



CAMBRIDGE TOWN CONCEPT PLAN REFRESH

September 2019

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CAMBRIDGE IS GROWING AND CHANGING.

This Plan is a tool to help Council respond to that change in a bold way that builds on the strengths of Cambridge. It was developed using the community's ideas and priorities.

This Plan is about how we can take the next steps on a journey towards the vision for a future Cambridge. Through a series of deliberate near and long- term actions we will continue to develop our unique identity, welcome new neighbours, and strengthen our heritage.

VISION



In 50 Years **Cambridge is celebrated as a vibrant social town with high-quality spaces for business, cultural, recreation, relaxation, and sport activities.**

Ko Arekahanara tōku hāona kaha

Ko Kemureti tōku Oko Horoi

Ko Ngāruawāhia tōku Tūrangawaewae

Alexandra [Pirongia] is a symbol of my strength of character
Cambridge is a symbol of my wash bowl of sorrow
And Ngāruawāhia my footstool.

- Nā Kiingi Taawhiao

PURPOSE & CONTEXT

1.1 BE BOLD CAMBRIDGE

Cambridge is changing

The character and natural aspects of Cambridge that have drawn people to live here for generations provide a rich environment for current and future residents and visitors to appreciate. The Waipa 2050 Growth Strategy forecasts that Cambridge will nearly double in population by 2050. The expected pace of growth creates a need to reinvest in established parts of the town to provide a level of amenity that welcomes newcomers, reinforces the town's identity, and improves levels of service for current and future residents. What shape this reinvestment might take and what long-term outcomes it should lead towards were key questions explored through Be Bold Cambridge community engagement events.

What is this Plan?

The Town Concept Plan Refresh (the "Plan") is about leading change. It sets out the community's preferences for what Waipa District Council ("Waipa" or "Council") can do to help deliver the long-term vision for Cambridge through projects focused on the public realm (such as streets, parks, and open spaces).

The Plan sets out a vision, objectives/outcomes, and a bundle of high priority project actions. With regular plan updates to identify new projects, the plan should continue to guide Cambridge towards the vision and objectives over time.

What this Plan is not

The Plan is not a town-wide concept plan based on a top-down technical urban design analysis of the community. It does not replace the 2010 Cambridge Town Concept Plan, instead seeking to support this plan by specifying aligned projects.

How the Plan was developed

The Plan was developed in partnership with Mana Whenua, Ngati Koroki Kahukura and Ngati Haua, using a bottom-up community engagement approach that created the basis for recommended projects. The results of engagement were filtered through an urban design lens, and tested with iwi and stakeholders, with an emphasis on identifying projects leading to top priority outcomes for the community.

Relation to the Cambridge Town Concept Plan 2010

This Plan does not replace or amend the 2010 version, which remains in effect to guide planning decisions.

It's the year 2030. You're wearing a blindfold and being led through the streets of Cambridge. You stop and the blindfold is removed. You're standing in the middle of the town centre...

"I SEE PUBLIC ART" - Margaret

"LORDE IS PLAYING LIVE AT A PLAZA AREA WITH A VIEW TO THE RIVER" - Jono

1.2 INFLUENCES & INSPIRATIONS

There are many strategies, policies and regulations that affect the way Cambridge grows and changes. A few of the most relevant ones are mentioned to communicate how they relate to the Plan.

Waipa 2050 Growth Strategy

Waipa 2050 aims to ensure that our district remains a great place to live, work and play, well into the future. By 2050 it is anticipated the district will be home to an additional 25,000 people. Cambridge is projected to grow from 16,100 people in 2017 to over 30,000 by 2050, with the average age of residents expected to increase over this period. A key challenge for Cambridge will be accommodating this growth whilst retaining a distinctive and compact character. This strategy provides direction as to where this population increase will be accommodated within the district, whilst ensuring that the special features of the Waipa District are retained.

WAIPA 2050 VISION

Te whakakotahitanga o te iwi o Waipā kia anga whakamua, kia hapai i te taiao.

Uniting the people of Waipā for progress while sustaining the environment.

