

Cambridge Connections Workshop Material - 7 September 2026

Council Chambers
101 Bank Street
Te Awamutu



Chairperson
Mayor MJ Pettit

Members

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

Purpose of a Workshop

Workshops are informal sessions where elected members can discuss issues outside formal council meetings. They're often used to explain complex topics and give members the background they need to make good decisions. Workshops allow open discussion with staff, but they cannot be used to make decisions or pass resolutions—those must happen in official meetings under the Local Government Official Information and Meetings Act 1987 (LGOIMA).

07 September 2026 02:00 PM

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2. Cambridge Connections – Development of the Transport Plan	Katie Mayes, Growth Planning and Strategy Director	02:00 PM-04:00 PM	3
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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.

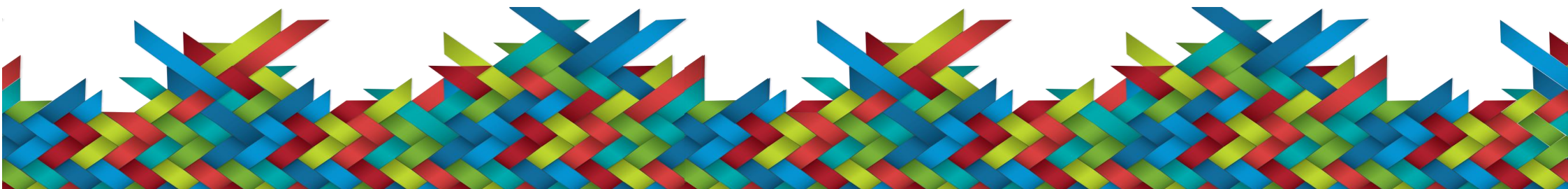
Ko Kakepuku ngā maunga.

Our rivers Waikato and Waipā.

Ko Waikato, ko Waipā ngā awa.

Tihei **mauri ora!**

Behold, the breath of life!



MEMO

To: Elected Members

From: Katie Mayes, Growth Planning and Strategy Director

Date: 7 September 2026

Subject: Cambridge Connections – Development of the Transport Plan

PURPOSE

The purpose of the Memo is to provide supporting information and outline the key areas that require Elected Member direction sought at the workshop, to help progress development of the Cambridge Connections draft Transport Plan, in particular Part 2 The Strategic Approach.

Supporting information is appended to this memo. A succinct sub-set of this information will be presented at the workshop, focused on the key areas for Elected Member direction.

Note, a second workshop on the draft Transport Plan is planned for 23 September, to test the emerging programme of transport activities.

BACKGROUND

At 26 August Strategic Planning and Policy (SP&P) Committee, Elected Members endorsed the following technical workstreams to inform the draft Cambridge Connects Transport Plan:

1. Strategic Transport Network Review technical report (noting the acknowledged limitations of the Waikato Regional Transport Model (WRTM) and that further localised corridor, intersection and transport package assessment will be required to inform determination of a preferred future bridge corridor and 30-year implementation programme); and
2. Refined themed long-list Multi-Criteria Assessment (MCA) of transport activities.

As outlined on 26 August SP&P Committee, from August to October 2026, the project focus is developing the draft Transport Plan which is Stage 3 and the final stage of this part of the project. This workstream will bring together previous work, findings of the Strategic Transport Network Review, future bridge corridor assessments, technical investigations and community and stakeholder feedback into a single long-term transport programme for Cambridge.

CONSIDERATION

The project team have commenced the development of the draft Transport Plan. This project stage includes the completion of Parts 2 and 3 of a strategic transport planning process.

- Part 1: **Understand the Challenge** - this part is complete.
- Part 2: **The Strategic Approach**

MEMO

“What is the best way to respond to the identified challenges and opportunities”

- 7 September workshop will focus on this.

- **Part 3: Identify the Activities and Finalise the Plan**

“What are we going to do, and when (short-, medium-, long-term)”

- The 23 September workshop will focus on this part.

An Elected Member workshop is also planned for 16 September to discuss the broader scope for a district wide parking management framework.

ELECTED MEMBER DIRECTION

At the 7 September Elected Member workshop, the project team will be testing emerging thinking and seeking direction on the following key components:

1. Confirm Key Planning Principles

Confirm the proposed key planning principles to provide the right foundation for the Transport Plan and reflect Elected Members’ priorities.

2. Proposed Strategic Approach

Test the proposed strategic approach(es) provides the appropriate overall direction for responding to the transport challenges and opportunities, across the short, medium and long term.

3. Two bridge corridor pathways to think about

Outline the two potential pathways to include in the draft Transport Plan regarding the future bridge corridor.

4. Approach to the 30-year transport programme

Outline how the intervention hierarchy will be applied to develop the 30-year programme, including how we balance integrated planning, optimisation and making the best use of what we already have, demand management, and new infrastructure investment.

Format and content of the 30-year transport programme

Test how the 30-year programme of activities will be presented within the draft Transport Plan, including proposed information for each activity, taking a ‘whole of corridor’ approach for key corridors, and supporting visuals (tables, mapping etc).

Attachment 1 outlines further supporting context and information on these key components.

ATTACHED DOCUMENTATION

Title	Author
1. 7 September Elected Member Workshop – Supporting Information Pack	Janeane Joyce



MEMO

A handwritten signature in blue ink, appearing to read "Janeane Joyce", with a horizontal line extending to the right.

Janeane Joyce
Project Manager

Cambridge Connections Transport Plan Development

Elected Member Workshop - Draft Strategic Approach

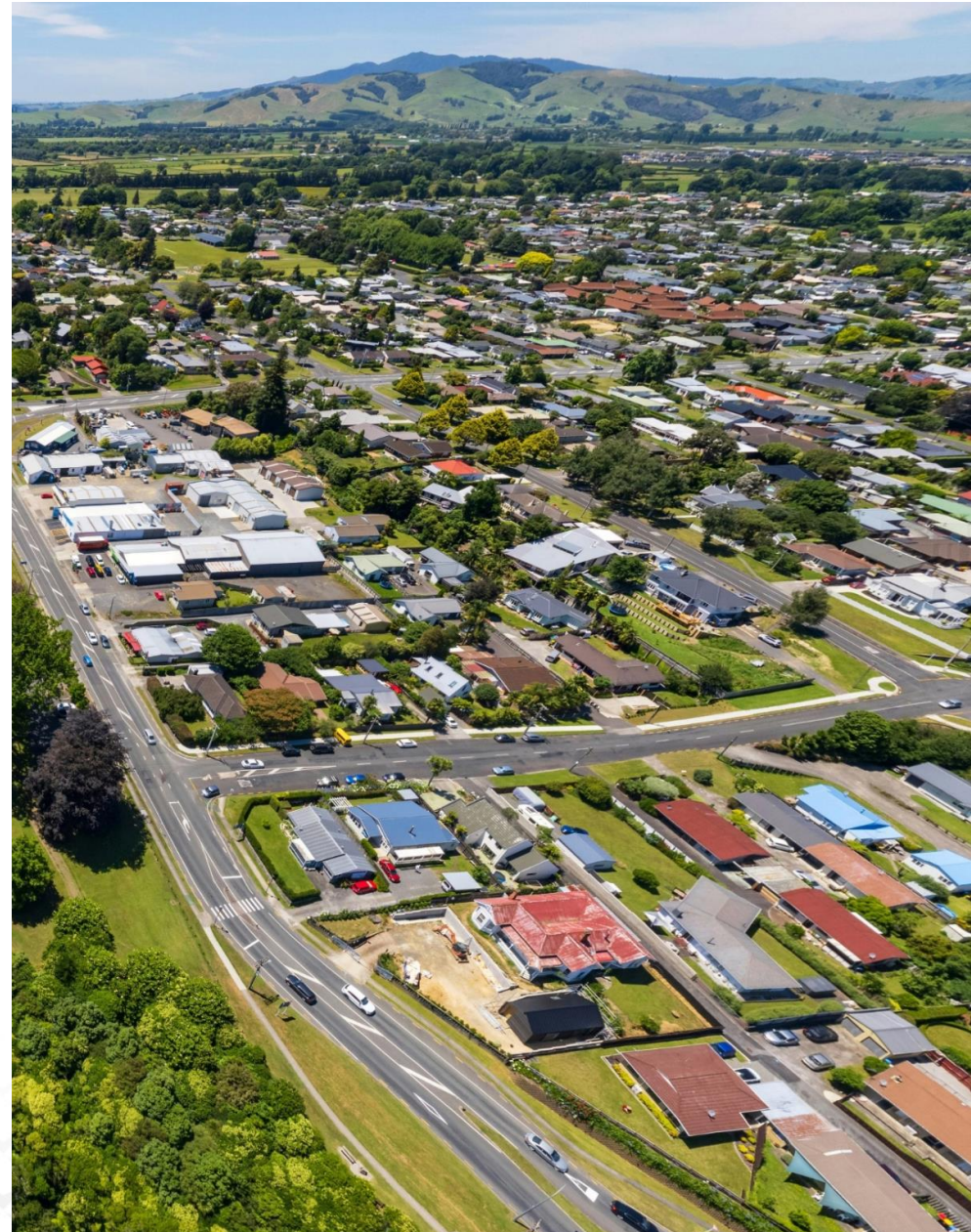
Workshop Presentation Sub-Pack: 7 September 2026

Workshop format

The project team will present a succinct sub-set of the summary information focused on the key areas for direction.

