at intersections or rationalise turns to increase traffic capacity and reduce congestion on this corridor.	-3	\$10M–\$25M	-2	With intersection changes, likely to be a substantial investment	-2	Potential for significant upgrading if the route needs to accommodate substantial traffic increases	-2	Land purchase and RMA consenting likely	-2	Requires improvement investment for non-vehicle users to maintain safety with increasing traffic volumes.	0	Makes provision to increase traffic volumes in an area where residents already sensitive to traffic	-1	Increase to existing impacts	-1	Would support high movement function of this corridor	3
		Improve Shakespeare corridor	Improve safety and traffic capacity on this road as part of a route of existing roads which diverts traffic including trucks around the CBD.	-3	\$10M–\$25M	-2	With intersection changes, likely to be a substantial investment	-2	Potential for significant upgrading if the route needs to accommodate substantial traffic increases	-2	Land purchase and RMA consenting likely	-2	Requires improvement investment for non-vehicle users to maintain safety with increasing traffic volumes.	0	Makes provision to increase traffic volumes in an area where residents already sensitive to traffic	-1	Increase to existing impacts	-1	Supports function of this route as a movement corridor	3
		Improve Thornton corridor	Improve safety and traffic capacity on this road by closing off some problematic intersections or turns.	4	\$1M–\$5M	-1	Potential for lower cost trials before permanent changes	1	Potential for significant upgrading if the route needs to accommodate substantial traffic increases	-2	Legislative and public consultation process to make a change	-1	No impact	0	Minor positive social impacts from improved access to key destinations and opportunity to reinforce cultural importance of Te Koooutu	1	No impact	0	Supports urban connector function of this route	2
		Improve Tirau - Albert - Queen corridor	Improve safety and traffic capacity on this road as part of a route of existing roads which diverts traffic including trucks around the CBD.	-2	\$25M–\$50M	-2	With intersection changes, likely to be a substantial investment	-2	Potential for significant upgrading if the route needs to accommodate substantial traffic increases	-2	Land purchase and RMA consenting likely	-2	Requires improvement investment for non-vehicle users to maintain safety with increasing traffic volumes.	0	No impact	0	Increase to existing impacts	-1	Supports urban connector function of this route	3
	Corridor improvements cont...	Improve Victoria corridor to Hautapu	Capacity and safety improvements on Victoria Road from Hamilton to Hautapu.	10	\$25M–\$50M	-2	Hard infrastructure is less flexible to change, but road space can be reallocated between modes	1	Capacity improvements will likely require kerb and service relocations which are complex, and property take at locations, all of which is fairly common. No specialist skills needed.	-2	Land take likely in places to widen the corridor	-2	Safety in Design for new infrastructure.	0	Improved access by car to key destinations and services for the community	1	Likely to increase car VKT and therefore emissions	-2	Supports interregional connector function on this route	3
		Improve Wilson - Duke Bryce corridor	Remove traffic calming so more traffic can be diverted around the CBD and the route is more suitable for emergency services.	-12	\$10M–\$25M	-2	Locks in higher traffic volumes	-1	Some challenges to increase traffic flows on this route while still providing for commercial zone and school. Likely to include multiple traffic signal installations.	-2	No RMA consents required, but impacts on adjacent property and school with increased traffic and average speeds	-2	Potential impact on road user safety unless adequate improvement investment made.	-1	Impacts of additional traffic and traffic speeds near school and retirement homes partly offset by more efficient emergency service responses	-1	Favours vehicle traffic priority in a sensitive commercial and residential area.	-1	Existing design is likely suitable for local road function	-1
		Improve Wordsworth corridor	Widen Wordsworth Street from Pope Terrace to Shakespeare Street including new intersections so that some traffic is diverted away from the end of the Victoria bridge.	-3	\$25M–\$50M	-2	With intersection changes, likely to be a substantial investment	-2	The vertical alignment and existing intersections and property accesses on Wordsworth likely to present some challenges.	-2	Some RMA consenting and property impacts to resolve.	-1	Requires improvement investment for non-vehicle users to maintain safety with increasing traffic volumes.	0	Makes provision to increase traffic volumes in an area where residents already sensitive to traffic	-1	Increase to existing impacts	-1	Could support function of Pope / Cook	1
		Increase speed limits on appropriate roads	Remove some traffic calming in town and increase speed limits at edge of town where land is mostly rural.	-6	<\$1M	0	Low cost changes that are flexible	1	Common technical approach available	0	No RMA consents required, but minor impacts on adjacent property with increased traffic and average speeds	-1	Potential impact on road user safety unless adequate improvement investment made.	-1	Speed increases in urban environment mostly considered a negative social impact	-1	No effect	0	Could impact desired place function in town	-1
	Intersection improvements	Intersection improvement - Cook / Victoria	This small roundabout at the end of the Victoria Bridge is congested at peak times and has poor facilities for pedestrians and cyclists to cross. Improvement could aid flow and safety as part of a wider network plan.	0	\$5M–\$10M	-2	Reasonable investment in traffic capacity	-1	Bespoke design for unusual road/ bridge connection	-3	Some RMA consenting and property impacts to resolve.	-1	Safety in Design for new infrastructure.	0	Makes provision to increase traffic volumes in an area where residents already sensitive to traffic	-1	Increase to existing vehicle impacts, partly offset by improved active mode access	0	Could support movement function of Pope / Cook (needs testing)	1
		Intersection improvement - Duke / Albert / Williamson	Change the form of this unusual intersection which is difficult for right turns. This would allow better access to the CBD and civic pool complex.	1	\$10M–\$25M	-2	Reasonable investment in traffic capacity	-1	Bespoke design for unusual road intersections on a slope and curve	-3	Some RMA consenting and property impacts to resolve.	-1	Safety in Design for new infrastructure.	0	Limited residential impact, likely mostly an improvement	1	Increase to existing vehicle impacts, partly offset by improved active mode access	0	Signals or similar could impact movement function of Albert St. Better to partially close or restrict turns at this access?	-1

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BEST USE OF EXISTING NETWORK	Improvements	Intersection improvement - Hamilton / Victoria	Single lane roundabout has unbalanced flows at peak times and this along with downstream intersections contribute to congestion.	4	\$5M–\$10M	-2	Reasonable investment in traffic capacity	-1	Constrained land area and park area to work within.	-2	Some RMA consenting, large specimen tree and property impacts to resolve.	-1	Safety in Design for new infrastructure.	0	Adjacent to Lake Te Kooutu, sensitive cultural site	-1	Increase to existing vehicle impacts, partly offset by improved active mode access	0	Could support movement function of Victoria St. needs testing	1
		Intersection improvement - Hamilton / Vogel	Cross roads intersection serving significant town belt development including sports fields and Resthaven retirement village.	5	\$5M–\$10M	-2	Reasonable investment in traffic capacity	-1	Requires careful design of intersection and property access to maintain safety for all road users.	-1	Traffic signals able to be retrofit with minimal impact for all road users.	0	Safety in Design for new infrastructure.	0	Limited residential impact, likely mostly an improvement	1	Increase to existing vehicle impacts, partly offset by improved active mode access	0	Could support multimodal function of Hamilton Rd. But also impacts movement along the corridor	1
	Intersection improvements cont...	Intersection improvement - Lake / Queen	Cross roads intersection providing access to Lakewood and CBD. Current intersection form limits right turns at peak times. Traffic signals are only real option.	-7	\$5M–\$10M	-2	Reasonable investment in traffic capacity	-1	Very close to Victoria/Queen intersection so would have to be coordinated with signals at that intersection to avoid increasing congestion	-2	Traffic signals able to be retrofit with minimal impact	0	Safety in Design for new infrastructure.	0	Limited residential impact, likely mostly an improvement	1	Increase to existing vehicle impacts, partly offset by improved active mode access	0	Would impact movement function of Queen Street	-2
		Intersection improvement - Queen / Albert	Cross road intersection facing increased congestion and a risk of crashes. A roundabout or traffic signals could resolve.	-2	\$10M–\$25M	-2	Reasonable investment in traffic capacity	-1	Bespoke design for unusual road intersections on a slope and curve, with predominant flow on two legs of the intersection	-2	Some RMA consenting and property impacts to resolve.	-1	Safety in Design for new infrastructure.	0	Adjacent to Lake Te Kooutu, sensitive cultural site	-1	Increase to existing vehicle impacts, partly offset by improved active mode access	0	Would impact movement function of Queen Street (less than above as traffic vol more split)	-1
		Intersection improvement - Shakespeare / Cook	Existing single lane roundabout has poor walking and cycling crossings. Currently adequate capacity but will become congested with projected growth.	4	\$5M–\$10M	-2	Reasonable investment in traffic capacity	-1	Requires careful design of intersection and property access to maintain safety for all road users.	-2	Traffic signals able to be retrofit with minimal impact	0	Safety in Design for new infrastructure.	0	Makes provision to increase traffic volumes in an area where residents already sensitive to traffic	-1	Increase to existing impacts, offset by improved ease for buses and active users.	0	Possible improvement but need to check, signals might result in more daily delay	1
		Intersection improvement - Shakespeare / Tirau	Existing single lane roundabout has unusual form and slip lane. Currently adequate capacity but will become congested with projected growth.	3	\$5M–\$10M	-2	Reasonable investment in traffic capacity	-1	Large roundabout or signals are some options for increased capacity. Presence of river, bridge and land form would require careful design.	-1	Some RMA consenting stormwater discharge	-1	Safety in Design for new infrastructure.	0	Adjacent to Waikato River	-1	Increase to existing impacts	-1	If movement is improved it supports function of this route	2
		Intersection improvement - Thornton / Victoria	Current "T intersection" congested at peak hours and strongly linked to Victoria/Hamilton intersection operation.	2	\$5M–\$10M	-2	Reasonable investment in traffic capacity	-1	Close proximity to Victoria Hamilton intersection requires coordination between the two.	-2	Some RMA consenting, archaeology, stormwater discharge	-1	Safety in Design for new infrastructure.	0	Adjacent to Lake Te Kooutu, sensitive cultural site	-1	Increase to existing vehicle impacts, partly offset by improved active mode access	0	Could impact movement function of Victoria, close to Roundabout	-1
		Intersection improvement - Victoria / Taylor	Cross road intersection facing increased congestion and risk of crashes. Traffic signals could resolve.	3	\$5M–\$10M	-2	Reasonable investment in traffic capacity	-1	Adjacent Laurent and Victoria East intersections will make the design bespoke and more challenging	-2	Some property impacts likely and must work around railway designation	-1	Safety in Design for new infrastructure.	0	No impact	0	Increase to existing impacts	-1	Could impact movement function of Victoria	-1
		Intersection improvement (general)	Improve maintenance, signage, visibility and ensure appropriate approach traffic speeds so there are safe gaps for drivers to enter intersections.	-1	\$10M–\$25M	-2	Low investment, flexible	0	A tool kit of options is available to treat hazardous intersections (roundabouts, traffic islands, speed calming etc). Challenge is often fitting these to existing intersections and property access arrangements	-1	No Consenting issues	0	BAU approach	0	No impact	0	No impact	0	May support function but too general to score	0
		Intersection improvement – Lamb / Maungatautari	This Y shaped give way controlled intersection on a corner has a crash history and would benefit from remodelling.	2	\$1M–\$5M	-1	Low investment, flexible	0	Skewed intersection on a corner in a higher speed rural area. Requires speed reduction and pedestrian connectivity to Te Awa path.	-1	No Consenting issues	0	Safety in Design for new infrastructure.	0	No impact	0	No impact	0	Unlikely to impact function	0
	Intersection	Upgrade roundabouts to traffic signals	This general idea is reflected in the specific intersection upgrades listed above. The need for change is driven by small roundabouts being unable to accommodate volumes of traffic or strong flows in one direction preventing traffic flow from some intersection legs. No further assessment is required.	0		0														