The Waipa District 10-Year Plan 2018-28

Waipa District Council is in year two of the latest 10-Year Plan, covering the period 2018 to 2028. The 10-Year Plan sets out the Council's strategic direction and activities over this period. The Plan identifies five strategic priorities, of these the following three are particularly aligned with the vision and objectives of the Plan.

Specific actions are identified to support the strategic priorities, including completing the upgrade of Cambridge's pool, a parking assessment, concept plans for some reserves, and similar projects. Many of these planned projects are aligned to what we heard during engagement on this Plan.

STRATEGIC PRIORITIES FROM 10-YEAR PLAN

Place shaping

Planning for key focal points and facilities near our town centres to help connect our communities and enhance the character of Waipa

Culture and heritage

Together with Iwi, we can increase our community's awareness of and connection to our Cambridge district's history and significant sites.

District wide planning

Managed correctly, Waipa can capitalise on growth opportunities while maintaining the character of the district and providing a range of housing options for its residents.



Operative Waipa District Plan

The Operative Waipa District Plan (2016) sets the rules for new buildings and activities. It also seeks to protect important buildings, landscapes, and natural areas. As part of the District Plan process Council established character guidelines for Central Cambridge and its residential areas, and statements for clusters, such as Queen St, Victoria St and Princes St, with a strong heritage and architectural character. The purpose of these documents, including design guidelines and structure plans, is to ensure development strengthens Cambridge's distinctive heritage and character.

Cambridge Town Concept Plan (2010)

The Cambridge Town Concept Plan was prepared in 2010 to provide a blueprint for future development and to consider the look and feel of Cambridge to 2050. It is a technical urban design framework for the town and it documents key features.

This Plan does not replace the 2010 Town Concept Plan or the 2010 vision. It refreshes and helps implement the vision in the current context. This Plan identifies key projects to advance towards the objectives in the Plan in a way that reflects the changes to the town since 2010, and the community's current priorities.

1.2.1 OPPORTUNITIES AND CHALLENGES

Opportunities and challenges Cambridge will likely face as it grows into a larger community are summarised on the Key Challenges and Opportunities Map. These inform development of the urban design actions, which respond to challenges or capture opportunities.

1.2.2 ENGAGEMENT

The project has drawn upon the innovation and interests of partners, key stakeholders, and the community. Engagement began with a progressive community consultation programme, which recorded over 1,700 project ideas. This set out the basis for the vision and objectives/outcomes. Through continual refinement and testing these were narrowed down to the recommended actions in this Plan. This involved technical scoring of ideas, a community prioritisation exercise, guidance of a Project Steering Group (PSG), iwi advisement, key stakeholder input, and testing with Council staff.

Two reports provide a record of engagement, including Cambridge Town Concept Plan – Community Summary Report (CCASM, November 2018) providing the results of the first public campaign, and Cambridge Town Concept Plan Engagement Summary (AECOM, September 2019) providing an overall record of process.

TOWN CONCEPT PLAN 2010 VISION FOR CAMBRIDGE

- A vibrant town centre – the Heart of Cambridge – that exudes a quality historical ambience
- Wide tree-lined streets provide a continuous link to an extensive network of well-used green spaces that support a range of passive and active recreational opportunities
- A diverse, open and inclusive community that is easily accessible, where residents and visitors feel safe and neighbourhood means caring and supportive citizens
- A well-defined town boundary effectively separates the compact urban area from an uncluttered productive rural hinterland
- Economic activity, development and growth are planned and managed to a high standard in harmony with the environment, while meeting the needs of all sectors of the community
- Community and education facilities and services are first class, with Karapiro and Maungatautari offering unique and world class experiences for residents and visitors alike
- The quality of education and educational facilities are first class. Cambridge is nationally recognised for its quality education from pre-school to high school and opportunities are provided for higher education
- Maungatautari is taonga -a treasured store-house of biodiversity
- The transportation network supports efficient methods of travel, where walking and cycling become preferred methods of local travel
- Entrances to the town are welcoming and designed to reflect all that is special about Cambridge