Key areas to test with Elected Members

- Confirm key planning principles to inform the Transport Plan
- Outline the proposed strategic approach (short-, medium-, long-term)
- Outline the two bridge corridor pathways we need to consider
- Outline the overall approach to building the 30year transport programme.



Confirm key planning principles for the Transport Plan

Optimisation First

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

Evidence-Based Decision Making

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

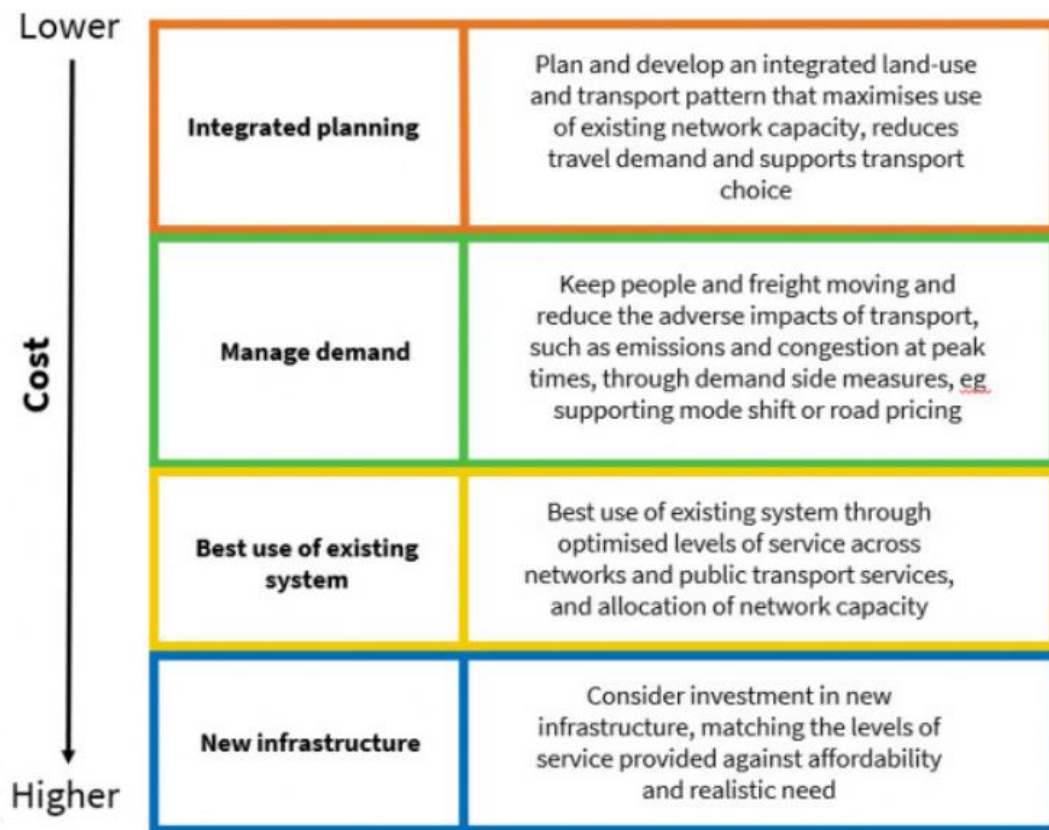
Affordability

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

Strategic Approach

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

NZTA Intervention Hierarchy



How our strategic approach evolves over time

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

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

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

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

Two bridge corridor pathways to consider

- Years 1-3 - focus on designation and supporting technical assessment.
- Once designation is complete, (approx. Year 4) there will be two pathways that Council could consider.
- **Both will require significant planning and investment.**
- Given current financial environment, the funding approach will differ between the two pathways, reflecting the different timing, investment requirements and potential eligibility for external funding.

Pathway 1

Designation and implementation of a new third bridge

Includes:

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

Pathway 2

Designation in place; Enhance what you already have

Includes:

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

Possible future funding sources for major transport activities

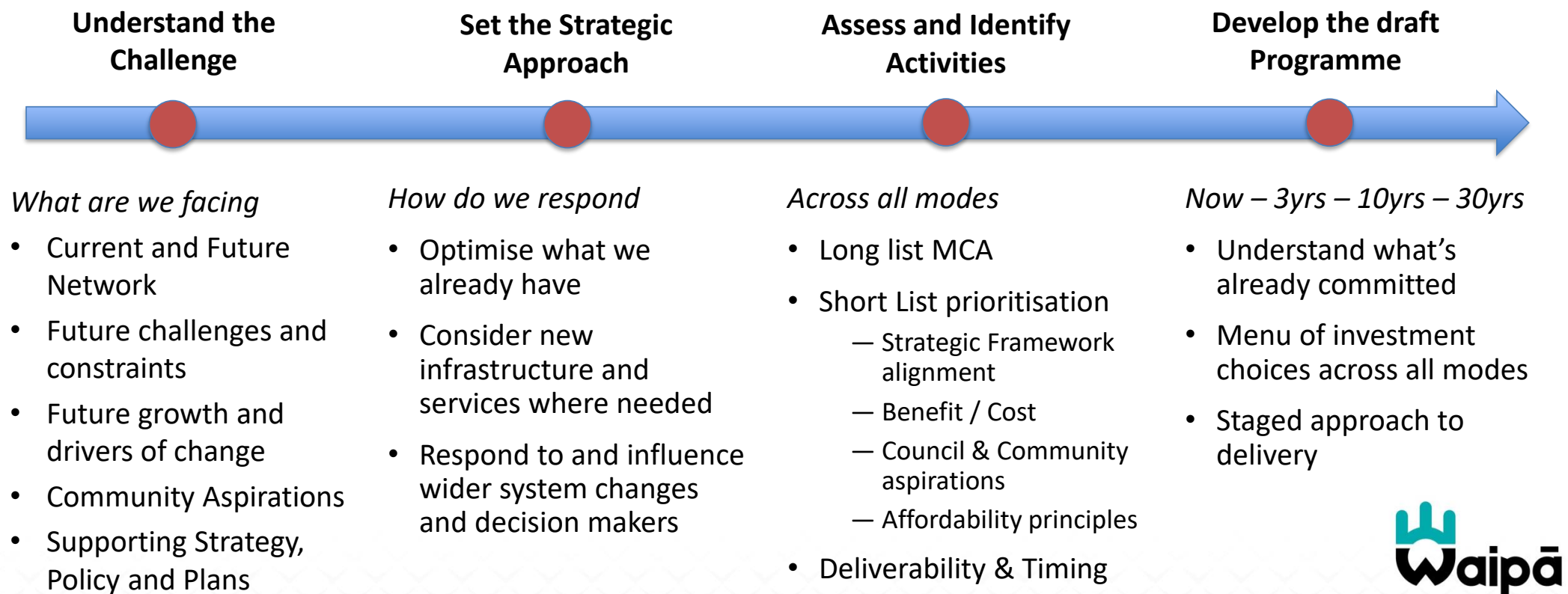
- Major transport activities are likely to require a funding package rather than a single funding source.
- Any future decision(s) would need to take a **‘whole of network approach’** so that people and traffic aren’t pushed to using already congested bridges and roads, i.e., to avoid paying a toll or user charge.

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

How we build the Transport Plan programme

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

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



Approach to public transport activities

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

As Cambridge grows:

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

Approach to cost estimates on major activities

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

Proposed approach

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

Strategic Corridors – take a ‘whole of corridor approach’

We will take a **‘whole of strategic corridor approach’**.

We will consider how different activities interact, over time, rather than assessing individual projects in isolation.

This helps us understand the wider network and community impacts of each activity, so that we avoid simply moving congestion or other problems to the next pinch point.