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BEST USE OF EXISTING NETWORK	Improvements cont...	Intersection improvement – Carlyle / Lamb/ Rotoorangi	Cross road intersection facing increased traffic from growth and risk of crashes. Roundabout could resolve.	3	\$1M–\$5M	-1	Reasonable investment in traffic capacity	-1	Cross roads intersection which requires speed reduction, safer turning and pedestrian and cycle connection to adjacent school	-1	No Consenting issues	0	Safety in Design for new infrastructure.	0	No impact	0	No impact	0	Unlikely to impact function	0
	Network management	Improve road pavements	Look after the road pavement assets we have across the District equitably. Ensuring that what we have is maintained as a priority.	0		0	BAU Activity	0	BAU Activity	0	BAU Activity	0	BAU Activity	0	No impact	0	No impact	0	No impact	0
		Network planning	Ideas here highlight the need for integration of growth and road networks. This is covered under integrated planning, so this idea is not progressed.	0		0														
		Plan for new technology (ITS, EVs, freight, driverless vehicles)	Plan for new technology including driverless public transport and vehicles that reduce congestion and parking demand.	3	<\$1M	0	Unknown cost and value at this early stage	0	Limited industry guidance as to requirements presently	-1	May require future law change	-1	Safety in Design for new infrastructure.	0	Potential for positive impacts but unable to quantify	0	Potential for positive impacts but unable to quantify	0	No impact	0
		Reduce congestion	This is an outcome of good network management, corridor improvements and managing the right traffic on the right roads. It does not need to be assessed as an idea. Recommendation: Consideration.	0		0														
		Remove traffic calming	Prioritise traffic and emergency services access on main roads by removing traffic calming.	-3	\$1M–\$5M	-1	Low cost changes that are flexible	0	Straight forward to remove speed control measures, but challenging to maintain safety provisions for walking and cycling	-1	No Consenting issues	0	Can create new safety issues due to higher speeds.	-1	Both positive and negative impacts.	0	Both positive and negative impacts.	0	Not location specific, could improve function but could have impacts as well	0
	Network management cont..	Reopen closed movements at intersections	Reopen Grey and Hall Street intersections with Hamilton Road to divert traffic away from a congested Victoria Street.	-11	<\$1M	0	Low cost changes that are flexible	0	Requires relocation of signalised pedestrian crossing for school which could be challenging around bus stops and residential entrances.	-2	Council decision under bylaw to decide turning options at intersections. Some public engagement required.	-1	Can create new safety issues due to difficult turn movements on an arterial road.	-1	Mostly negative impacts on residents.	0	Increase in vehicle use/ reliance and poorer levels of service for non-vehicle trips.	-1	Impacts movement function of Hamilton Rd	-1
		Right traffic on the right roads (One Network Framework)	Restrict heavy traffic and through traffic to specific routes that are appropriately constructed and minimise the impact on local streets.	6	<\$1M	0	High investment, limited flexibility	-2	Balancing the needs of different road users with adjacent land use impacts is challenging.	-1	Some residents will benefit, others will receive more traffic on their road. Potentially requires land and consents to implement.	-2	Safety in Design for new infrastructure.	0	Mostly positive impacts but some properties negatively impacted by more traffic	1	More sustainable to construct and manage limited routes for heavy traffic rather than manage wide spread impacts if no controls are	2	Should support role and function but too general to score	0
	Parking management	Improve parking policy and management	Develop policy and implement parking management strategy.	5	\$1M–\$5M	-1	Very flexible to changes to meet future needs by changes to parking limits and charges	0	Strategy may include new charging or IT infrastructure, requiring largely known technology	-1	No change	0	No change	0	Improved access to key destinations and services for the community	1	No change to BAU	0	Supports function of CBD areas as higher placed based	1
		Increase parking - CBD	Increase on street parking in streets adjacent to the CBD, increase off street parking, allocate more CBD parking for shoppers and less for employees.	-1	\$5M–\$10M	-2	Flexible if done with signs and lines as opposed to hard infrastructure	0	Easily available space is currently in use for parking, leaving more challenging rearrangements to streets to achieve more parking.	-1	Public engagement required for significant change	-1	No change	0	Improved access to key destinations and services for the community	1	No change to BAU	0	Probably a neutral outcome, could be more traffic in town but less in main street	0
		Paid parking	Implement paid parking to manage demand, ensure adequate parking is available and short trips by bus and walking and cycling are incentivized.	4	\$1M–\$5M	-1	Very flexible to changes to meet future needs by changes to parking limits and charges	0	Requires evaluation and implementation of suitable technology and enforcement regimes to work efficiently	-1	Public engagement required for significant change	-1	No change	0	Improved access to key destinations and services for the community	1	Incentivising non-vehicle trips improves sustainability.	1	Supports function of CBD areas as higher placed based	1
		Parking information technology	Implement parking technology to show where parking is available but also to improve use compliance.	1	\$1M–\$5M	-1	Relatively low cost and adaptable	0	Requires evaluation and implementation of suitable linked technology.	-1	Nil	0	Can improve safety for enforcement staff	0	No impact	0	No impact	0	Should support role and function but too general to score	0
		Improve school bus services	Increase the use of buses to get children to and from school.	7	\$5M–\$10M	-2	Relatively low cost and adaptable	0	Common technical approach available	0	Requires central government policy change to be effective. E.g. current policy is to reduce school bus services and put costs onto the community.	-2	No change	0	Improved access to key destination for the community	1	Reducing private vehicle trips	2	Should support network function by reducing car trips	2

					Cost and value for money			Feasibility					Impacts				Alignment with role & function of future transport network				
Strategic Approach	Themes	Options	Description	Total Scores	Capital cost		Flexibility and adaptability to change		Technical		Consenting		Safety		Social and cultural impacts		Environmental sustainability		Support or conflict with future network function		
BEST USE OF EXISTING NETWORK	Public transport services	Improved ticketing and timetable information	Adopt contactless payment and digital timetable and bus arrival data service.	5	\$1M–\$5M	-1	Being rolled out as a national service	0	System developed and being rolled out with National e-ticketing strategy	-1	No consenting	0	No change	0	No change		0	Reducing private vehicle trips	1	Some improvement through higher PT uptake	1
		Make bus use more accessible and efficient	Improvements to bus routes and frequencies.	12	\$1M–\$5M	-1	Frequencies and routes can change, usually based around contract negotiations every 9 years	0	Improvements to stops is largely BAU	-1	Improvements to stops is largely BAU	-1	Improves safety by reducing car VKT exposure to crashes. Safety in Design for stops.	0	Improved access to key destinations and services for the community		2	Reduces emissions and car VKT around Cambridge	2	Some improvement through higher PT uptake	1
		Provide a local bus service within Cambridge	Provide dedicated local bus services that covers a wider area of Cambridge. Smaller buses often suggested as most efficient.	11	\$5M–\$10M	-2	Frequencies and routes can change, usually based around contract negotiations every 9 years	0	A range of options are available and can be explored to find the most effective for the short-medium and long term	-1	Requires coordination with regional council and NZTA to ensure a service can be sustainably funded	-1	Improves safety by reducing car VKT exposure to crashes. Safety in Design for stops.	0	Improved access to key destinations and services for the community		2	Reduces emissions and car VKT around Cambridge	2	Some improvement through higher PT uptake	1
		Public transport services cont...	Provide inter-town and Airport service	4	\$5M–\$10M	-2	Frequencies and routes can change, usually based around contract negotiations every 9 years	0	A range of options are available and can be explored to find the most effective for the short-medium and long term	-1	Requires coordination with regional council and NZTA to ensure a service can be sustainably funded	-1	Improves safety by reducing car VKT exposure to crashes. Safety in Design for stops.	0	Improved access to key destinations and services for the community		1	Reduces emissions and car VKT in the district	1	Some improvement through higher PT uptake	1
	Safety improvements	Provide safe pedestrian crossings	Improve consistency, rationalise number, provide more signalised pedestrian crossings on main roads.	4	\$5M–\$10M	-2	Reasonable level of investment in infrastructure, locks in routes	-1	Installation of signals and traffic calming requires careful design to fit around existing infrastructure and property access.	-1	Can impact adjacent parking, and property entries. Consultation required	-1	Safety in Design for new infrastructure.	0	Improves general accessibility		1	Encourages walking and cycling. Reduces emissions and car VKT around Cambridge	1	Neutral as could impact function depending on location	0
		Speed enforcement	Increase speed enforcement on streets used as commuting routes and Pope-Cook Street.	2	<\$1M	0	Speed enforcement can be flexible.	0	Common technical approach available	0	Under legislation speed enforcement can only be done by NZTA and NZ Police. Council has limited influence to implement.	-2	BAU Activity	0	Limited impacts		0	No impact	0	Not likely to impact function	0
		Improve street lighting	Improve lighting levels to modern standards on older streets (new growth areas have lighting to modern standards).	5	\$5M–\$10M	-2	BAU Activity	3	BAU Activity	0	No consenting required	0	Safety in Design for new infrastructure.	0	Improves evening enjoyment of spaces through security		2	Increased energy use	-1	Not likely to impact function	0
		Traffic calming / reduce speeds	Continue with speed traffic calming to make streets safer, particularly to Leamington Streets which generally not been addressed to date.	4	\$5M–\$10M	-2	Reasonable level of investment in infrastructure, locks in change	-1	Requires careful evaluation of options and design to avoid unwanted effects	-1	Public engagement required for significant change	-1	Safety in Design for new infrastructure.	0	Improves community enjoyment of public space		1	Encourages walking and cycling. Reduces vehicle speed / noise impacts	1	Not likely to impact function	0
		Safety improvements around schools	Provide safe crossings, walking and cycling paths and control parking around schools to keep children safe.	4	\$5M–\$10M	-2	Reasonable level of investment in infrastructure, locks in change	-1	A different approach is required at every school to reflect location and operating needs.	-1	Public engagement required for significant change	-1	Safety in Design for new infrastructure.	0	Improves general accessibility		1	Encourages walking and cycling.	1	Supports function of these streets (higher place and access)	1
		Walking, cycling and micro-mobility	Improve walking and cycling connections across the river	Support for improving pedestrian and cycle access across both existing bridges, but also support for Victoria bridge becoming walking and cycling only.	4	\$10M–\$25M	-2	Reasonable level of investment in infrastructure, locks in change	-1	Alteration to bridges can be technically complex	-2	Alteration to Victoria bridge requires historic places consent. Changing traffic access would also be controversial	-1	Safety in Design for new infrastructure.	0	Improves community enjoyment of public space		1	Encourages walking and cycling. Reduces vehicle impacts longer term	1	Supports function of these bridges for multimodal movement along the route
	Extend / improve walking and cycling paths and crossings		Completion of the Urban Mobility network of walking and cycling paths across the urban area.	12	\$50M–\$100M	-3	Can be implemented piecemeal as political will and available funding coincide	2	Integration of urban mobility into the transport system is moderately difficult	-2	Land take likely in places to implement network	-2	Improves safety by separating vulnerable users from cars. Safety in Design for new walking and cycling infrastructure.	0	Improved access to key destinations and services for the community		2	Reduces emissions and car VKT around Cambridge	2	Not location specific, could support function but could impact movement	0
NEW INFRASTRUCTURE	Corridor improvements	Develop ring road	Using expressway, additional ramps at Cambridge Road and Tirau Road, or new western bridge and Peake Road, create a ring road that keeps through freight and longer commutes out of the town centre.	-5	\$100M–\$250M	-3	Very large investment with narrow outcomes, requires full development to realise benefits	-3	Major earthworks and bridge building	-2	Long length of new or upgraded road impacting a number of properties.	-2	No barrier	0	Significant new road impacting surrounding properties		-1	Likely to generate some additional travel and emissions	-1	Evidence suggest low use / impact on traffic movement	0
	Parking management	Increase parking - CBD parking building	Build a parking building on one of Council public car park land areas and introduce paid parking in the CBD and surrounding streets to meet costs. Parking buildings typically have 300-500 spaces in a single building.	-7	\$25M–\$50M	-2	Very large investment with narrow outcomes, but could be part of a public/ private development with retail and residential development combined	-2	Parking buildings become an option after other steps are taken and exhausted. Major construction in a commercial environment over an extended timeframe. Impacts property access, services.	-2	Reasonably standard requirements, but scale and shadowing in a current low height CBD potentially an issue.	-1	No barrier	0	No barrier		0	Will generate additional travel and effects.	-1	Could support place making function of CBD streets	1
		Park and ride facilities	Provide park and ride facilities at Hautapu and South Leamington with shuttle buses to bring people into the town centre.	1	\$10M–\$25M	-2	Large investment in land and infrastructure to provide very long term benefits	-2	Requires careful site selection and design to operate efficiently and safely.	-1	Landuse consenting required to create park and ride facility	-2	No barrier	0	Some social and cultural impacts expected depending on location of park and ride		-1	Can form part of a long term sustainable transit system	2	Could support place making function of CBD streets and reduce traffic volume	1