KEY CHALLENGES AND OPPORTUNITIES

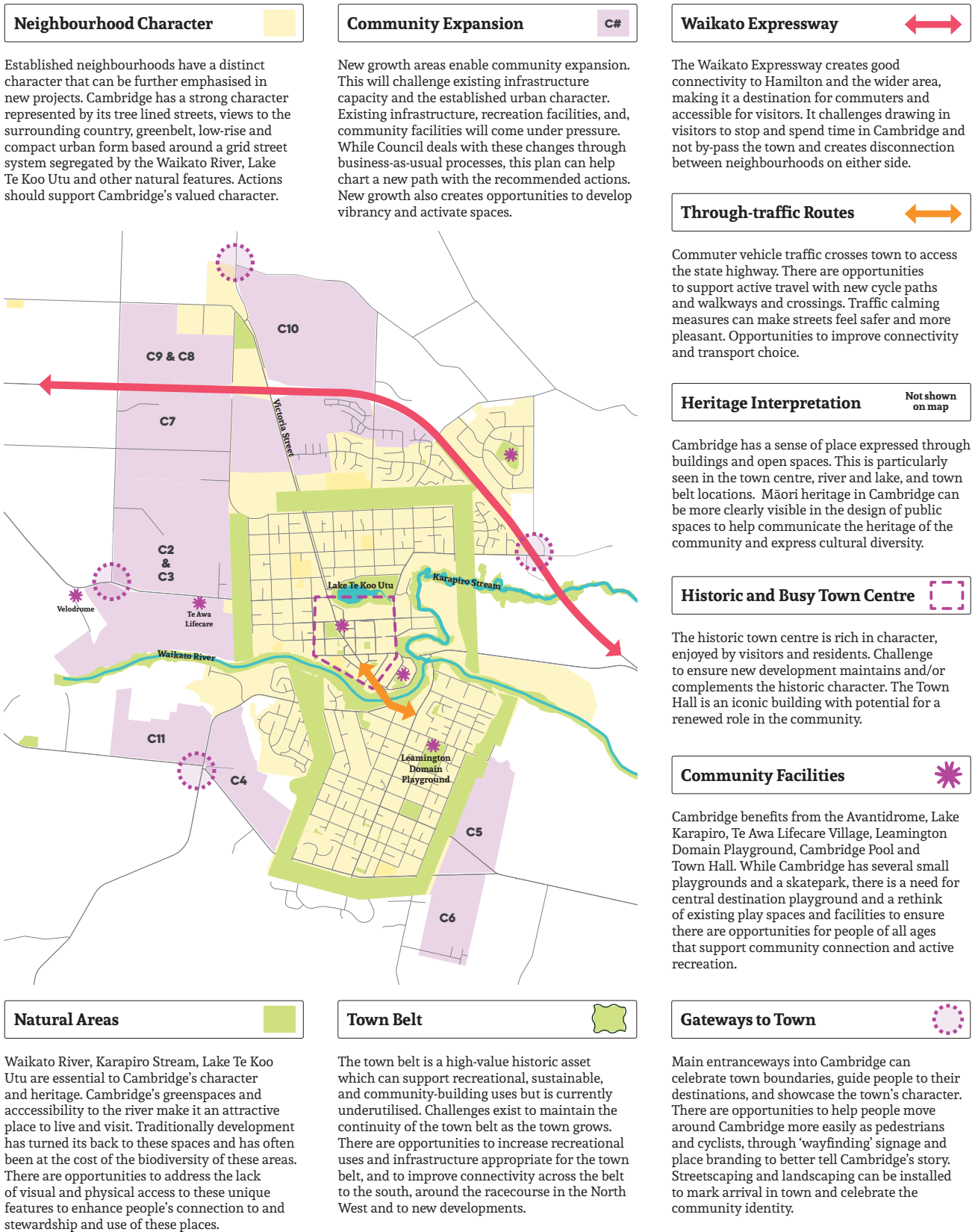