Examples of these strategic corridors could include:

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



DISTRICT COUNCIL

What the 30-year programme could look like

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

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

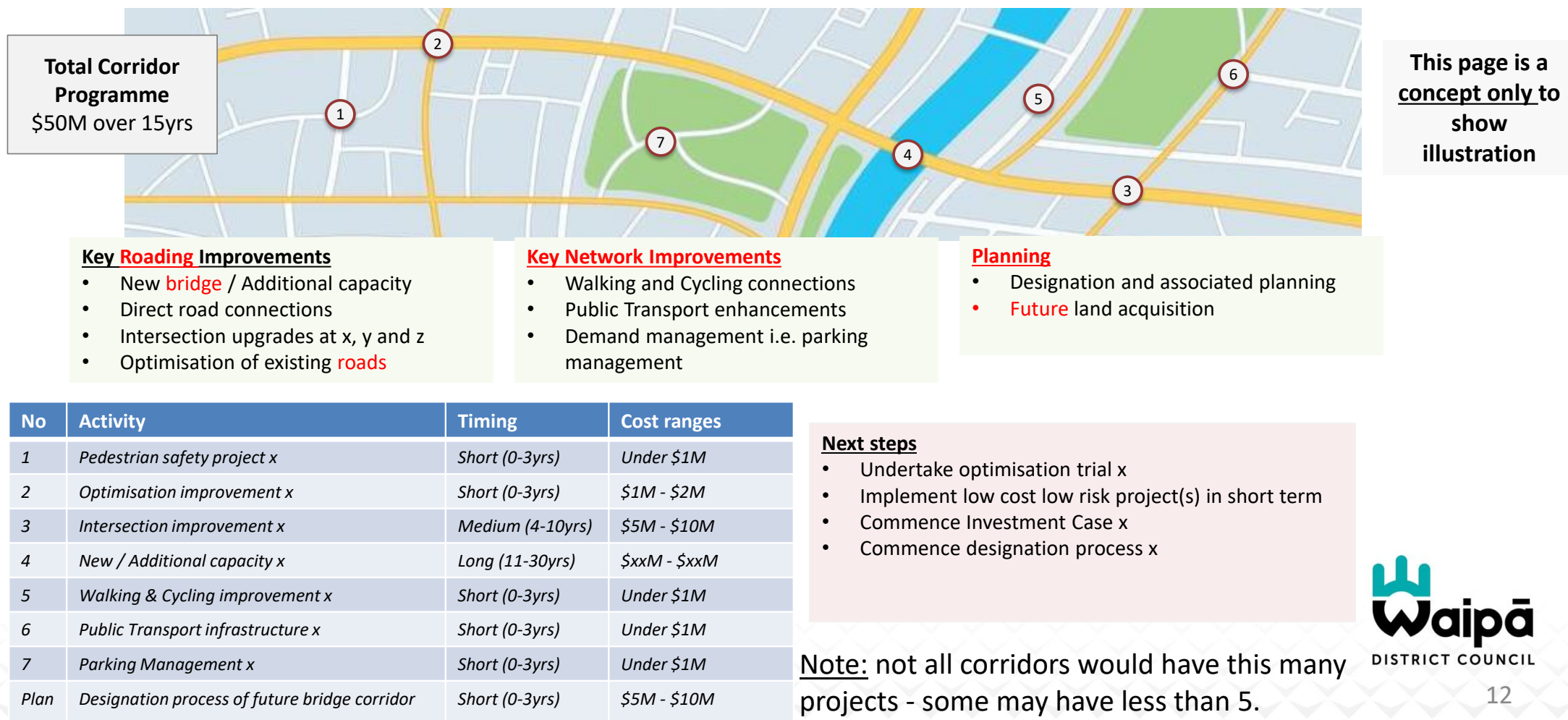
Strategic Approach	Activity	Investment Objective	Timing	Cost ranges	Status
Intervention Hierarchy - Integrated planning - Manage demand - Best use existing network - New infrastructure	Project Name Made up examples only	Strategic framework	Short (0-3yrs) Medium (4-7yrs) Long (11-30yrs)	Under \$1M \$1M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

Project Investment Objectives

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

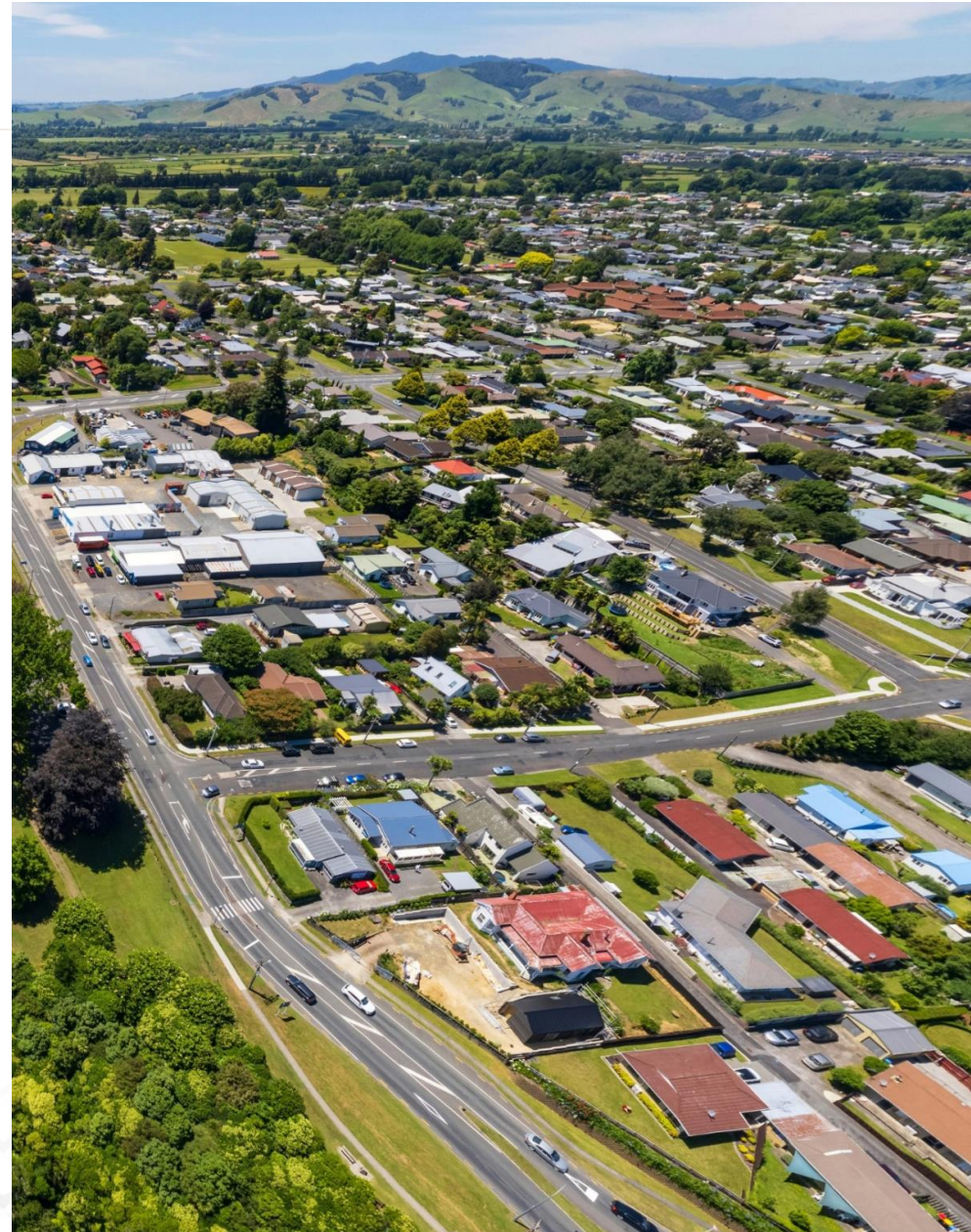
What a specific corridor sub-programme might look like

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

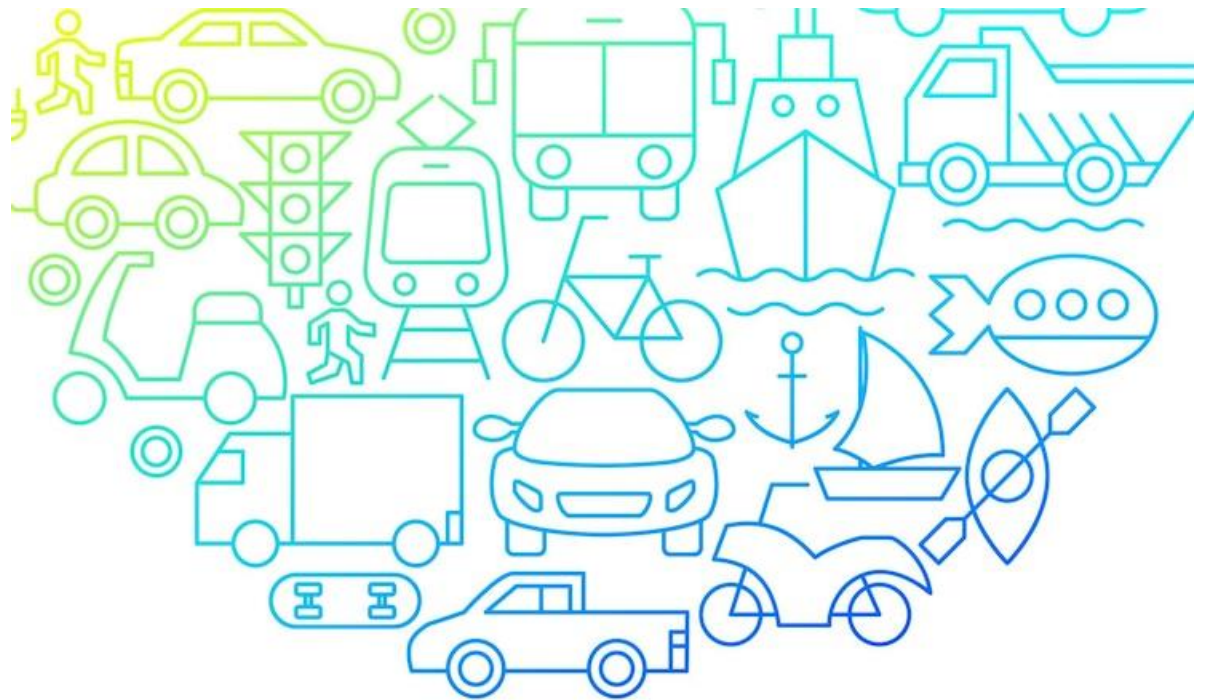


Next Steps

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



Additional
slides if
needed



Developing the Transport Plan

Completed

Identify Issues

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

Listen to the Community

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

Develop Options

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

Develop Strategic Transport Network Review

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

Current Stage

Develop Transport Plan (August – Sept)