Sensitivity: General

Strategic Approach	Themes	Options	Description	Total Scores	Cost and value for money		Feasibility					Impacts				Alignment with role & function of future transport network	
					Capital cost	Flexibility and adaptability to change	Technical	Consenting	Safety			Social and cultural impacts		Environmental sustainability		Support or conflict with future network function	
NEW INFRASTRUCTURE	Public transport services	Reinstate rail line - Cambridge to Hamilton	Relay rail into Cambridge, upgrade line and structures north of Cambridge, construct station for passengers. Construct separate road and pedestrian crossing bridges at high use locations.	-5	\$100M –\$250M	A very large investment perhaps \$200M plus and little flexibility to change once established.	Would require a range of infrastructure including structures, signals, road crossings, pedestrian bridges or underpasses. Technically quite challenging	Passenger station, bridges etc. would require consenting	Safety can be engineered but at high cost. Ideally there would be few if any level crossings where high frequency train services operate.			Significant social impacts for residents living near an operating railway.		Long term it is a very sustainable mass transit system for large populations.		Supports movement function of this corridor, although rail crossing could impact traffic movement	1
	Walking, cycling and micro-mobility	New walking and cycling connections across the river	Ensure any new bridges include provision for walking and cycling, and alternatively create dedicated walking and cycling bridge at Victoria Street or mid west to provide connections and capacity.	3	\$10M–\$25M	Significant investment for one purpose	Whether a standalone bridge or alteration to Victoria Bridge, the scale and location makes this complex	Consenting required to cross river	Safety in Design for new infrastructure.			Can be a positive impact in terms of community connectivity, but working on river banks in culturally sensitive area.		Encourages walking and cycling. Reduces vehicle impacts longer term		Supports function by reducing traffic volumes	1
	Bridge crossing	Additional bridge - East	Ring road from south of Leamington skirting east to cross Maungatautari Road and a new bridge over the Waikato linking to Tirau Road.	-4	\$100M –\$250M	Very large investment with narrow outcomes	Major earthworks and bridge building	Long length of new road impacting many properties and probably the golf course as well.	No barrier			Provides a freight benefit when included with a ring road. Significant new road impacting large area of Leamington		Freight benefit, but within town trips, bus, walking and cycling not improved		Supports function of strategic network but not likely to attract much traffic	1
	Bridge crossing cont...	Additional bridge - Far west	New bridge west in vicinity of St Peter's school - new road connection Cambridge Rd - Kaipaki Rd area	-2	\$100M –\$250M	Large investment that benefits a portion of vehicles and freight	Major earthworks and bridge building	Long length of new road impacting a number of properties.	No barrier			Significant new road impacting surrounding properties. East-west freight through town not addressed		Some freight benefit, but within town trips, bus, walking and cycling not improved		Supports function of strategic network but not likely to attract much traffic	1
		Additional bridge - Mid-west	New bridge west of town belt on both sides of river - new road connection linking Matos Segedin Drive to Cambridge Road.	4	\$100M –\$250M	Large investment that benefits a portion of vehicles and freight, but also provides additional bus and walking and cycling route	Major earthworks and bridge building into developed areas	New road and bridge impacting developed properties	No barrier			Significant new road impacting surrounding properties. East-west freight through town not addressed		Increased VKT but benefits for all transport modes		Supports function of existing network by providing a viable alternative and distributing traffic (reducing traffic on existing crossing improves function)	2
		Additional bridge - In town	New bridge in town.	5	\$100M –\$250M	Provides long term value	Major earthworks and bridge building into developed areas	New road and bridge impacting developed properties	No barrier			Significant new road impacting surrounding properties		Increased VKT but benefits for all transport modes		Supports function of existing network by providing a viable alternative and distributing traffic (reducing traffic on existing crossing improves function)	2
		Additional bridge capacity at another location	Additional river crossing capacity - other locations, e.g. Southern Links, duplicate Shakespeare Street.	1	\$100M –\$250M	Provides long term value	Major earthworks and bridge building into developed areas	New road and bridge impacting developed properties	No barrier			Significant new road impacting surrounding properties		Increased VKT but benefits for all transport modes		Not likely to attract enough traffic to greatly benefit network function	0
		Increase capacity of existing bridges	Upgrades that increase traffic flow including changes to width, configuration, one way systems and improvements to approach roads and intersections (not including bridge duplication).	2	\$100M –\$250M	Provides long term value	Improvement to existing structures in use can be challenging	Victoria bridge heritage status a potential barrier	No barrier			Minimal impact, unless traffic increased through CBD then becomes negative. Does not address east-west freight movement impacts		Keeps traffic impacts limited to current locations		Modelling indicates this leads to more traffic in town that could impact network function	-1
	Intersection improvements	Full interchange at Tirau Road	Provide north facing on and off ramp as part of a diamond interchange.	1	\$100M –\$250M	Provides long term value	Work beside operating expressway	No significant barrier	No barrier			Minimal impact		Likely to generate some additional travel and emissions		Evidence indicates this would attract low levels of use - no impact	0

Cambridge Connections Strategic Transport Plan
Long List Multi-Criteria Assessment

*Park = not progressed in this project unless circumstances change															
Strategic Approach	Themes	Options	Description	Total Scores	Alignment with role & function of future transport network		Summary of scores							Decision	
					Support or conflict with the future network role and importance		Investment objectives	Supporting growth and urban development	Cost and value for money	Feasibility	Impacts	Function and Role	Total	Decision	Rationale
INTEGRATED PLANNING	Environment	Climate resilient infrastructure design	Assess vulnerabilities and incorporate resilience into all change projects.	4	Neutral - will not influence role	0	2	0	0	0	2	0	4	Progress	This is an expected requirement for any new infrastructure.
		Cultural & Environmental Assessments - third bridge	Incorporate cultural and environmental assessments as part of bridge location optioneering.	7	Neutral - will not influence role	0	5	0	0	0	2	0	7	Progress	This is an expected requirement for any new infrastructure.
		Reduce emissions	This appears to be an outcome sought rather than an idea. Note that ideas will be assessed against the investment objective of "[reducing] the transport system's impacts on surrounding communities and the environment".	0			0	0	0	0	0	0	0	Park	Consideration - Emissions reduction would be considered as part of assessing contribution to the Investment Objective of "[reducing] the transport system's impacts on surrounding communities and the environment".
		Cultural design, identity and wayfinding	Incorporate cultural design and wayfinding in built infrastructure.	6	Neutral - will not influence role	0	3	0	1	0	2	0	6	Progress	This is an expected requirement for any new infrastructure.
	Land use and spatial planning	Growth pays for growth	Ensure there is full recovery of new infrastructure costs from new development.	5	Neutral - will not influence role	0	5	0	2	-2	0	0	5	Progress	Progress to shortlist consideration.
		Local schools	Local schools close to where people live, particularly in Leamington.	12	Integrated land use and transport planning can support desired role but outcome will depend on specific development location	1	7	0	2	-3	4	2	12	Progress	Additional schools on the Leamington side would be a valuable planning option to reduce travel and improve growth outcomes, however Council can only lobby Ministry of Education for this outcome.
		Local services / medical / commercial centres	Use planning tools to enable services, medical and commercial centres to locate to where people live, particularly in Leamington	14	Integrated land use and transport planning can support desired role but outcome will depend on specific development location	1	7	0	2	-1	4	2	14	Progress	Progress to shortlist consideration.
		Integrated planning for growth	Create a closer linkage between planned growth and transport infrastructure and services required to support that growth, e.g. greater housing density along bus routes.	15	Integrated land use and transport planning can support desired role but outcome will depend on specific development location	1	10	0	2	-3	4	2	15	Progress	Progress to shortlist consideration.
		Protect Cambridge's character, green spaces & amenity	This appears to be an outcome sought rather than an idea.	0			0	0	0	0	0	0	0	Park	Consideration - Impact on reserves and amenity would be considered as part of Social & Cultural Impacts in the assessment criteria.
	Land use and spatial planning cont...	Route protection - additional bridge	Complete the planning and designate a future bridge location so there is certainty for the growth and development of Cambridge.	6	Planning now will support achieving the desired long term role	1	10	0	-4	-3	1	2	6	Progress	This is an expected requirement for any new infrastructure.
		Protect rail corridor for future use	Plan to incorporate future rail use or avoid transport solutions which inhibit future rail corridor development.	5	No impact on network role	0	5	0	-1	-1	2	0	5	Progress	This is in the hands of central government and Kiwirail, but Council can seek to plan around retention of the rail corridor.
		Stop / restrict growth	Restrict residential and commercial growth in Cambridge to remain within the capacity of current infrastructure and transport services.	-17	No impact on network role	0	-4	0	-3	-7	-4	1	-17	Park	Provision for a prescribed level of growth is mandated by central government through the National Policy Statement - Urban Development. Council is therefore unable to stop or restrict growth. However, there are sufficient growth cells provided for Cambridge to grow over the next 30 years, so additional land does not need to be found.

Strategic Approach	Themes	Options	Description	Total Scores	Alignment with role & function of future transport network		Summary of scores							Decision		
					Support or conflict with the future network role and importance		Investment objectives	Supporting growth and urban development	Cost and value for money	Feasibility	Impacts	Function and Role	Total	Decision	Rationale	
INTEGRATED PLANNING	Walking, cycling and micro-mobility	Implement design standards for kerbs and intersections for mobility users	Upgrade intersection kerbs and paths to ensure they can be easily used by pedestrians and those with mobility aids.	3	No impact on network role	0	3	0	-1	-1	2	0	3	Progress	This is an expected requirement for any new infrastructure.	
		Improve cycling and micro-mobility policies	Establish policies and good practice which improve safety and the attractiveness of these modes.	9	Will support role of cycling routes	1	4	0	2	-1	2	2	9	Progress	Progress to shortlist consideration.	
DEMAND MANAGEMENT	CBD / Town Centre	Restrict delivery hours in the CBD	Use bylaw process to set delivery hour rules and enforce.	1	Unlikely to support role as the role includes a level of freight access	0	2	0	2	-3	0	0	1	Progress	Progress to shortlist consideration.	
	Freight management	Consolidate waste collection services	Reduce trucks in residential streets by having one waste collection service.	5	Minor positive benefit where role is more place based	1	2	0	0	0	1	2	5	Progress	Progress to shortlist consideration.	
		Rail freight	Establish a rail freight terminal in or near Cambridge or Hautapu, upgrade line to accommodate additional trains.	-3	Outside the central area network role, could impact role of Vic St for W&C if implemented along Victoria Street	0	2	0	-3	-3	1	0	-3	Park	Large rail/ road freight hubs exist in Hamilton and it would appear counter-intuitive to duplicate this investment for a smaller centre at very high cost. This is not precluded in the long term, noting this is the responsibility of central government and Kiwirail.	
	Freight management cont...	Designate freight routes / keep freight out of town	Establish routes that are able to be used for local freight within the town and use physical and legal restrictions to discourage long haul freight.	5	Supports role, impact dependent on what is implemented	2	2	0	1	-4	2	4	5	Progress	Progress to shortlist consideration.	
		Increase truck weight limits on specific routes	Specific freight routes and bridges are constructed to accommodate heavier trucks making the freight function more efficiently.	7	Some benefit but may lead to larger trucks on roads with W&C roles	1	7	0	-3	-2	3	2	7	Progress	Progress to shortlist consideration.	
	Manage demand	Carpooling for school and work trips	Promote and incentivize car pooling apps and usage.	8	Supports role by reducing traffic demands (if on the right routes)	1	3	0	2	-1	2	2	8	Progress	Progress to shortlist consideration.	
		Tolling	Place tolls on private car and truck use to manage demand and recover costs of new infrastructure, particularly a new bridge.	-2		0	6	0	-4	-3	-1	0	-2	Park	Tolling is currently not available for local government so would need a change to legislation. This options could be taken forward if legislative change occurs. It is noted that NZTA business cases for Roads of National Significance suggest that tolls are likely to only cover a small proportion of CAPEX and OPEX costs of new infrastructure.	
		Flexible school hours	Coordinate staggered start and end hours across all Cambridge schools to reduce peak car travel on the network.	11	May be some benefit but not likely to be feasible	1	4	0	3	0	2	2	11	Progress	Progress to shortlist consideration.	
		Bike libraries	Work with community partners to provide secondhand bikes for students and residents who could not otherwise afford a bike.	8	Neutral as uptake not likely to impact role	0	3	0	3	0	2	0	8	Progress	Progress to shortlist consideration.	
		Bike / micro-mobility / car hire schemes	Commercially run hire schemes for a range of transport modes.	7	Neutral as uptake not likely to impact role	0	3	0	3	-1	2	0	7	Progress	Progress to shortlist consideration.	
		Promotion of public transport, cycling, education and behaviour change programmes	Through a comprehensive programme, promote benefits of alternate modes to encourage a switch to healthy and sustainable travel.	8	Neutral as uptake not likely to impact role	0	4	0	2	0	2	0	8	Progress	Progress to shortlist consideration.	
	Walking, cycling and micro-mobility	De-prioritise walking and cycling	Prioritise vehicle traffic and make no further investment or remove priority walking and cycling infrastructure.	-25	Likely to impact ability to achieve role where W&C is higher	-2	-7	0	-2	-6	-6	-4	-25	Park	It is not reasonable or safe to prioritise vehicle travel over all other forms of transport.	