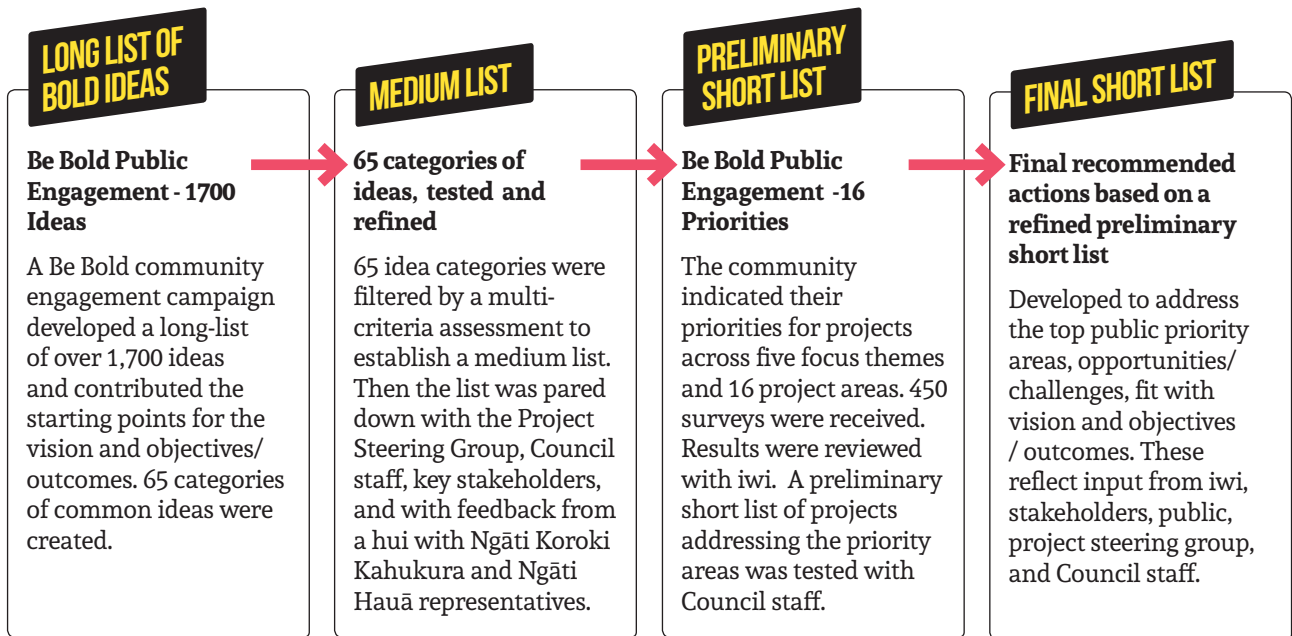