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

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

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



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

WE ARE HERE

Future Milestones

Out for public consultation (October)

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

SP&P Meeting
7 October



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

Finalise Transport Plan (Nov - Dec)

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

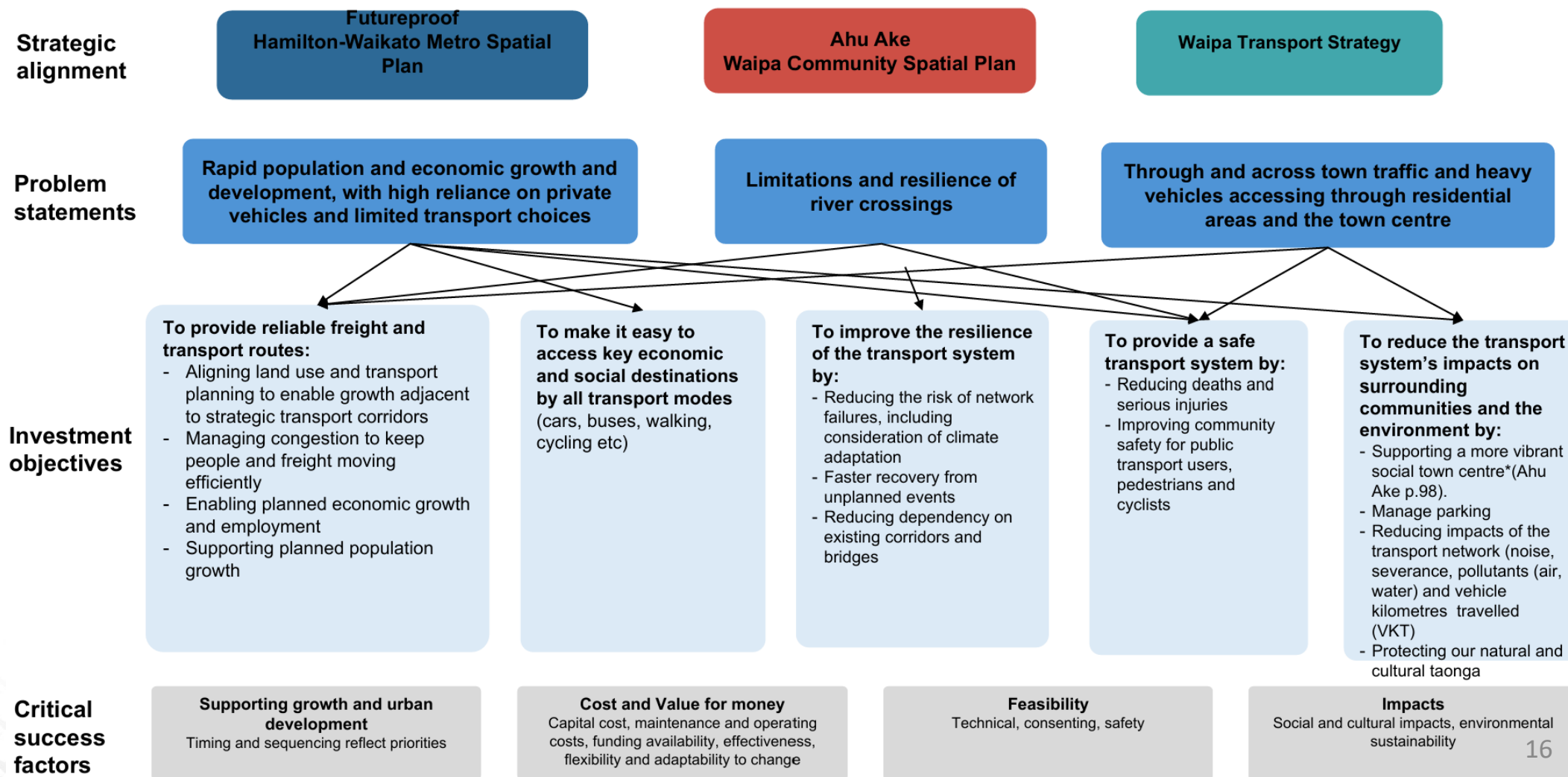
SP&P Meeting
2 December



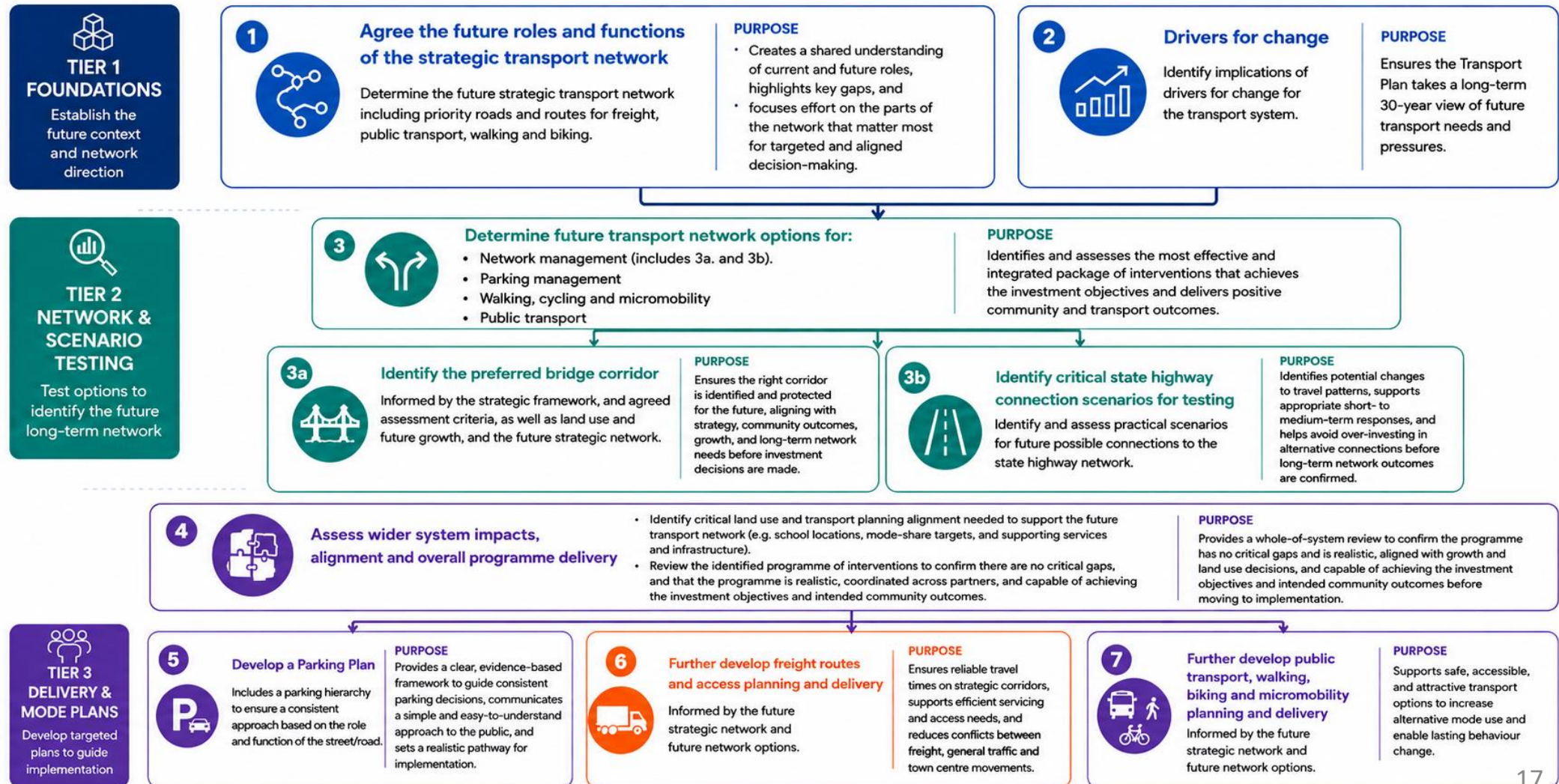
We share the Final Plan and keep sharing progress and delivery. 15