					Alignment with role & function of future transport network		Summary of scores								Decision	
Strategic Approach	Themes	Options	Description	Total Scores	Support or conflict with the future network role and importance		Investment objectives	Supporting growth and urban development	Cost and value for money	Feasibility	Impacts	Function and Role	Total	Decision	Rationale	
DEMAND MANAGEMENT	Walking, cycling and micro-mobility cont...	Bike / micro-mobility parking and charging facilities	Provide end of journey facilities required to allow uptake of micro-mobility, e.g. secure parking, personal security, charging and maintenance services.	6	Neutral as uptake not likely to impact role	0	5	0	1	-1	1	0	6	Progress	Progress to shortlist consideration.	
	Public transport services	Don't invest in public transport	Prioritise vehicle traffic and make no further investment or reduce investment in public transport.	-23	Likely to impact ability to achieve role where PT use is higher	-2	-6	0	-2	-5	-6	-4	-23	Park	It is not reasonable or sustainable to stop public transport services. It is noted that providing public transport services is the responsibility of Waikato Regional Council, not Waipā District Council.	
		Promote mobility transport services	Promote use of taxi, uber, community shuttles and disability support transport options.	9	Neutral as uptake not likely to impact role	0	3	0	2	0	4	0	9	Progress	Progress to shortlist consideration.	
BEST USE OF EXISTING NETWORK	CBD / Town Centre	Improve alternate travel modes to CBD	Prioritise alternate mode connections to the CBD, e.g. bus routes and micro-mobility paths connections to CBD.	10	Supports achieving role of these routes	2	7	0	0	-4	3	4	10	Progress	Progress to shortlist consideration.	
		Improve traffic flow around CBD	Change intersection priorities and utilise existing streets to move more traffic around the outside of the CBD.	-6	Supports role of walking and cycling in town centre but could impact role on surrounding local roads	1	2	0	-4	-5	-1	2	-6	Progress	While more negative outcomes than positive, a partial diversion of flow, especially to the east combined with other treatments may still yield a positive outcome.	
		Pedestrianise part of CBD	Many different options exist, e.g. partial street closures as part of scheme to redirect traffic, full street closures to create a pedestrian precinct or closure to traffic for certain hours, or shared people and vehicle spaces.	3	Supports role of CBD streets but may impact wider network	1	6	0	-4	-4	3	2	3	Progress	Progress to shortlist consideration.	
		Provide separate cycle paths in CBD	Change parking and traffic lane space to create protected cycle paths through the CBD so there is a continuous corridor through Victoria Street. Would also require priority changes at intersections to improve the safety for pedestrians and cyclists.	1	Victoria St through the town centre is not a primary cycle route	-1	8	0	-4	-4	3	-2	1	Progress	Progress to shortlist consideration.	
		Remove through traffic from CBD	Change parking, traffic space and intersections to significantly discourage through traffic from Victoria Street. Could be combined with other town centre improvements.	-3	Could support desired role in CBD but would impact surrounding streets	1	0	0	-4	-4	3	2	-3	Park	Difficult to consider progressing this option while all emergency services rely heavily on Victoria Street for rapid access. Note that a number of ideas do consider increasing the place-based function of streets through the town centre and these will be considered as transport options are developed.	
	CBD / Town centre cont...	Upgrade Cambridge CBD	The ideas submitted related to reducing traffic in the CBD, improving footpaths and ambulance services, so this can be removed as is captured in other idea lines.	0			0	0	0	0	0	0	0	Park	This idea is captured in other options with more specificity (refer rows 36-39 and 42)	
		Improve connections between Lakewood and CBD	Improve vehicle and pedestrian access into Lakewood from Lake and Queen Streets, e.g. traffic signals at Lake and Queen Streets or similar.	-3	Unlikely to impact role	0	2	0	-2	-3	1	-1	-3	Progress	Progress to shortlist consideration.	
		Develop one way system	Make Victoria Bridge one way for south bound only traffic and make Duke Street and Queen Street the Primary entrance points to the CBD.	-9	Additional northbound traffic on Fergusson Bridge would impact role as PT route	-1	-1	0	-3	-4	1	-2	-9	Progress	While there are a number of negatives, a one way system combined with the right additional network capacity changes could still produce a good outcome for the CBD area, public transport and micro-mobility.	

Sensitivity: General

BEST USE OF EXISTING NETWORK																
Strategic Approach	Themes	Options	Description	Total Scores	Alignment with role & function of future transport network		Summary of scores								Decision	
					Support or conflict with the future network role and importance		Investment objectives	Supporting growth and urban development	Cost and value for money	Feasibility	Impacts	Function and Role	Total	Decision	Rationale	
	Corridor improvements	Improve Kaipaki corridor	Make the Kaipaki Road corridor more attractive for commuting to Hamilton to ease pressure on existing bridge crossings.	-2	Modelling suggests not many people would use this route regardless. No impact on role	0	4	0	-1	-4	-1	0	-2	Progress	Progress to shortlist consideration.	
		Improve Pope - Cook corridor	Provide additional traffic lanes at intersections or rationalise turns to increase traffic capacity and reduce congestion on this corridor.	-3	Would support role as a strategic route for freight	3	1	0	-4	-4	-2	6	-3	Progress	Reduction to congestion is possible but an improvement project requires a wider focus than just increasing throughput, to enable a balance on other community concerns.	
		Improve Shakespeare corridor	Improve safety and traffic capacity on this road as part of a route of existing roads which diverts traffic including trucks around the CBD.	-3	Supports role of this route as freight priority	3	1	0	-4	-4	-2	6	-3	Progress	Reduction to congestion is possible but an improvement project requires a wider focus than just increasing throughput, to enable a balance on other community concerns.	
		Improve Thornton corridor	Improve safety and traffic capacity on this road by closing off some problematic intersections or turns.	4	Supports walking and cycling role of this route	2	2	0	0	-3	1	4	4	Progress	Progress to shortlist consideration.	
		Improve Tirau - Albert - Queen corridor	Improve safety and traffic capacity on this road as part of a route of existing roads which diverts traffic including trucks around the CBD.	-2	Supports PT role of this route	3	1	0	-4	-4	-1	6	-2	Progress	Reduction to congestion is possible but an improvement project requires a wider focus than just increasing throughput, to enable a balance on other community concerns.	
	Corridor improvements cont...	Improve Victoria corridor to Hautapu	Capacity and safety improvements on Victoria Road from Hamilton to Hautapu.	10	Supports strategic movement function of this route	3	10	0	-1	-4	-1	6	10	Progress	Progress to shortlist consideration.	
		Improve Wilson - Duke Bryce corridor	Remove traffic calming so more traffic can be diverted around the CBD and the route is more suitable for emergency services.	-12	Could impact role of these streets for walking and cycling	-1	0	0	-3	-5	-2	-2	-12	Progress	Reduction to congestion is possible but an improvement project requires a wider focus than just increasing throughput, to enable a balance on other community concerns.	
		Improve Wordsworth corridor	Widen Wordsworth Street from Pope Terrace to Shakespeare Street including new intersections so that some traffic is diverted away from the end of the Victoria bridge.	-3	Could support role of Pope / Cook as W&C and freight by diverting some traffic	1	4	0	-4	-3	-2	2	-3	Progress	Reduction to congestion is possible but an improvement project requires a wider focus than just increasing throughput, to enable a balance on other community concerns.	
		Increase speed limits on appropriate roads	Remove some traffic calming in town and increase speed limits at edge of town where land is mostly rural.	-6	Could impact desired role of CBD streets as slow speed, place focused	-1	-2	0	1	-2	-1	-2	-6	Progress	As part of network function some roads should retain higher speed limits. Network and speed limit reviews can be used to adjust speeds where necessary.	
	Intersection	Intersection improvement - Cook / Victoria	This small roundabout at the end of the Victoria Bridge is congested at peak times and has poor facilities for pedestrians and cyclists to cross. Improvement could aid flow and safety as part of a wider network plan.	0	Could support role of Pope / Cook as W&C by providing safe crossing	1	6	0	-3	-4	-1	2	0	Progress	Progress to shortlist consideration.	
		Intersection improvement - Duke / Albert / Williamson	Change the form of this unusual intersection which is difficult for right turns. This would allow better access to the CBD and civic pool complex.	1	Could support safe walking and cycling and current bus routing, but will impact role of freight on Albert St	1	7	0	-3	-4	1	0	1	Progress	Progress to shortlist consideration.	

Strategic Approach	Themes	Options	Description	Total Scores	Alignment with role & function of future transport network		Summary of scores							Decision	
					Support or conflict with the future network role and importance		Investment objectives	Supporting growth and urban development	Cost and value for money	Feasibility	Impacts	Function and Role	Total	Decision	Rationale
BEST USE OF EXISTING NETWORK	Improvements	Intersection improvement - Hamilton / Victoria	Single lane roundabout has unbalanced flows at peak times and this along with downstream intersections contribute to congestion.	4	Could support role as freight and W&C with safe facilities	1	9	0	-3	-3	-1	2	4	Progress	Cannot be considered in isolation, needs to be in tandem with Victoria Thornton and Victoria Queen intersections and links to ensure investment delivers congestion relief.
		Intersection improvement - Hamilton / Vogel	Cross roads intersection serving significant town belt development including sports fields and Resthaven retirement village.	5	Could support role of walking and cycling on Hamilton with safe crossings	1	6	0	-3	-1	1	2	5	Progress	Progress to shortlist consideration.
	Intersection improvements cont...	Intersection improvement - Lake / Queen	Cross roads intersection providing access to Lakewood and CBD. Current intersection form limits right turns at peak times. Traffic signals are only real option.	-7	Would impact role of Queen St as a freight corridor	-2	1	0	-3	-2	1	-4	-7	Progress	Needs to be considered with the corridor from Queen Street to Victoria and Hamilton Road to ensure intersections and links deliver congestion relief.
		Intersection improvement - Queen / Albert	Cross road intersection facing increased congestion and a risk of crashes. A roundabout or traffic signals could resolve.	-2	Would impact role of Queen St as a freight corridor (less than above as traffic vol more split)	-1	7	0	-3	-3	-1	-2	-2	Progress	Progress to shortlist consideration.
		Intersection improvement - Shakespeare / Cook	Existing single lane roundabout has poor walking and cycling crossings. Currently adequate capacity but will become congested with projected growth.	4	Possible improvement but need to check, some benefit for W&C role	1	8	0	-3	-2	-1	2	4	Progress	Progress to shortlist consideration.
		Intersection improvement - Shakespeare / Tirau	Existing single lane roundabout has unusual form and slip lane. Currently adequate capacity but will become congested with projected growth.	3	If movement is improved it supports role of route for freight movement (and PT)	2	6	0	-3	-2	-2	4	3	Progress	Progress to shortlist consideration.
		Intersection improvement - Thornton / Victoria	Current "T intersection" congested at peak hours and strongly linked to Victoria/Hamilton intersection operation.	2	Could support W&C role of Victoria, but impact freight	1	9	0	-3	-3	-1	0	2	Progress	Cannot be considered in isolation, needs to be in tandem with Victoria Hamilton and Victoria Queen intersections and links to ensure investment delivers congestion relief.
		Intersection improvement - Victoria / Taylor	Cross road intersection facing increased congestion and risk of crashes. Traffic signals could resolve.	3	Could support W&C role, but impact freight role.	1	10	0	-3	-3	-1	0	3	Progress	Progress to shortlist consideration.
		Intersection improvement (general)	Improve maintenance, signage, visibility and ensure appropriate approach traffic speeds so there are safe gaps for drivers to enter intersections.	-1	Could support role but too general to score	0	2	0	-2	-1	0	0	-1	Progress	This could be considered a BAU activity, but included here as potential for incremental improvement in wayfinding and safety if delivered consistently.
		Intersection improvement – Lamb / Maungatautari	This Y shaped give way controlled intersection on a corner has a crash history and would benefit from remodelling.	2	Could support role as primary cycle route	1	3	0	-1	-1	0	1	2	Progress	Progress to shortlist consideration.
	Intersection	Upgrade roundabouts to traffic signals	This general idea is reflected in the specific intersection upgrades listed above. The need for change is driven by small roundabouts being unable to accommodate volumes of traffic or strong flows in one direction preventing traffic flow from some intersection legs. No further assessment is required.	0			0	0	0	0	0	0	0	Park	This idea is covered by improvements promoted at specific intersections (refer rows 53-64 and 66).