Cambridge Connections – Strategic Framework

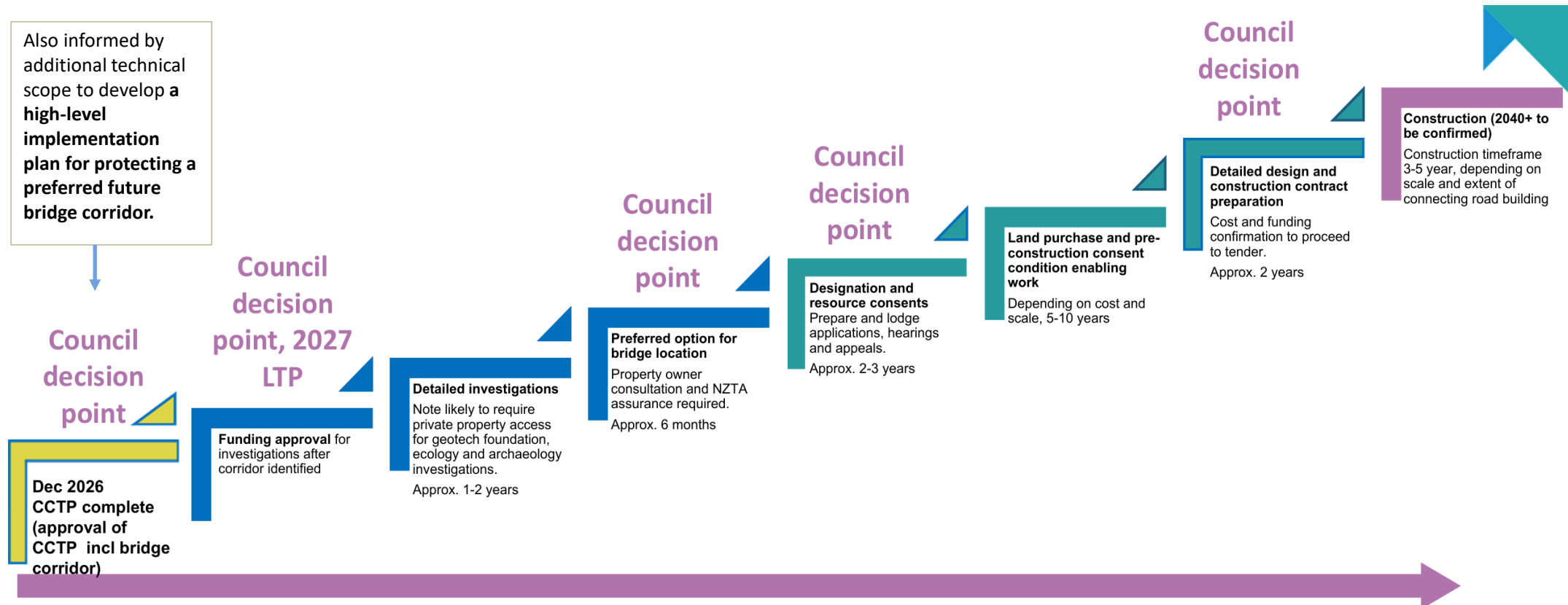
The draft Transport Plan will support the agreed strategic framework.



The Transport Plan brings together supporting workstreams



Planning pathway for a new bridge



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

Review of the Strategic Transport Network Review – Draft Technical Report

Roger Gordon

22 August 2026

Introduction

Thank you for the opportunity to review the *Strategic Transport Network Review – Draft Technical Report*. The report is comprehensive and thought-provoking, and provides a valuable strategic perspective on Cambridge's future transport challenges and opportunities. There are, however, several matters that I believe warrant further clarification and consideration.

Firstly, I found the report somewhat difficult to navigate due to inconsistencies between the report's internal page references and the agenda page numbering. For ease of reference, this review uses the agenda page numbers throughout.

Secondly, while the report is presented as a joint project involving Waipā District Council and Beca, it does not identify or acknowledge the individual authors or principal contributors. Given the significant strategic implications of the report, transparency regarding authorship would be helpful.

I am also concerned about the limited time available for elected members to review the document. The report was distributed at midday on Friday, leaving little opportunity for meaningful analysis or consultation. Questions arising from the review could realistically only be submitted on Monday, providing limited time for responses before the Strategic Planning and Policy Committee meeting on Wednesday morning. Given the importance of this work to Cambridge's long-term transport planning, a longer review period would have been desirable.

Accordingly I would question the recommendations to endorse the report as there are too many questions over aspects of the report. I would prefer that the recommendation endorses the review as a technical input to development the draft Cambridge Connections Transport Plan, noting the acknowledged limitations of the WRTM and that further localised corridor, intersection, and package assessment will be required before a preferred future bridge corridor and implementation programme are determined.

I also agree that momentum of the Cambridge Connections programme should be maintained and consider this is an important achieved milestone.

Questions on the provided report:

Page 25-26: Executive Summary

Rural Growth Impacts

The report appropriately highlights the significance of forecast population growth, noting an additional 15,000 residents over the next 30 years.

However, it would be beneficial to provide greater context regarding Cambridge's future service population. Infometrics estimates the urban Cambridge population in 2026 at approximately 22,700 residents. Based on the report's growth projections, this would suggest an urban population approaching 38,000 by 2055/56.

Historically, Cambridge has been classified as a rural service town. More recently, its growth has seen it transition into the "medium urban area" classification. Nevertheless, Cambridge continues to provide economic, educational, health, and social services to a substantial rural catchment, including Hautapu, Swayne Road, Karapiro, Maungatautari, Pukerimu, Kaipaki, and Rotoorangi.

When this wider service area is considered, the population served by Cambridge is projected to increase from approximately 32,710 residents (Stats NZ, June 2025 estimate) to nearly 48,000 by 2055. This begins to approach the population traditionally associated with a small city.

The associated increase in rural vehicle movements to and from Cambridge will place additional pressure on the transport network. **What allowance has been made in the WRTM and the supplementary analysis for growth in Cambridge's rural and rural residential catchment and what proportion of forecast trips into Cambridge is generated outside the identified urban growth cells?**

Use of the Waikato Regional Transport Model (WRTM)

The report acknowledges that the Waikato Regional Transport Model is a strategic planning tool and has limitations in forecasting traffic volumes on individual streets or assessing localised intersection performance. The report proposes that phase two may use more detailed tools for modelling.

As an example, several intersections, including Cambridge Road/Hooker Avenue and Victoria Street/Norfolk Drive, are identified as constrained. However, no comparison is provided against other known pressure points such as: Victoria Street/Cook Street; Shakespeare Street/Cook Street; Shakespeare Street/Achilles Avenue/Tirau Road; Victoria Street/Queen Street; Victoria Street/Hamilton Road

If more detailed modelling is necessary, what conclusions can properly be endorsed now, and what conclusions must remain provisional until that modelling is completed?

Transport planning advice I have received indicates that PTV Vissim is one of the leading tools for detailed microscopic traffic simulation, particularly in assessing complex intersections and multimodal interactions involving pedestrians and cyclists. The report suggests SIDRA. Further analysis using this type of modelling may assist in understanding localised network constraints.

Before a preferred corridor is selected, appropriate intersection level, and where necessary, microsimulation modelling should be undertaken for the critical existing and proposed corridors.

Impact of Roundabouts

The report notes that traffic volumes across the Victoria Street Bridge have remained relatively static, suggesting the corridor is operating at or near capacity.

However, there is little discussion regarding the influence of the Cook Street roundabout on the bridge's operational capacity. Increasing traffic volumes, particularly heavy vehicles that cannot use the high-level bridge, require exiting bridge traffic to give way, potentially reducing the effective capacity of the corridor.

Similar operational impacts may occur at the Victoria Street/Hamilton Road and Victoria Street/Queen Street roundabouts.

Given the importance of these intersections to current network performance, what consideration has been given to the capacity of the corridors leading to the bridges that is determined by the approaches, intersections and competing traffic movements.

Page 27: Executive Summary

Traffic Counts

The recommendations regarding ongoing traffic monitoring are appropriate.

However, there may be opportunities to obtain more meaningful information from existing traffic count programmes by extracting hourly traffic volumes for typical weekday operating periods (Monday to Friday, 7.00am to 6.00pm).

There is concern of Class 4 and Class 5 vehicles. Can you advise:

1. What heavy vehicle class 4 and class 5 heavy vehicle assumptions are used?
2. How HCV vehicles are represented in capacity and delay calculations?
3. Has sensitivity testing been undertaken for greater than forecast heavy vehicle growth? and
4. Has any testing been done if quarry, waste, Hautapu and regional freight movements increase more rapidly than assumed?

This may provide a more accurate understanding of the factors contributing to congestion and network stress.

Page 29: Context – Land Use and the Road Network

Figure 2: Key Destinations

Several existing or proposed retirement and aged-care facilities do not appear to have been included within the mapping of key destinations:

1. St Andrew's Village
2. Oakdale Retirement Village
3. Cambridge Life
4. Resthaven Leamington
5. Proposed Arvida development at the former Henley Hotel site (currently on hold)

The proposed school within Growth Cell C2 is included despite being on hold. **Applying the same logic, these facilities should also be acknowledged, given the increasing importance of the retirement and aged-care sector to Cambridge's demographic profile and travel demand.**

Key Changes Over the Next 30 Years

The report refers to strengthening and diversifying agricultural activity.

I suggest this discussion could be expanded to **specifically acknowledge growth within the rural residential population and the resulting transport demand implications.**

Page 30: Context – One Network Framework

Road Classification

The One Network Framework introduces a different classification approach to the traditional local, collector, and arterial road hierarchy.

The designation of certain roads as Inter-Regional Connectors appears to emphasise efficient movement of vehicles and freight, with pedestrian access generally limited to designated crossing points.

What operational standards and interventions are required to enable the proposed inter-regional connectors to perform their intended movement function, and how will council resolve conflicts between that function and place, safety, walking, and cycling objectives along individual sections of those corridors?

Page 31: Current Network – Existing Traffic Volumes

Victoria Street Bridge and Corridor

As noted earlier in this review, greater consideration should be given to the influence of the three roundabouts located on Victoria Street at Cook Street, Queen Street, and Hamilton Road.

While the report examines traffic volumes and corridor performance, these intersections are critical determinants of network capacity and traffic flow. The operational performance of the roundabouts can directly affect the throughput of the Victoria Street corridor and bridge, particularly during peak periods.

The importance of Victoria Street as a strategic movement corridor is identified. **To what extent does intersection performance currently constrain corridor capacity, and could operational or design changes improve network efficiency?**

Page 33: Current Network – Existing Constrained Areas

Constrained Area Impacts and Traffic Diversion

The report appropriately identifies several constrained areas within the existing transport network.

However, consideration should also be given to the behavioural response of drivers when confronted with congestion. One common outcome is the use of alternative local roads as "rat-runs" to avoid delays on the primary network.

This phenomenon is an important transport planning consideration and, in my view, was not adequately reflected in previous strategic modelling exercises.

Examples currently observed within Cambridge include:

- Vogel Street and Queen Street corridor
- Norfolk Drive

Bryce Street historically functioned in a similar manner, although recent street redesign and traffic management measures appear to have partially reduced this behaviour.

Rat-running may create safety, amenity, and accessibility impacts in residential environments that are not apparent from strategic network modelling alone. How are these important traffic diversion patterns recognised within the planning?

Page 34: Current Network – Existing Transport Services

Public Transport Strategic Assessment

The report correctly identifies the significant growth in public transport patronage experienced in Cambridge in recent years.

The report also notes that planned service enhancements continue to focus primarily on travel between Cambridge and Hamilton, albeit serving a broader range of residential areas within Cambridge and Leamington.

Importantly, the report observes that increased local public transport services could:

- Improve access to key destinations throughout Cambridge.
- Provide an alternative to private vehicle trips.
- Reduce congestion pressures within the town centre and along Victoria Street.
- Support a broader range of local travel needs rather than focusing predominantly on commuter movements to Hamilton.

These findings suggest that there would be value in Council undertaking a strategic assessment of the future role of public transport within Cambridge. **What plans exist to undertake an evaluation of whether future investment should prioritise local mobility outcomes, regional connectivity, or a balanced combination of both.**

Emerging Forms of Public Transport

While the report references future public transport enhancements, consideration could also be given to emerging technologies and service models.

One example is autonomous shuttle technology, which may offer opportunities to address first-mile and last-mile transport challenges and improve access to key destinations without requiring traditional fixed-route bus services.

New Zealand has been at the forefront of developing and trialling autonomous public mobility solutions, particularly through the work of Ohmio, an Auckland-based company specialising in autonomous passenger shuttles.

Notable New Zealand trials have included:

- Christchurch Airport autonomous shuttle deployment.
- Wellington Waterfront autonomous transport trials.
- Paerata Rise Smart Village mobility project.
- World-first 5G-enabled autonomous vehicle testing in partnership with Spark.

The successful implementation of these trials has enabled export of New Zealand-developed technology to international markets, including South Korea, Australia, and the United States.

While autonomous transport solutions remain an emerging technology with relatively high deployment costs, they may become increasingly relevant over the planning horizon considered within this report.

Reference should also be made to the report:

Feasibility Study on Commercial Deployment of Automated Public Transport Vehicles in New Zealand (NZTA, Beca and SYSTRA, May 2024).

What consideration will undertaken of autonomous mobility services as a future transport option worthy of monitoring and potential future assessment?

Page 35: Current Network – Walking, Cycling and Micromobility

Alternative Mobility Options

The report identifies e-bikes as an increasingly important component of the transport network and recognises their role in improving accessibility.

Consideration could also be given to the growing use of e-scooters and other micromobility devices, which are becoming increasingly visible in urban environments.

Will the report consider whether commercial shared-micromobility services could form part of the future transport system and contribute to reducing short-distance vehicle trips?

Page 37: Future Network – Roles and Functions

Road Reclassification

The report refers to future changes under the One Network Framework (ONF).

Clarification would be helpful regarding the timing and implementation of these classifications.

Specifically:

- When will the proposed network classifications formally apply?
- Is Council already planning and managing roads using the future ONF classifications?

- If future network role is a key criterion within the Multi-Criteria Assessment (MCA), will these classifications influence short-term infrastructure investment decisions?

Greater clarity on these matters would assist readers in understanding how future network aspirations are connected to current planning and investment programmes.

Network Optimisation Measures

The report contains limited discussion regarding opportunities to improve network performance through:

- Roundabout upgrades.
- Intersection optimisation.
- Signalisation improvements.
- Corridor management initiatives.

Given that these measures may deliver benefits more quickly and at lower cost than large-scale infrastructure projects, will the review consider the role these will play within the future network?

Page 38: Future Network – Strategic Movement Corridors

Strategic Freight Corridors

The report identifies the Albert Street, Queen Street and Victoria Street corridor as a Strategic Movement Corridor and a desirable route for Class 4 and Class 5 heavy vehicles.

This has implications for previous discussions regarding heavy vehicle movements associated with quarry operations, waste management activities, and Newcombe Road traffic.

There has also been discussion regarding the effective expansion of the Cambridge town centre to include the Lakewood retail precinct. If this broader interpretation is adopted, the Strategic Movement Corridor would pass directly through a significant commercial and pedestrian activity area.

This appears to create some tension with the report's wider objective of creating a more accessible and attractive town centre environment.

Have alternative heavy vehicle management approaches been considered, including: freight routing strategies; time-of-day restrictions; heavy vehicle management plans; alternative designated freight corridors?

Page 42: Strategic Intervention Analysis

Additional Option E and Additional Option F

The introduction of Options E & F is noteworthy.

However, as the options are subsequently not progressed through detailed modelling and evaluation, their inclusion risks creating uncertainty regarding the options under active consideration.

Clarification would be helpful regarding:

- Were Options E&F part of previous community consultation.
- Were they included within the long-list assessment process.
- Were their inclusion has discussed and endorsed by the Community Reference Group (CRG).
- What evidential status do E & F have relative to the three modelled corridors and could either of them ultimately become the preferred corridor without equivalent modelling and assessment? If not, why include them?

Reliance on the Waikato Regional Transport Model

As noted earlier, the limitations of the Waikato Regional Transport Model have been acknowledged, particularly regarding localised and intersection-level analysis.

Despite these limitations, the model appears to play a significant role in assessing and comparing bridge corridor options.

It would therefore be beneficial to explain how model limitations have been addressed and what additional evidence sources have been used to support strategic conclusions?

Option A – Movement Constraints

Cambridge Road North Intersections

The report recognises that traffic volumes would increase on Cambridge Road North under Option A due to access demands associated with a future bridge corridor.

While constraints are identified as moderate in some locations, they are assessed as high near St Peter's roundabout and Racecourse Road.

The report also references the need for intersection upgrades.

Clarification would be useful regarding the nature of these upgrades and whether they may include measures such as multi-lane roundabouts or other substantial intersection capacity improvements.

Page 46: Option C – Movement Constraints

Existing Network Pressures

The modelling indicates that because the Victoria Street Bridge is effectively operating at capacity, future cross-river growth would be accommodated predominantly by an enhanced Fergusson Bridge corridor.

If this assumption is correct, it also suggests that many of the existing traffic pressures entering Cambridge from the expressway would remain largely unchanged.

While the report identifies constraints on:

- Cambridge Road North
- Hamilton Road
- Norfolk Drive/Victoria Street

it appears to understate current and future pressures at:

- Victoria Street/Hamilton Road
- Queen Street/Albert Street

These intersections already experience significant congestion and may warrant greater consideration in future assessments.

Page 47: Option D – Findings

Northern Access via Tirau Road

The findings relating to northern access via Tirau Road are of particular interest.

However, it is unclear whether these conclusions are derived directly from transport modelling outputs or represent professional judgement by the authors.

This distinction is important given ongoing concerns regarding:

- Growth in Class 4 and Class 5 heavy vehicle volumes.
- Expansion of commercial activity around the Lakewood precinct.
- Increased quarry and waste management traffic movements.

It would also be useful to understand whether alternative heavy vehicle management measures were considered, including restrictions on freight movements through the town centre.

One of the recommendations of the review is to discontinue further technical investigation of an alternative state highway connection.

I would prefer the position to be:

No further stand alone detailed investigation of the Tirau Road interchange is required at present, but the interchange should remain available for testing in Phase 2 network modelling and should be reconsidered where updated freight, growth, State Highway or Southern Links assumptions materially affect the network.

Pages 51-52: Bridge Corridor Options

Advantages and Disadvantages Assessment

The comparative assessment of bridge corridor options is useful and provides a balanced summary of key strengths and weaknesses.