Alignment with role & function of future transport network					Summary of scores									Decision		
Strategic Approach	Themes	Options	Description	Total Scores	Support or conflict with the future network role and importance		Investment objectives	Supporting growth and urban development	Cost and value for money	Feasibility	Impacts	Function and Role	Total	Decision	Rationale	
BEST USE OF EXISTING NETWORK	Improvements cont...	Intersection improvement – Carlyle / Lamb/ Rotoorangi	Cross road intersection facing increased traffic from growth and risk of crashes. Roundabout could resolve.	3	Could support cycling role	1	5	0	-2	-1	0	1	3	Progress	Progress to shortlist consideration.	
	Network management	Improve road pavements	Look after the road pavement assets we have across the District equitably. Ensuring that what we have is maintained as a priority.	0	No impact	0	0	0	0	0	0	0	0	0	Park	This idea suggests that Cambridge transport improvements should not take the place of business as usual renewal activities. Renewals are a separate activity that will continue and this idea therefore does not need to be carried forward.
		Network planning	Ideas here highlight the need for integration of growth and road networks. This is covered under integrated planning, so this idea is not progressed.	0			0	0	0	0	0	0	0	0	Park	Duplicate of ideas as under integrated planning (refer row 14), no need for this idea to be carried forward.
		Plan for new technology (ITS, EVs, freight, driverless vehicles)	Plan for new technology including driverless public transport and vehicles that reduce congestion and parking demand.	3	No impact	0	5	0	0	-2	0	0	3	Progress	Difficult to know how best to progress this, other than to understand that it will occur, and therefore the Transport plan needs to be flexible to accommodate new technological changes. Infrastructure planning should explore the best knowledge base before committing high costs.	
		Reduce congestion	This is an outcome of good network management, corridor improvements and managing the right traffic on the right roads. It does not need to be assessed as an idea. Recommendation: Consideration.	0			0	0	0	0	0	0	0	0	Park	Consideration - Congestion reduction would be considered as part of the Investment Objectives and Cost & Value for Money criteria in the assessment criteria
		Remove traffic calming	Prioritise traffic and emergency services access on main roads by removing traffic calming.	-3	Not location specific, could support role but could have impacts as well	0	0	0	-1	-2	0	0	-3	Progress	There is potential to develop better policy for traffic calming and improve on what has been done in Cambridge.	
	Network management cont..	Reopen closed movements at intersections	Reopen Grey and Hall Street intersections with Hamilton Road to divert traffic away from a congested Victoria Street.	-11	Impacts W&C role of Hamilton Road	-1	-4	0	0	-4	-1	-2	-11	Park	This option provides little additional traffic capacity, increases crash risk and reduces levels of service on a major walking and cycling route.	
		Right traffic on the right roads (One Network Framework)	Restrict heavy traffic and through traffic to specific routes that are appropriately constructed and minimise the impact on local streets.	6	Should support role and function but too general to score	0	8	0	-2	-3	3	0	6	Progress	Progress to shortlist consideration.	
	Parking management	Improve parking policy and management	Develop policy and implement parking management strategy.	5	Supports role of CBD as higher W&C	1	4	0	-1	-1	1	2	5	Progress	Progress to shortlist consideration.	
		Increase parking - CBD	Increase on street parking in streets adjacent to the CBD, increase off street parking, allocate more CBD parking for shoppers and less for employees.	-1	Probably a neutral outcome, could be more traffic in town but less in main street	0	2	0	-2	-2	1	0	-1	Progress	Progress to shortlist consideration.	
		Paid parking	Implement paid parking to manage demand, ensure adequate parking is available and short trips by bus and walking and cycling are incentivized.	4	Supports role of town centre as higher w&c role	1	3	0	-1	-2	2	2	4	Progress	Progress to shortlist consideration.	
		Parking information technology	Implement parking technology to show where parking is available but also to improve use compliance.	1	Should support role and function but too general to score	0	3	0	-1	-1	0	0	1	Progress	Progress to shortlist consideration.	
		Improve school bus services	Increase the use of buses to get children to and from school.	7	Supports role where buses are on PT corridors and by reducing traffic volumes	2	4	0	-2	-2	3	4	7	Progress	Progress to shortlist consideration. While this is strongly influenced by central government policy, it does need to be considered carefully alongside public transport services.	

		Alignment with role & function of future transport network					Summary of scores							Decision	
Strategic Approach	Themes	Options	Description	Total Scores	Support or conflict with the future network role and importance		Investment objectives	Supporting growth and urban development	Cost and value for money	Feasibility	Impacts	Function and Role	Total	Decision	Rationale
BEST USE OF EXISTING NETWORK	Public transport services	Improved ticketing and timetable information	Adopt contactless payment and digital timetable and bus arrival data service.	5	Some improvement through higher PT uptake	1	4	0	-1	-1	1	2	5	Progress	Note this is partially underway with the National e-ticketing roll out. Therefore the only remaining part to progress is improving timetable information. Part of this is available now via smartphone.
		Make bus use more accessible and efficient	Improvements to bus routes and frequencies.	12	Some improvement through higher PT uptake	1	9	0	-1	-2	4	2	12	Progress	Progress to shortlist consideration.
		Provide a local bus service within Cambridge	Provide dedicated local bus services that covers a wider area of Cambridge. Smaller buses often suggested as most efficient.	11	Some improvement through higher PT uptake	1	9	0	-2	-2	4	2	11	Progress	Note that investigation into options for improved services is underway in 2026 by Waikato Regional Council and options will be presented as part of the public engagement for the transport options.
		Provide inter-town and Airport service	Provide a bus service between Cambridge and Te Awamutu and to the Airport.	4	Some improvement through higher PT uptake	1	4	0	-2	-2	2	2	4	Progress	Note that investigation into options to access the Airport via public transport is underway in 2026 by Waikato Regional Council. A link between Te Awamutu and Cambridge is envisaged as a longer term service improvement in the current bus service improvement plan.
	Public transport services cont...	Provide safe pedestrian crossings	Improve consistency, rationalise number, provide more signalised pedestrian crossings on main roads.	4	Could support role of W&C in the right places	1	6	0	-3	-2	2	1	4	Progress	Progress to shortlist consideration.
		Speed enforcement	Increase speed enforcement on streets used as commuting routes and Pope-Cook Street.	2	Could support role of W&C	1	3	0	0	-2	0	1	2	Progress	Progress to shortlist consideration. While this can only be provided by other agencies, Council has a role to lobby for appropriate levels of enforcement.
		Improve street lighting	Improve lighting levels to modern standards on older streets (new growth areas have lighting to modern standards).	5	Not likely to impact role	0	3	0	1	0	1	0	5	Progress	Progress to shortlist consideration.
		Traffic calming / reduce speeds	Continue with speed traffic calming to make streets safer, particularly to Leamington Streets which generally not been addressed to date.	4	Could support W&C role on local streets	1	6	0	-3	-2	2	1	4	Progress	Progress to shortlist consideration.
		Safety improvements around schools	Provide safe crossings, walking and cycling paths and control parking around schools to keep children safe.	4	Supports role of these streets (higher W&C)	1	5	0	-3	-2	2	2	4	Progress	Progress to shortlist consideration.
	Walking, cycling and micro-mobility	Improve walking and cycling connections across the river	Support for improving pedestrian and cycle access across both existing bridges, but also support for Victoria bridge becoming walking and cycling only.	4	Supports role of these bridges as W&C routes	1	6	0	-3	-3	2	2	4	Progress	Progress to shortlist consideration.
		Extend / improve walking and cycling paths and crossings	Completion of the Urban Mobility network of walking and cycling paths across the urban area.	12	Supports role of W&C network	2	11	0	-1	-4	4	2	12	Progress	Progress to shortlist consideration.
NEW INFRASTRUCTURE	Corridor improvements	Develop ring road	Using expressway, additional ramps at Cambridge Road and Tirau Road, or new western bridge and Peake Road, create a ring road that keeps through freight and longer commutes out of the town centre.	-5	Evidence suggest low use / impact on traffic movement	0	7	0	-6	-4	-2	0	-5	Progress	Progress to shortlist consideration *Note: Very large investment but recommendation to retain to carry out scenario modelling to test this idea.
	Parking management	Increase parking - CBD parking building	Build a parking building on one of Council public car park land areas and introduce paid parking in the CBD and surrounding streets to meet costs. Parking buildings typically have 300-500 spaces in a single building.	-7	Could support role of town centre streets for W&C	1	-1	0	-4	-3	-1	2	-7	Progress	Very large investment and operating costs, can induce more travel and congestion. A number of parking measures should be implemented to manage demand before a parking building option may be considered in the long-term. Update: 3 June SP&P Committee resolved that the activity be identified as 'active' and remain on the long-list to inform development of the draft Transport Plan. 3 June SP&P Committee resolution: Directs staff to not exclude the provision of parking building(s) as a possible option for Cambridge in the long-term.
		Park and ride facilities	Provide park and ride facilities at Hautapu and South Leamington with shuttle buses to bring people into the town centre.	1	Could support W&C role on local streets	1	5	0	-4	-3	1	2	1	Progress	Could form part of a long term transport and passenger transport plan, but costs and population/ usage would likely rule it out as a short term option.

					Alignment with role & function of future transport network		Summary of scores								Decision	
Strategic Approach	Themes	Options	Description	Total Scores	Support or conflict with the future network role and importance		Investment objectives	Supporting growth and urban development	Cost and value for money	Feasibility	Impacts	Function and Role	Total	Decision	Rationale	
NEW INFRASTRUCTURE	Public transport services	Reinstate rail line - Cambridge to Hamilton	Relay rail into Cambridge, upgrade line and structures north of Cambridge, construct station for passengers. Construct separate road and pedestrian crossing bridges at high use locations.	-5	Could impact on role of Victoria Rd as W&C	-1	6	0	-6	-7	2	0	-5	Park	Rail transit services typically require 15,000 trips in commuter peak hours to be financially viable. It is not viable in the planning period for this project.	
	Walking, cycling and micro-mobility	New walking and cycling connections across the river	Ensure any new bridges include provision for walking and cycling, and alternatively create dedicated walking and cycling bridge at Victoria Street or mid west to provide connections and capacity.	3	Supports role of bridges for multimodal movement	1	7	0	-4	-3	1	2	3	Progress	Progress to shortlist consideration.	
	Bridge crossing	Additional bridge - East	Ring road from south of Leamington skirting east to cross Maungatautari Road and a new bridge over the Waikato linking to Tirau Road.	-4	Supports role of existing network by reducing traffic on Fergusson Bridge but not likely to provide major benefits	1	8	0	-6	-5	-3	2	-4	Progress	Progress to shortlist consideration.	
	Bridge crossing cont...	Additional bridge - Far west	New bridge west in vicinity of St Peter's school - new road connection Cambridge Rd - Kaipaki Rd area	-2	Supports role of existing network by reducing traffic in town but not likely to provide major benefits	1	7	0	-5	-4	-2	2	-2	Progress	Progress to shortlist consideration.	
		Additional bridge - Mid-west	New bridge west of town belt on both sides of river - new road connection linking Matos Segedin Drive to Cambridge Road.	4	Supports role of W&C , PT and Freight by distributing traffic and providing more route choice	2	7	0	-2	-4	-1	4	4	Progress	Progress to shortlist consideration.	
		Additional bridge - In town	New bridge in town.	5	Supports role of W&C , PT and Freight by distributing traffic and providing more route choice	2	7	0	-1	-4	-1	4	5	Progress	Progress to shortlist consideration.	
		Additional bridge capacity at another location	Additional river crossing capacity - other locations, e.g. Southern Links, duplicate Shakespeare Street.	1	Not likely to attract enough traffic to greatly benefit network role	0	7	0	-1	-4	-1	0	1	Progress	Progress to shortlist consideration.	
			Increase capacity of existing bridges	Upgrades that increase traffic flow including changes to width, configuration, one way systems and improvements to approach roads and intersections (not including bridge duplication).	2	More traffic on these routes with W&C function could have negative impact	-1	8	0	-1	-4	1	-2	2	Progress	Progress to shortlist consideration.
	Intersection improvements	Full interchange at Tirau Road	Provide north facing on and off ramp as part of a diamond interchange.	1	Evidence indicates this would attract low levels of use - no impact	0	5	0	-1	-3	-1	0	0	Progress	Progress to shortlist consideration.	