However, while the consultation and previous discussion largely centred on Options A, B and C, the assessment continues to reference Options E and F.

This raises questions regarding the purpose of retaining these additional options within the report and whether they remain under consideration.

Clarification of their status of Options E 7 F would assist readers in understanding the decision-making framework.

Page 53: Future Bridge Corridor – Technical Scope

Future Assessment Requirements

The report indicates that further technical assessment will be required before a preferred bridge corridor can be identified.

This raises an important governance question.

It would be useful for the report to clearly explain:

- Whether one of Options A, B or C is expected to emerge as the preferred corridor?
- What additional investigations are required?
- What decision-making steps remain before a corridor can be selected?

Providing this information would assist elected members in understanding the future programme of work.

Page 58: Appendix A – Modelling Outputs

Limitations and Caveats

Appendix A contains a number of important qualifications and limitations regarding the interpretation of modelling results.

In summary, these appear to include:

1. Limited reliance should be placed on the model for detailed corridor and intersection-level outcomes.
2. The future bridge corridor has not yet been determined.
3. Additional evidence sources have informed the analysis, although these are not described in detail.
4. Future network performance may differ from modelled outcomes.

Given the importance of these caveats, greater transparency regarding the assumptions, supplementary evidence sources, and confidence levels associated with the modelling would be helpful.

Pages 63-66: Levels of Service Maps

Existing LOS F Intersections

The Levels of Service (LOS) maps provide forecasts of future intersection performance and congestion levels.

Clarification would be helpful regarding whether the maps are intended to demonstrate deterioration from current conditions or simply identify future areas of concern.

For example, under both the Do Minimum scenario and Option C, several known congestion locations, including the Victoria Street roundabouts, do not appear to show a significant worsening of performance despite substantial forecast traffic growth.

This raises questions regarding:

- How existing LOS F conditions have been represented?
- Whether capacity constraints are effectively limiting forecast traffic growth?

- How congestion at currently constrained intersections is expected to evolve over time?

A clearer explanation of these outcomes would assist readers in interpreting the modelling results and understanding the practical implications for future network performance.

Strategic Transport Network Review Technical Report (August 2026)

Cllr Gordon questions received 23 August 2026. Project Team response 7 September 2026.

Topic	Context	Question	Response
Strategic Context	Several existing or proposed retirement and aged-care facilities do not appear to have been included within the mapping of key destinations: 1. St Andrew's Village 2. Oakdale Retirement Village 3. Cambridge Life 4. Resthaven Leamington 5. Proposed Arvida development at the former Henley Hotel site (currently on hold) The proposed school within Growth Cell C2 is included despite being on hold.	Applying the same logic, these facilities should also be acknowledged, given the increasing importance of the retirement and aged-care sector to Cambridge's demographic profile and travel demand.	At this point only the largest trip origin/ destinations have been identified on the map, otherwise the map becomes too cluttered. Smaller facilities are important at a local level in terms of walking and cycling connections/ parking/ access to public transport and can be considered at future detail development level.
Strategic Context	The report refers to strengthening and diversifying agricultural activity.	I suggest this discussion could be expanded to specifically acknowledge growth within the rural residential population and the resulting transport demand implications.	Acknowledge there is an increase in Cambridge rural population over time. Suggestion to add: <i>transport demand from project population changes and growth within the rural catchment of Cambridge.</i>
Growth	The associated increase in rural vehicle movements to and from Cambridge will place additional pressure on the transport network.	What allowance has been made in the WRTM and the supplementary analysis for growth in Cambridge's rural and rural residential catchment and what proportion of forecast trips into Cambridge is generated outside the identified urban growth cells?	WRTM uses growth assumptions for the Waikato Region agreed by the Waikato Local Authority Shared Services (Waikato LASS) and Futureproof. This includes 'Wise' forecast population and employment projections (July 2021) which are based on Statistics NZ 'High' growth projections across the region, including adjacent Council areas and includes rural areas.
Modelling	Several intersections, including Cambridge Road/Hooker Avenue and Victoria Street/Norfolk Drive, are identified as constrained. However, no comparison is provided against other known pressure points such as: Victoria Street/Cook Street; Shakespeare Street/Cook Street; Shakespeare Street/Achilles Avenue/Tirau Road; Victoria Street/Queen Street; Victoria Street/Hamilton Road	If more detailed modelling is necessary, what conclusions can properly be endorsed now, and what conclusions must remain provisional until that modelling is completed?	The Strategic Transport Network Review and supporting modelling is a technical input, alongside multiple other technical inputs. Further technical work, including additional localised network transport modelling, is being undertaken in the next phase.

Sensitivity: General

Topic	Context	Question	Response
Modelling	Transport planning advice I have received indicates that PTV Vissim is one of the leading tools for detailed microscopic traffic simulation	Before a preferred corridor is selected, appropriate intersection level, and where necessary, microsimulation modelling should be undertaken for the critical existing and proposed corridors.	Further technical work, including additional localised network transport modelling, is being undertaken in the next phase.
Modelling	The report notes that traffic volumes across the Victoria Street Bridge have remained relatively static, suggesting the corridor is operating at or near capacity. However, there is little discussion regarding the influence of the Cook Street roundabout on the bridge's operational capacity. Increasing traffic volumes, particularly heavy vehicles that cannot use the high-level bridge, require exiting bridge traffic to give way, potentially reducing the effective capacity of the corridor. Similar operational impacts may occur at the Victoria Street/Hamilton Road and Victoria Street/Queen Street roundabouts.	Given the importance of these intersections to current network performance, what consideration has been given to the capacity of the corridors leading to the bridges that is determined by the approaches, intersections and competing traffic movements.	Further technical work, including additional localised network transport modelling, is being undertaken in the next phase.
Modelling	As noted earlier, the limitations of the Waikato Regional Transport Model have been acknowledged, particularly regarding localised and intersection-level analysis. Despite these limitations, the model appears to play a significant role in assessing and comparing bridge corridor options.	It would therefore be beneficial to explain how model limitations have been addressed and what additional evidence sources have been used to support strategic conclusions.	The limitations of the WRTM are outlined in the Strategic Transport Network Review including additional technical work undertaken to support the Review.
Modelling	The modelling indicates that because the Victoria Street Bridge is effectively operating at capacity, future cross-river growth would be accommodated predominantly by an enhanced Fergusson Bridge corridor. If this assumption is correct, it also suggests that many of the existing traffic pressures entering Cambridge from the expressway would remain largely unchanged. While the report identifies constraints on: • Cambridge Road North • Hamilton Road • Norfolk Drive/Victoria Street	These intersections already experience significant congestion and may warrant greater consideration in future assessments.	The Strategic Transport Network Review included transport modelling of the agreed future bridge corridors. No further modelling was undertaken at this time. Further technical work, including additional localised network transport modelling, is being undertaken in the next phase.

Sensitivity: General

Topic	Context	Question	Response
	it appears to understate current and future pressures at: - Victoria Street/Hamilton Road - Queen Street/Albert Street		
Modelling - Ramps	It would also be useful to understand whether alternative heavy vehicle management measures were considered, including restrictions on freight movements through the town centre. One of the recommendations of the review is to discontinue further technical investigation of an alternative state highway connection. I would prefer the position to be:	No further standalone detailed investigation of the Tirau Road interchange is required at present, but the interchange should remain available for testing in Phase 2 network modelling and should be reconsidered where updated freight, growth, State Highway or Southern Links assumptions materially affect the network.	As per 26 August Strategic Planning and Policy Committee, Council resolved: <i>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.</i> By remaining on the long list, this allows the reassessment of that activity if any key assumptions were to change overtime.
Modelling (appendices)	Appendix A contains a number of important qualifications and limitations regarding the interpretation of modelling results. In summary, these appear to include: - Limited reliance should be placed on the model for detailed corridor and intersection-level outcomes. - The future bridge corridor has not yet been determined. - Additional evidence sources have informed the analysis, although these are not described in detail. - Future network performance may differ from modelled outcomes.	Given the importance of these caveats, greater transparency regarding the assumptions, supplementary evidence sources, and confidence levels associated with the modelling would be helpful.	The limitations of the WRTM are outlined in the Strategic Transport Network Review including additional technical work undertaken to support the Review.
Modelling (appendices)	The Levels of Service (LOS) maps provide forecasts of future intersection performance and congestion levels. Clarification would be helpful regarding whether the maps are intended to demonstrate deterioration from current conditions or simply identify future areas of concern. For example, under both the Do Minimum scenario and Option C, several known congestion locations, including the Victoria Street	This raises questions regarding: - How existing LOS F conditions have been represented? - Whether capacity constraints are effectively limiting forecast traffic growth? - How congestion at currently constrained intersections is expected to evolve over time? A clearer explanation of these outcomes would assist readers in interpreting the modelling results	Further technical work, including additional localised network transport modelling, is being undertaken in the next phase.

Sensitivity: General

Topic	Context	Question	Response
	roundabouts, do not appear to show a significant worsening of performance despite substantial forecast traffic growth.	and understanding the practical implications for future network performance.	
Traffic Counts	The recommendations regarding ongoing traffic monitoring are appropriate. However, there may be opportunities to obtain more meaningful information from existing traffic count programmes.	Extract hourly traffic volumes for typical weekday operating periods (Monday to Friday, 7.00am to 6.00pm).	Supporting information is available through Council and will be utilised, if required, in the next phase of the project.
Heavy Vehicles	There is concern of Class 4 and Class 5 vehicles	1. What heavy vehicle class 4 and class 5 heavy vehicle assumptions are used? 2. How are HCV vehicles represented in capacity and delay calculations? 3. Has sensitivity testing been undertaken for greater than forecast heavy vehicle growth? and 4. Has any testing been done if quarry, waste, Hautapu and regional freight movements increase more rapidly than assumed?	The WRTM model includes assessment of heavy vehicle content in traffic flows. Growth of heavy vehicles is also assumed in the One Network Framework (ONF) assessment. Further technical work, including additional localised network transport modelling, is being undertaken in the next phase.
Heavy Vehicles	The report identifies the Albert Street, Queen Street and Victoria Street corridor as a Strategic Movement Corridor and a desirable route for Class 4 and Class 5 heavy vehicles. This has implications for previous discussions regarding heavy vehicle movements associated with quarry operations, waste management activities, and Newcombe Road traffic. There has also been discussion regarding the effective expansion of the Cambridge town centre to include the Lakewood retail precinct. If this broader interpretation is adopted, the Strategic Movement Corridor would pass directly through a significant commercial and pedestrian activity area. This appears to create some tension with the report's wider objective of creating a more accessible and attractive town centre environment.	Have alternative heavy vehicle management approaches been considered, including: freight routing strategies; time-of-day restrictions; heavy vehicle management plans; alternative designated freight corridors?	The strategic movement corridors identified in the Strategic Transport Network Review are existing arterials and urban corridors that, in the absence of an additional future bridge crossing, would need to continue to perform a strategic movement role and function over the long term.

Sensitivity: General

Topic	Context	Question	Response
One Network Framework	The One Network Framework introduces a different classification approach to the traditional local, collector, and arterial road hierarchy. The designation of certain roads as Inter-Regional Connectors appears to emphasise efficient movement of vehicles and freight, with pedestrian access generally limited to designated crossing points.	What operational standards and interventions are required to enable the proposed inter-regional connectors to perform their intended movement function, and how will council resolve conflicts between that function and place, safety, walking, and cycling objectives along individual sections of those corridors?	The ONF defines performance measures for each road type, helping local authorities identify operational gaps and develop interventions to help meet strategic objectives. Further technical work, including additional localised network transport modelling, is being undertaken in the next phase.
Existing Constraints		Rat-running may create safety, amenity, and accessibility impacts in residential environments that are not apparent from strategic network modelling alone. How are these important traffic diversion patterns recognised within the planning?	This is a level of detail that would be considered in more detailed stages of evaluation. Network links that suffer severe congestion and delay generate rat running. Rat running is treated by managing demand, providing adequate capacity and priority on intended routes and discouraging it on less desirable routes.
One Network Framework – Future Network	The report refers to future changes under the One Network Framework (ONF). Clarification would be helpful regarding the timing and implementation of these classifications.	- When will the proposed network classifications formally apply? - Is Council already planning and managing roads using the future ONF classifications? - If future network role is a key criterion within the Multi-Criteria Assessment (MCA), will these classifications influence short-term infrastructure investment decisions?	Further technical work, including key corridor-level assessments, is being undertaken in the next phase. The transport network is already classified under the One Network Framework (ONF). The Strategic Transport Network Review identifies a small number of corridors where the future network role and classification may need to change over the long term to accommodate growth and increased traffic demand. The MCA includes an assessment of each activity against the proposed future network classifications, alongside the other strategic criteria. This provides an initial understanding of how activities may support the future network and their relevance across the short, medium and long term.
Strategic Corridors	While the report examines traffic volumes and corridor performance, these intersections are critical determinants of network capacity and traffic flow. The operational performance of the roundabouts can directly affect the throughput of the Victoria Street corridor and bridge, particularly during peak periods.	To what extent does intersection performance currently constrain corridor capacity, and could operational or design changes improve network efficiency?	Further work to evaluate key corridor constraints and potential interventions on the strategic network is being undertaken in the next phase.

Sensitivity: General

Topic	Context	Question	Response
Public Transport	These findings suggest that there would be value in Council undertaking a strategic assessment of the future role of public transport within Cambridge.	What plans exist to undertake an evaluation of whether future investment should prioritise local mobility outcomes, regional connectivity, or a balanced combination of both.	The role of public transport and supporting activities are included in the next phase. This is supported by direction from Elected Members.
Public Transport	While autonomous transport solutions remain an emerging technology with relatively high deployment costs, they may become increasingly relevant over the planning horizon considered within this report.	What consideration will be undertaken of autonomous mobility services as a future transport option worthy of monitoring and potential future assessment?	We will be taking an adaptive and continuous monitoring approach so that the future transport programme can respond to technological change over time. Autonomous vehicles may well need to be catered for as part of the future transport system, noting they are currently only licenced to operate on one public road in Auckland.
Walking, Cycling and Micromobility	The report identifies e-bikes as an increasingly important component of the transport network and recognises their role in improving accessibility. Consideration could also be given to the growing use of e-scooters and other micromobility devices, which are becoming increasingly visible in urban environments.	Will the report consider whether commercial shared-micromobility services could form part of the future transport system and contribute to reducing short-distance vehicle trips?	The role of active modes is being actively considered in the Transport Plan, noting that providing choice for short-distance vehicle trips is important to meet investment objectives. Specific delivery methods, such as commercial services, would form part of the implementation planning through other Council plans and strategies.
Network Options	The report contains limited discussion regarding opportunities to improve network performance through: • Roundabout upgrades. • Intersection optimisation. • Signalisation improvements. • Corridor management initiatives.	Given that these measures may deliver benefits more quickly and at lower cost than large-scale infrastructure projects, will the review consider the role these will play within the future network?	Further work on determining the 30year programme of transport activities is being undertaken in the next phase. This will include looking at all activities across the NZTA intervention hierarchy which takes an optimise first approach to network performance, before major new infrastructure should be proposed.
Future Bridge Corridor Options	The introduction of Options E & F is noteworthy. However, as the options are subsequently not progressed through detailed modelling and evaluation, their inclusion risks creating uncertainty regarding the options under active consideration.	• Were Options E&F part of previous community consultation. • Were they included within the long-list assessment process. • Were their inclusion has discussed and endorsed by the Community Reference Group (CRG). • What evidential status do E & F have relative to the three modelled corridors and could either of them ultimately become the preferred	The agreed future bridge options (3 June SP&P meeting) included: • Additional bridge mid-west • Additional bridge in town • Increase capacity of existing bridges • Additional bridge in another location Options E and F were not modelled but allow for comparative purposes while still at the strategic planning stage of the work.

Sensitivity: General

Topic	Context	Question	Response
		corridor without equivalent modelling and assessment? If not, why include them?	
Future Bridge Corridor Options	The report recognises that traffic volumes would increase on Cambridge Road North under Option A due to access demands associated with a future bridge corridor. While constraints are identified as moderate in some locations, they are assessed as high near St Peter's roundabout and Racecourse Road. The report also references the need for intersection upgrades.	Clarification would be useful regarding the nature of these upgrades and whether they may include measures such as multi-lane roundabouts or other substantial intersection capacity improvements.	These maps highlight the possible constraints in the network at year 2055 if a future bridge corridor was in place. Therefore, additional improvements to the supporting network for this option may be required. Further work on determining the 30year programme of transport activities is being undertaken in the next phase.
Future Bridge Corridor Options	The comparative assessment of bridge corridor options is useful and provides a balanced summary of key strengths and weaknesses. However, while the consultation and previous discussion largely centred on Options A, B and C, the assessment continues to reference Options E and F. This raises questions regarding the purpose of retaining these additional options within the report and whether they remain under consideration.	Clarification of their status of Options E & F would assist readers in understanding the decision-making framework.	The agreed future bridge options (3 June SP&P meeting) included: • Additional bridge mid-west • Additional bridge in town • Increase capacity of existing bridges • Additional bridge in another location Options E and F were not modelled but allow for comparative purposes while still at the strategic planning stage of the work.
Future Bridge Corridor Options – Technical Scope	The report indicates that further technical assessment will be required before a preferred bridge corridor can be identified. This raises an important governance question. It would be useful for the report to clearly explain:	• Whether one of Options A, B or C is expected to emerge as the preferred corridor? • What additional investigations are required? • What decision-making steps remain before a corridor can be selected?	Further work on outlining the different pathways for a future bridge corridor is being undertaken in the next phase. This includes planned Elected Member workshops and committee meetings.



HE KARAKIA WHAKAMUTUNGA

Puritia te rangimārie.

Hold fast to peace,

Puritia te aroha.

Hold fast to love

Puritia te ngākau pai.

Hold fast to sincerity,

Puritia ngā wawata.

Hold fast to our hopes,

Kia kore e ngaro.

May these things never be lost.

Haumi e, hui e, **tāiki e!**

Joined in unity – it is done!