APPENDIX C

RFP summary scope and Beca proposal summary methodology [*ECM: 11756589*]

Cambridge Connections Transport Plan – Strategic Transport Plan



Request for Proposals



Cambridge Connections Transport Plan Development

ECM: 291820

RFP released: 08 07 2026

Deadline for Questions: 5pm, 22 07 2026

Deadline for Proposals: 12pm, 27 07 2026

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This opportunity in a nutshell

Waipā District Council (the Council) are seeking consultancy services to translate the outcomes of multiple workstreams including the draft Strategic Case, Strategic Transport Network Review, and transport modelling and supporting technical assessments, into a coherent, integrated long-term (30 year) strategic transport plan for Cambridge (called the Cambridge Connections Transport Plan). The plan should clearly articulate where the transport system is today, where it needs to be in 30 years, the strategic approach required to achieve the future state, and how the preferred programme of interventions will deliver it.

The final plan will be a succinct, public facing document (maximum 50-60 pages) presented in plain English to ensure it is accessible and easy to understand by a broad audience - with additional supporting technical appendices.

This scope is primarily a strategic transport planning exercise, building on and critically evaluating existing technical evidence into a clear, decision-ready strategic plan that identifies an agreed strategic framework, preferred long-term transport programme, delivery pathway, and implementation sequencing over 30 years including short (0-3yr) -medium (4-10yr) - and long-term (10-30yr) interventions. It will not involve re-running core modelling or re-doing established evidence unless explicitly agreed or directed by the client team.

The project will also include specific modelling of identified interventions (across all modes and types). This scope of work includes the development of the modelling scope and analysis of modelling outputs, however the actual modelling task will be undertaken as a separate procurement within the overall project timeline.

The Cambridge Connections project reset commenced in August 2025 and has since completed a series of key technical workstreams. These include defining the transport problems and opportunities, developing the Strategic Framework, preparing a draft Strategic Case to provide supporting evidence for the identified problems, identifying a long list of potential transport interventions and future network options across all modes and intervention types, including public transport, parking management, walking, cycling and micromobility, as well as future bridge corridor options, and undertaking a Strategic Transport Network Review.

The findings from these workstreams now need to be integrated into a draft Cambridge Connections Transport Plan for community engagement in October 2026. Feedback received through the engagement process will inform refinement of the plan, with the final Cambridge Connections Transport Plan scheduled for completion and adoption in December 2026.

What's important to us

The Council is seeking credible providers with the capability, experience and resources to develop a clear, evidence-based Cambridge Connections Transport Plan. Respondents need to demonstrate strong strategic transport planning expertise and technical skills and a robust methodology to translate complex transport information into a clear strategic plan.

Joint submissions are acceptable, where organisations wish to combine their skills and expertise to deliver the required outcomes. For joint submissions, a lead agency must be identified and will be responsible for contract management, communication with Council, and overall delivery of the services.

Why should you bid?

This is a unique opportunity to be part of developing a strategic transport plan that sets out the direction for the short-, medium- and long-term transport activities for Cambridge.

A bit about us

Council has a vision for Waipā – ‘Home of Champions – Building connected communities’. Our purpose is to partner with the community in promoting the wellbeing of the Waipā district and its people. The outcomes we want to achieve for Waipā all have the community wellbeing at the heart.

COMMUNITY OUTCOMES



**SOCIALLY
RESILIENT**



**CULTURAL
CHAMPIONS**



**ENVIRONMENTAL
CHAMPIONS**



**ECONOMICALLY
PROGRESSIVE**

Socially resilient

He aha te mea nui o te ao? Māku e kī atu he tangata, he tangata, he tangata! – it's all about people

- Waipā is a great place to live, work, play and invest
- We invest in hauora and support the great work community groups do
- Waipā provides a high quality of life for current and future generations

Cultural champions

Promoting our culture and heritage

- We champion the unique history of Waipā
- We have a high level of cultural awareness
- We partner with tangata whenua
- We respect the cultural diversity in our district

Environmental champions

Protecting and sustaining our environment

- Environmental awareness and responsibility is promoted within the community
- We support programmes that promote environmental sustainability
- We are responsive to climate change

Economically progressive

Supporting a thriving, sustainable economy

- We have financially sustainable decision making and work programmes
- We provide new infrastructure as an economic stimulus for our district

- Our services provide excellent value for money
- We actively promote our district to enable development, employment and business opportunities
- Waipā is a great place to invest and do business

As one of our contractors, you will be helping us to deliver on our vision for our community.

SECTION 2: Our Requirements

2.1 Background

Cambridge is experiencing significant and sustained growth. Current projections indicate the town's population could increase to around 33,000 people by 2055, more than double its historic size for many current residents. This growth will place increasing pressure on the transport network and requires a coordinated, long-term response. In response, the Council is undertaking a programme of integrated transport planning (aligning with NZTA's strategic transport planning approach), including a Strategic Transport Network Review and supporting transport modelling work for Cambridge. These studies, along with a range of existing strategies, data and information, option assessments, and community and stakeholder engagement, collectively provide a substantial and robust evidence base. The Cambridge Connections Transport Plan is intended to build on this work by strategically analysing, testing, refining and integrating the evidence into a single implementation-focused transport plan that directly informs future investment decisions.

The next stage of work requires the integration and interpretation of this evidence base into a single, coherent strategic transport plan that:

- Clearly articulates long-term (30 year) transport challenges and desired outcomes
- Defines the role and function of the future strategic transport network
- Identifies a preferred programme of interventions across all modes and intervention types
- Provides a structured implementation pathway (programme of short, medium and long-term activities) over a 30-year horizon
- Ensures consistency between modelling outputs, strategic objectives, and intervention prioritisation.
- Provides a clear rationale for the preferred programme and agreed shortlist of interventions, including key trade-offs and dependencies.
- Identifies implementation priorities, funding considerations and programme sequencing required to deliver the desired outcomes.

The final Cambridge Connections Transport Plan will be used to progress to future stages and funding of activities through the RLTP and LTP.

2.2 NZTA's Strategic Transport Planning Approach

NZTA's strategic transport planning approach aims to bridge the gap between high level direction and detailed solutions. It sets a stable and enduring direction about how key challenges should be addressed and identifies activities and actions that could efficiently and effectively improve the land transport system over time.

Strategic transport plans have three parts:

Part 1: **Understanding the Challenge** being faced now and into the future in a particular location or part of the transport system.

Part 2: **Define the Strategic Approach** (high-level) to address the challenges

Part 3: **Identify Activities** and next steps for prioritisation through investment processes.

As strategic transport planning is a new approach being developed by NZTA, it's expected to improve and evolve over time as more plans are completed and the practice matures.

Further information is available on NZTA's website: [The strategic transport planning approach](#)

2.3 Optimisation Approach

The Cambridge Connections Transport Plan will adopt an optimisation-first approach, recognising that achieving Cambridge's long-term transport outcomes will require more than investment in new infrastructure.

The Plan will need to first consider how the existing transport system can be better utilised through optimisation of the existing transport network, including operational improvements, demand management, travel behaviour change, public transport enhancements, walking and cycling improvements, micromobility, parking management, and other targeted interventions. New infrastructure will only be considered where these measures are insufficient to address the identified transport challenges and support future growth, consistent with the NZTA intervention hierarchy.

2.4 Collaborative Working Approach

The project will be delivered based on a 'one team' approach, with the Consultant fully integrated into the Council project team structure. The Consultant team will report directly to the Project Manager (Janeane Joyce) who will ensure clear accountability and alignment with the Council's operational and governance processes.

The Consultant is expected to work collaboratively with the project team and any appointed specialists and other suppliers, adopting a 'one project team mindset' that supports quick decision-making, problem-solving, and alignment across all workstreams.

2.5 Scope of Services

The Council is taking a similar, yet right-sized, strategic transport planning approach to NZTA's, to develop the Cambridge Connections Transport Plan.

The selected supplier will be responsible for developing a 30-year Strategic Transport Plan for Cambridge (aligning with NZTA's 'Strategic Transport Planning' approach). Building on existing work and evidence, while applying additional strategic analysis and professional judgement, the Plan will provide the analysis, strategic direction and implementation framework required to guide future transport investment and network development. This will include critically assessing existing evidence, confirming the preferred long-term strategic approach, identifying and evaluating transport interventions, and developing a priority programme of short-, medium- and long-term activities.

The Plan must provide sufficient detail on short-term initiatives to directly inform Council's 2027–37 Long Term Plan (LTP), the Regional Land Transport Plan (RLTP), future business cases, and investment programmes, while also establishing a clear 30-year transport network and investment pathway for Cambridge. The successful supplier will be expected to apply strategic analysis and thought leadership throughout the project, ensuring recommendations are evidence-based, aligned with future growth, and demonstrate how the preferred approach delivers the agreed transport outcomes.

The supplier will be responsible for facilitating meetings and workshops with the project team and supporting workshops and meetings with elected members and community stakeholders (as required). The supplier will ensure all outputs are easy to understand, consistent and suitable for decision-making. For community and stakeholder engagement pricing purposes which are currently not fully defined, please include a contingency as part of your proposal.

Parking Management Framework

As part of the Cambridge Connections programme, Council is developing a Parking Management Framework to support the optimisation of the transport network and the delivery of the Cambridge Connections Transport Plan. The Framework will provide a strategic approach to parking management as a key demand management tool that supports network efficiency, mode shift, access and place-making.

While the Parking Management Framework will be prepared separately by Council, the consultant shall ensure that parking management principles and recommendations are reflected in the preferred strategic approach, assessment of transport interventions, and the 30-year implementation programme where relevant.

2.6 Developing the Transport Plan

Project Inception

Key Tasks
Prior to commencement of the Cambridge Connections Transport Plan, consultant team to: • Confirm project objectives, scope, programme and governance. • Review available information and identify any information gaps. • Confirm stakeholder engagement approach. • Confirm assumptions, risks and critical decision points. • Prepare a concise supporting project methodology and programme.
Deliverable
• Project Inception Report and confirmed project programme.

Part 1: Understand the Challenge

Using existing information, document:

1. How well does the network currently perform
2. What role, function and level of performance is required to achieve the desired transport outcomes.
3. What long-term changes may impact or influence network performance in the future?
4. What would happen if we didn't do anything?

Key Tasks
Based on existing information and previous work, develop a concise 30-year strategic narrative that describes: • Review existing strategies, business cases, transport studies, growth projections and technical information. • Develop a concise strategic narrative describing: a. Cambridge's strategic context. b. Cambridge Connections vision, transport outcomes and strategic framework c. Future drivers of change. d. Existing and future transport challenges, opportunities and constraints. e. Current and future transport network roles and strategic functions. • Confirm the transport vision, objectives and strategic framework. • Confirm the desired future transport network and strategic role and function of key routes and corridors. • Identify the key issues and opportunities that the Transport Plan needs to address. • Confirm the measures of success, aligned with the agreed strategic framework and MCA. Due to extensive background work already undertaken by Council, respondents are expected to adopt an efficient and proportionate approach to this component, recognising that it is not intended to represent a significant portion of the overall project effort or budget.
Deliverable
• Section 1 – Strategic Narrative (Understand the Challenge) for inclusion in the Cambridge Connections Transport Plan.

Part 2: Determine the Strategic Approach

Key questions to answer:

1. How best could we address the challenges?
2. What strategic approach would be the most effective way of achieving the outcomes over time?
3. How will this approach support key stakeholder and community aspirations?

Key Tasks

Building on Part 1, develop and evaluate the preferred 30-year strategic approach for Cambridge's transport network including:

- Determine the preferred strategic approach that best responds to the identified transport challenges, future growth, network constraints, desired transport outcomes and future network requirements.
- Review and refine the long-list Multi-Criteria Assessment (MCA) to ensure it appropriately responds to the identified challenges, and identify any additional activities or interventions required, including public transport, walking, cycling, micromobility, and other supporting initiatives. This will also include integration of activities to support the parking management framework being developed by Council.
- Apply the NZTA intervention hierarchy, demonstrating optimisation and best use of existing network has been considered, before proposing new infrastructure.
- Integrate the outputs of the separately commissioned transport modelling programme into the development of the preferred strategic approach.
- Confirm the preferred future transport network and strategic approach.
- Shortlist the preferred package of transport interventions for further analysis and development in Part 3, supported by the refined Multi-Criteria Assessment (MCA).
- Demonstrate how the preferred approach delivers the agreed transport outcomes and aligns with the strategic framework.

Prepare a targeted modelling scope to support delivery of Parts 2 and 3.

Note: Additional modelling should only be undertaken where the existing information, data and existing modelling are insufficient to support the required analysis and deliverables.

If additional modelling is required, the Consultant shall:

- Develop a fit-for-purpose transport modelling scope to support testing and evaluation of the strategic approach and supporting short-list interventions identified through Part 2.
- Identify the preferred model scenarios required to test the shortlisted interventions and strategic approach.
- The modelling scope should focus on answering the key strategic questions necessary to support investment decisions, rather than undertaking comprehensive operational network modelling.
- Review the existing transport model, its capability, limitations and suitability for the proposed strategic testing. Confirm whether updates or enhancements are required before testing can commence.
- Recommend an appropriate modelling methodology and level of effort to support the agreed strategic questions.
- Specify the outputs required from modelling to inform decision-making, including, but not limited to:
 - Network performance and efficiency
 - Travel times and delays
 - Network resilience
 - Bridge utilisation (including future options)
 - Mode share and travel behaviour
 - Walking, cycling and public transport accessibility
 - Freight movement
 - Vehicle kilometres travelled (where appropriate)

Transport Modelling

- *Specific additional modelling, including delivery and associated costs do not form part of this brief.*
- *This will be procured separately if required, based on the scope developed.*

Deliverable

- Section 2 – Future Transport Network and Strategic Approach for inclusion in the Cambridge Connections Transport Plan.

Part 3: Identify the Programme of Activities

Key questions to answer:

1. What is the optimal mix of activities required to deliver the strategic approach?
2. How can the plan be delivered efficiently and affordably overtime?
3. What are the critical next steps to implement the plan?

Key Tasks

Develop a phased 30-year implementation programme to deliver the preferred strategic approach, including:

- Evaluate how the short-list interventions contribute to network performance, resilience, accessibility, freight movement, public transport, walking, cycling and placemaking outcomes.
- Identify the programme of transport activities and supporting initiatives required over the next 30 years, including infrastructure, service improvements, operational changes, demand management measures and policy initiatives across all transport modes and intervention types.
- Identify dependencies and interfaces with complementary Council work programmes, including the Parking Management Framework, to ensure coordinated implementation of the preferred strategic approach.
- Confirm the sequencing, priorities and dependencies between key transport initiatives, across the short (0-3yr), medium (4-10yr) and long-term (10-30yr) timeframes.
- Establish clear implementation triggers and decision points for major transport interventions, identifying the growth, travel demand, network performance and other measurable thresholds that will inform when future infrastructure and/or service (PT) investments are required.
- Assess wider transport system impacts of the proposed implementation programme, including multi-modal objectives and network-wide effects.
- Provide indicative investment ranges and programme-level funding profiles to support prioritisation, sequencing and decision making.
- Assess programme affordability, funding risks and interdependencies that may influence delivery and sequencing.
- Assess the robustness and adaptability of the implementation programme under alternative growth and funding scenarios.
- Identify lead agencies and delivery partners.
- Develop a monitoring, evaluation and review framework including key performance measures, mode share targets (where appropriate) and the above implementation triggers, to enable adaptive programme delivery as growth occurs.

Deliverable

- Section 3 – Programme of Transport Activities for inclusion in the Cambridge Connections Transport Plan.
- Priority activities to be identified for inclusion in the Long Term Plan 2027-37 by October 2026.

Part 4: Deliver the Final Plan(s)**Key Tasks**

Prepare a concise, public-facing Cambridge Connections Transport Plan (maximum 50–60 pages) supported by technical appendices.

The final Transport Plan shall include:

- Executive Summary.
- Strategic context, vision and strategic framework.

• Strategic Narrative (Understanding the Challenge). • Summary of the preferred future transport network including maps and visuals. • Future transport network roles and strategic functions including maps and visuals. • Preferred strategic approach. • Programme of transport activities including maps and visuals showing the short-medium-long term picture, changes and identified activities. • Phased implementation plan (0–3, 4–10 and 10–30 years). • Indicative investment ranges and funding profiles. • Monitoring, evaluation and review framework including key performance indicators and implementation triggers. • Key assumptions, dependencies and strategic risks.
Deliverables
• Draft Cambridge Connections Transport Plan (maximum 50–60 pages). • Revised Draft Cambridge Connections Transport Plan. • Final Cambridge Connections Transport Plan. • Supporting engagement materials and information. • Supporting technical appendices.

Supporting Tasks

Project management	• Lead fortnightly (or as agreed) project meetings (approx. 1 hour). • Attend and facilitate technical workshops with Council, partners and stakeholders as required. • Develop and maintain, with Waipā DC Project Manager, the project programme, delivery schedule and milestone tracking aligned with key project deadlines. • Manage project risks, issues, assumptions, dependencies and decision logs. • Undertake quality assurance to ensure outputs are aligned, robust and delivered on time.
Community engagement	• Support preparation of community engagement materials. • Translate technical findings into clear and accessible community-facing information. • Participate in engagement activities and stakeholder and Elected Member workshops as required. • Review feedback and identify implications for refinement of the Transport Plan. • Prepare a summary of engagement outcomes and resulting plan changes.



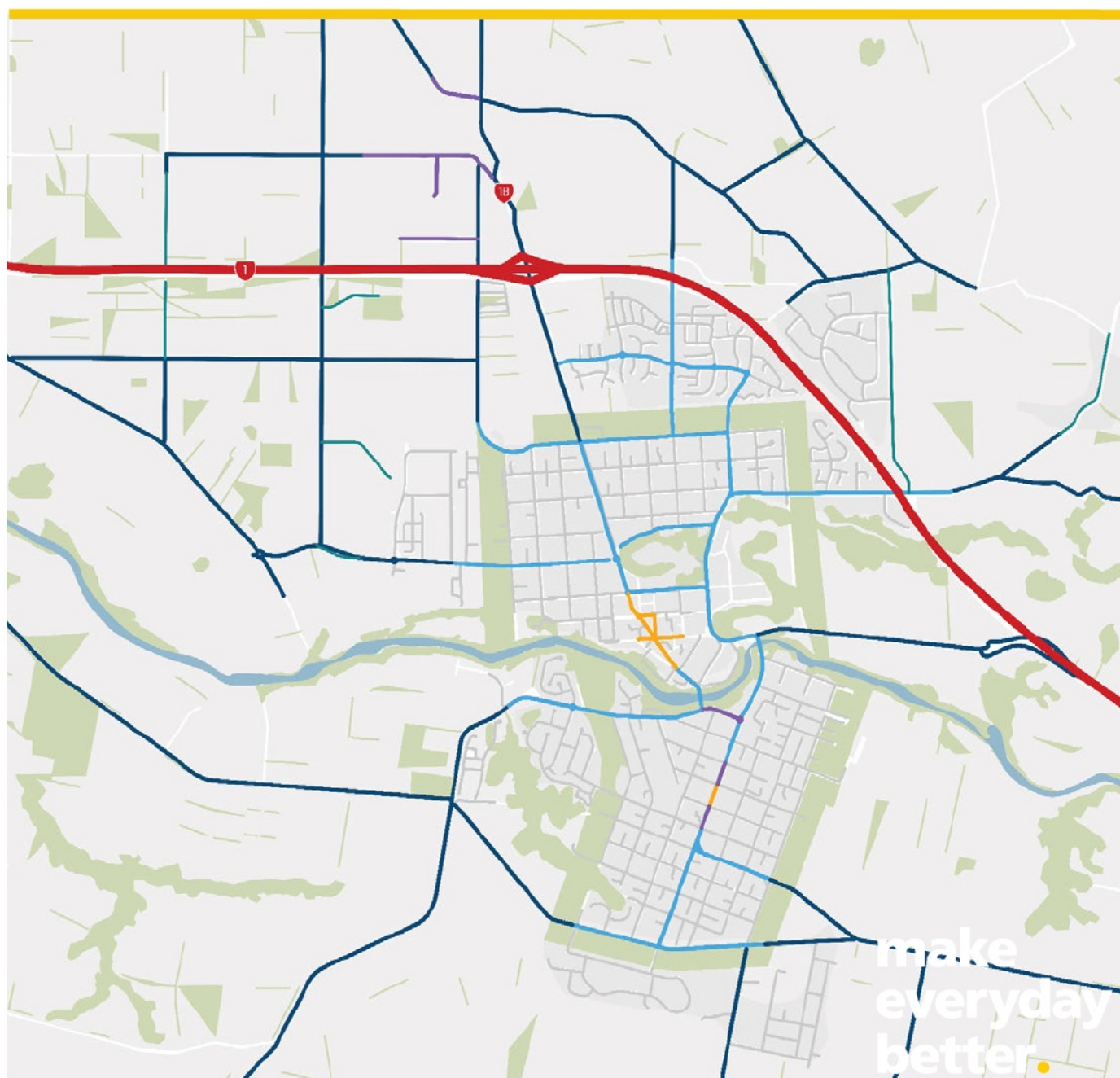
Proposal - Cambridge Connections Transport Plan

Ref: ECM: 291820

Prepared for Waipā District Council

Prepared by Beca Limited

28 July 2026



5 Methodology – Technical

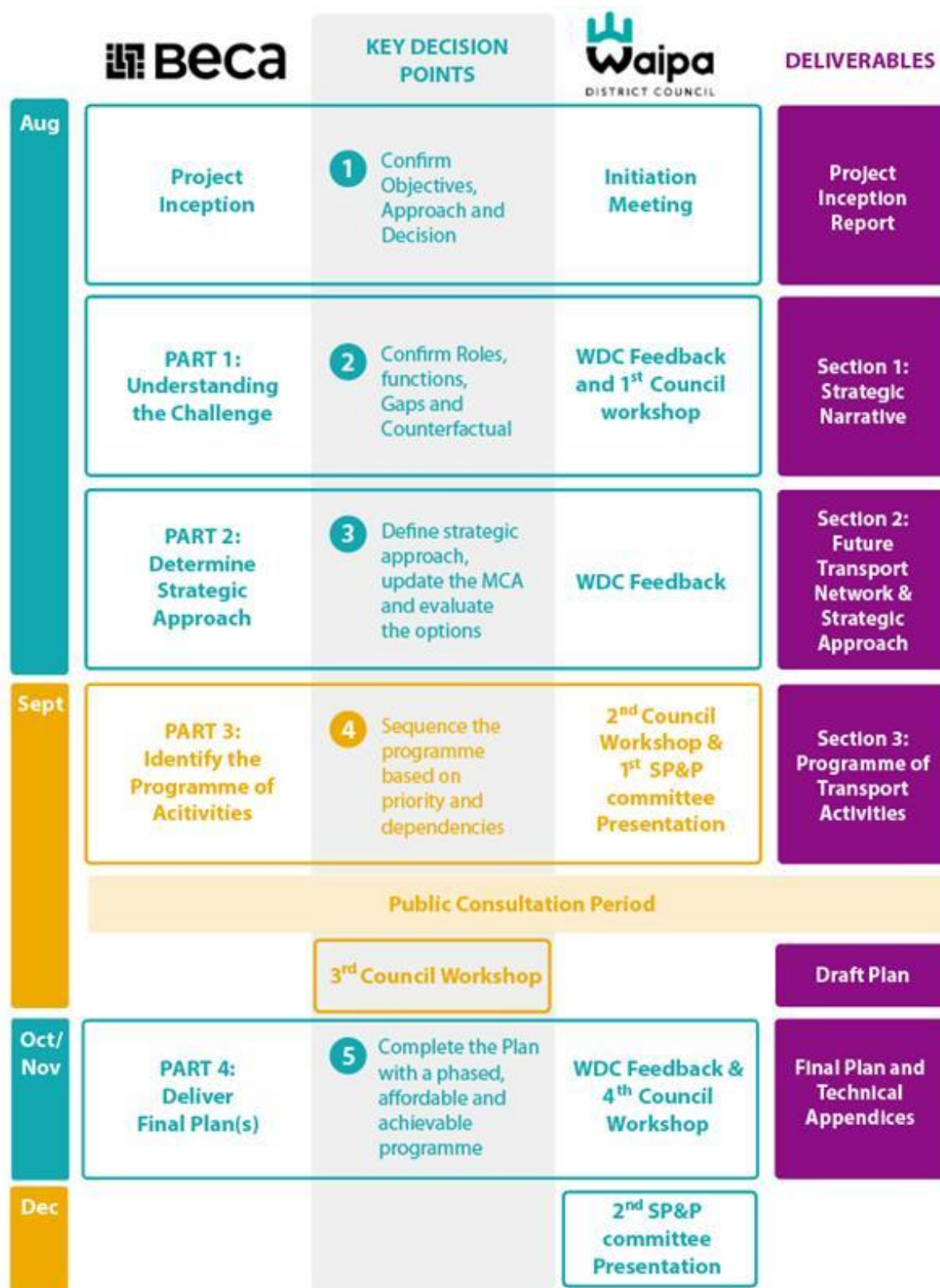
3. Methodology - Technical	Weighting 40%
<i>Demonstrate a robust methodology for developing the 30-year Strategic Transport Plan, including:</i> - <i>Strategic and technical approach to developing the Plan, including integration of existing evidence, Council strategies and previous work.</i> - <i>Approach to analysis and plan development, including identifying issues and opportunities, testing options, prioritising interventions and developing an implementation programme.</i>	

Our approach to developing the Cambridge Connections Transport Plan is founded on the principle that this should be led by key decisions as we progress through, not by detailed analysis. [REDACTED] will guide this process working closely with Janeane and the Waipā DC team to progressively step through the process and focus effort on the information required to make the next decision.

We have structured our methodology around the following five key decision points, aligning these with Waipā DC, SP&P Committee and public consultation milestones, as illustrated in our methodology diagram on the following page.

1. Confirm objectives, approach and key decisions
2. Confirm roles, functions, gaps and the counterfactual
3. Define strategic approach and activity packages
4. Confirm sequencing and dependencies
5. Integrate public and stakeholder feedback and complete the Plan.

More detail on the tasks we will follow to inform each decision is provided after the diagram.



5.1 Project Inception

At project commencement, with the Waipā DC team, we will undertake a quick focused review of all existing workstreams, including the Strategic Case, Strategic Framework, Strategic Network Review, long-list assessments, modelling outputs and previous Council decisions. Through the inception workshop with the Waipā DC team, we will confirm the project's objectives, governance arrangements, critical assumptions, programme risks and decision-making framework. [REDACTED] and [REDACTED] will attend this meeting in person in Cambridge.

Decision 1: Confirm objectives, approach and key decisions

Having led the Strategic Network Review, [REDACTED] brings detailed knowledge of the Cambridge transport network and an understanding of how previous decisions have been reached. This allows the team to rapidly establish a common understanding and avoid unnecessary duplication of effort. The outcome of this stage will be a confirmed project methodology, decision framework and project programme that provides a solid foundation for delivery.

Deliverable: Project Inception Report.

5.2 Part 1: Understanding the Challenge

Building on the significant technical work already completed, we will develop a concise strategic narrative that clearly explains Cambridge's transport challenges, future growth pressures, opportunities and desired outcomes over the next 30 years. We envisage this as a minor update and reshaping of the Strategic Network Review so that this forms the basis of the Transport Plan.

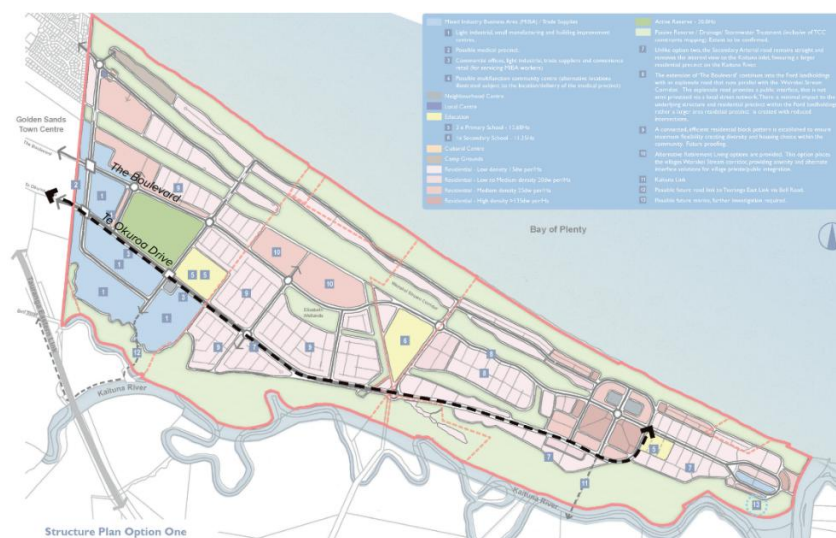
Particular emphasis will be placed on identifying the future role and function of the transport network, understanding the implications of population growth, and confirming how transport investment can support wider community outcomes.

Drawing on our experience from the Western Bay Transport System Plan and Te Tumu business case, we will establish a clear line of sight between growth, transport challenges and outcomes and investment priorities. Identifying the counterfactual (understanding what could happen without investment) will be an important part of this stage. This stage culminates in agreement on the strategic pathway and the measures of success that will guide future investment decisions.

Deliverable: Section 1: Strategic Narrative

Decision 2: Confirm Strategic Pathway – At 1st Council Workshop

(For the Te Tumu SSBC our team developed transport options that respond to mixed land use and staging with upgrades programmed over time, the result will be a safe and efficient transport system that is achievable as development progresses.)



5.3 Part 2: Determine the Strategic Approach

Part 2 focuses on identifying the most effective strategic response to Cambridge's transport challenges. Drawing on existing evidence and modelling outputs, we will refine and assess intervention packages using a robust multi-criteria framework aligned with Council's objectives and NZTA's intervention hierarchy. Consistent with Council's optimisation-first philosophy, our assessment will first consider network optimisation, demand management, public transport, walking, cycling, micromobility and parking management initiatives before major infrastructure investments.

██████ will lead the development of an online GIS viewer to assist us with this stage, including displaying the modelling outputs alongside the land use and transport network context. The Waipā DC team will have access to this online viewer.

We will refresh the previous MCA(s) to provide alignment with the agreed strategic framework and test interventions against transport, growth, resilience, affordability, deliverability and community outcomes. The assessment will focus on identifying an integrated programme rather than ranking individual projects in isolation.

Whilst the Plan must have a wider focus than just the river crossing challenges and options, a key piece that stakeholders will look for in this Plan is the approach to address the constraint arising from the two bridges over the Waikato River. ██████ and ██████ involvement in assessing future river crossing options through the Strategic Network Review provides a strong understanding of the opportunities, constraints and trade-offs associated with future bridge investments. We need to move the bridge discussion forward. In our view this Plan needs to conclude on the preferred location for an additional bridge, even if our recommendation is that delivery is still a long-term outcome. Defining the location will give certainty and allow us to shape the transport network to not conflict with that outcome should it eventuate. Waipā can then progress more affordable options that optimise the system and can be achieved in the short-medium term, while working on protecting a future bridge corridor. Our knowledge of the WRTM outputs and ability to analyse traffic and land use data will help inform a robust decision on the future bridge options.

Decision 3: Confirm Draft Intervention / Activity Packages – With the Waipā DC team

To support decision-making, Beca will facilitate a structured workshop with the Council team to review the evidence, including network performance, resilience benefits, growth forecasts, transport modelling outputs, river crossing functionality, land use implications, deliverability and affordability considerations. The bridge strategy will be assessed against clearly defined success measures and programme objectives, enabling decision makers to confirm the preferred bridge corridor strategy, its strategic role within the future transport network, and the circumstances under which future bridge investment should be progressed. This will result in any bridge related decisions being evidence based, appropriately timed, and aligned with a common understanding of both growth and funding.

At this stage, with the Waipā DC team, we will identify the need for any additional strategic transport modelling where this is necessary to inform the scope, dependencies and timing of interventions within the programme. We have allowed time to specify key scenarios and review modelling outputs, with the modelling undertaken by Stantec and managed by the Waipā DC. We envisage this may be one additional model run with the emerging preferred programme in places, but this will be reviewed and discussed with the team prior to instigating the work and some sensitivity testing may also be necessary.

Deliverable: Section 2: Transport Network & Strategic Approach

5.4 Part 3: Identify the Programme of Activities

Once preferred interventions have been identified, Beca will develop a phased 30-year programme that clearly defines short, medium and long-term priorities. The programme will identify implementation sequencing, dependencies, funding pathways and delivery responsibilities, while establishing measurable triggers linked to growth, travel demand, network performance and funding availability. Whilst we will not be doing cost estimates, we can review the existing estimates that were done for the Cambridge Connections business case to inform the indicative cost ranges required for the Plan.

We will stress test the preferred programme against growth and funding scenarios, enabling Council to understand which interventions are contingent on future growth and which may require review if external funding assumptions change.

Decision 4: Confirm Draft Plan and Implementation Programme – At 2nd Council workshop and 1st SP&P Committee meeting

■■■■■ experience preparing investment-ready strategies will enable our team, with Waipā DC, to develop an implementation programme that is realistic, adaptable and aligned with future LTP and RLTP funding processes. The result will be a prioritised and fundable programme that provides inputs into the 2027-2037 LTP, while establishing a long-term transport pathway for Cambridge. A facilitated decision workshop with the Waipā DC team will be undertaken to confirm the Draft Plan prior to public consultation.

Deliverable: Section 3: Confirm Draft Plan & Implementation Programme

5.5 Part 4: Deliver the Final Plan(s)

The final stage involves refining the draft plan through public consultation and stakeholder engagement. Beca will support Council by translating technical findings into clear, accessible information suitable for elected members, stakeholders and the wider community. As we discuss in **Section 6**, as well as the Transport Plan final report, we propose to deliver the Final Draft Transport Plan in an interactive online GIS platform, which can be used for the public consultation process and an input to a web-based Transport Plan 'StoryMap'. Feedback will be systematically assessed against the agreed strategic framework, to allow any refinements to remain aligned with the project's objectives.

Deliverable: Final Draft Plan

Consultation findings will be reviewed against the agreed decision-making criteria, transport objectives and programme affordability parameters established earlier in the project. Where feedback identifies new issues, opportunities or risks, we will assess the implications for the preferred programme and provide transparent recommendations on whether changes are warranted.

The final Cambridge Connections Transport Plan will be a concise, visually engaging and evidence-based document that communicates the challenges, strategic approach, investment programme and proposed implementation pathway. We will deliver a Transport Plan that reflects the extensive work already completed but also provides Council with a credible, defensible and fundable roadmap for guiding transport investment and network development across Cambridge over the next 30 years.

Decision 5: Confirm Public / Stakeholder Consultation Outcomes – At 4th Council workshop and 2nd SP&P Committee meeting

Deliverable: Final Plan.