Figure 1: Opportunities and Challenges

Boundaries and locations shown on this map are indicative and subject to changes.

PROCESS TO DEVELOP THE ACTION PLAN



DEVELOPMENT OF A VISION AND OBJECTIVES/ OUTCOMES - A PARALLEL PROCESS

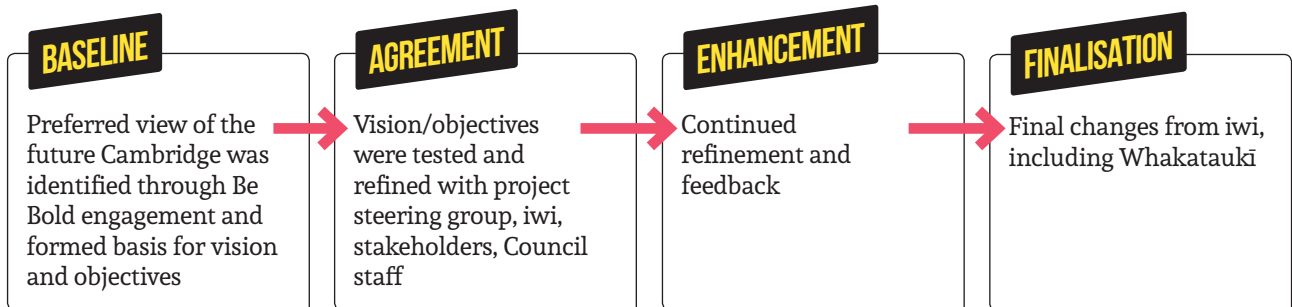


Figure 2: Process Summary

COMMUNITY PRIORITY AREAS

Rank	Category	Idea
1	Healthy Green Networks	Develop a better-connected open space network incorporating the green belt, Lake Te Koo Utu, Karapiro Stream and the Waikato River by improving ecological health, making better walking and cycling conditions, and improving the quality of day use facilities.
2	Family-Friendly Town Centre	Enhance Victoria St through the town centre as a people-friendly place
3	Healthy Green Networks	Help increase people's use of Lake Te Koo Utu by improving natural health of the lake, telling its history, and creating business activity to draw more people to the lake
4	Connected People & Places	Make walking and cycling the best way to move around the town centre, and encourage through-traffic (i.e. commuters) to go around the town centre
5	Cambridge Welcome	Improve gateways at the town centre edges through urban design initiatives to let traffic know they are in a low-speed environment and the town centre is a pedestrian-friendly place
6	Connected People & Places	Strengthen the traffic, walking and cycling links between the north and south across the river
7	Family-Friendly Town Centre	Get the right mix of residential and business development in the town centre to grow our urban population and create a vibrant social scene
8	Activity hubs	Developing the town centre as a quality mixed use space (mixing residential, commercial, and retail for a vibrant and social place)
9	Cambridge Welcome	Celebrate the main entranceways to the town through urban design initiatives (e.g. public art, landscaping, signage)
10	Cambridge Welcome	Help people move around our town through improved signage and wayfinding, in particularly for pedestrians and cyclists
11	Family-Friendly Town Centre	Look at how we optimise parking in our town centre in the long term
12	Connected People & Places	Create a new loop bus service that connects through town to link key destinations with a regular scheduled service
13	Activity Hubs	Improve the Leamington local centre to not only service the local community, but also to attract people visiting town
14	Activity Hubs	Carter's Flat becomes a commercial area focused on large format retail that supports the town centre
15	Healthy Green Networks	Develop a tourist hub at the Jetty along Dominion Avenue
16	Activity Hubs	High performance sports centred around the Velodrome

Figure 3: Community Priority Areas

VISION & OBJECTIVES

Long-Term Vision

Cambridge is seeking to build on the assets that have made it an outstanding place for generations. A long-term view has been established to develop a vision for the future of Cambridge. This Plan is the first step in a long-term approach to managing change in Cambridge towards the vision. With regular updates the Plan can serve as a tool to chart Cambridge's future.

Growth Strategy Vision

Te whakakotahitanga o te iwi o Waipā kia anga whakamua, kia hapai i te taiao.

Uniting the people of Waipā for progress while sustaining the environment.

Long Term Plan Relevant Principles

Place shaping, Culture and heritage, District wide planning.

TOWN CONCEPT PLAN REFRESH VISION

In 50 Years Cambridge is celebrated as a vibrant social town with high-quality spaces for business, cultural, recreation, relaxation, and sport activities.

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Objectives to capture the vision

These objectives are statements of desired future outcomes that support the vision. The implementation actions work towards achieving one or more objectives.

Town Concept Plan Refresh Objectives/Outcomes

- 1 The town centre is a family-friendly place and the lively, social heart of the community
- 2 Cambridge is a safe, diverse, and welcoming community
- 3 Cambridge's unique culture and heritage are clearly expressed
- 4 Natural features are healthy, and accessible for all
- 5 Transportation is convenient, with walking and cycling a pleasure for all ages

KEY ACTIONS

There was a tremendous volume of bold ideas received throughout engagement with community, partners, and stakeholders. This Plan is the first step in working towards some of the top priorities communicated by the community that will deliver the vision for Cambridge’s future in the long term. The actions have been chosen because they align to the vision and objectives, but also because they relate strongly to the top priority ideas.

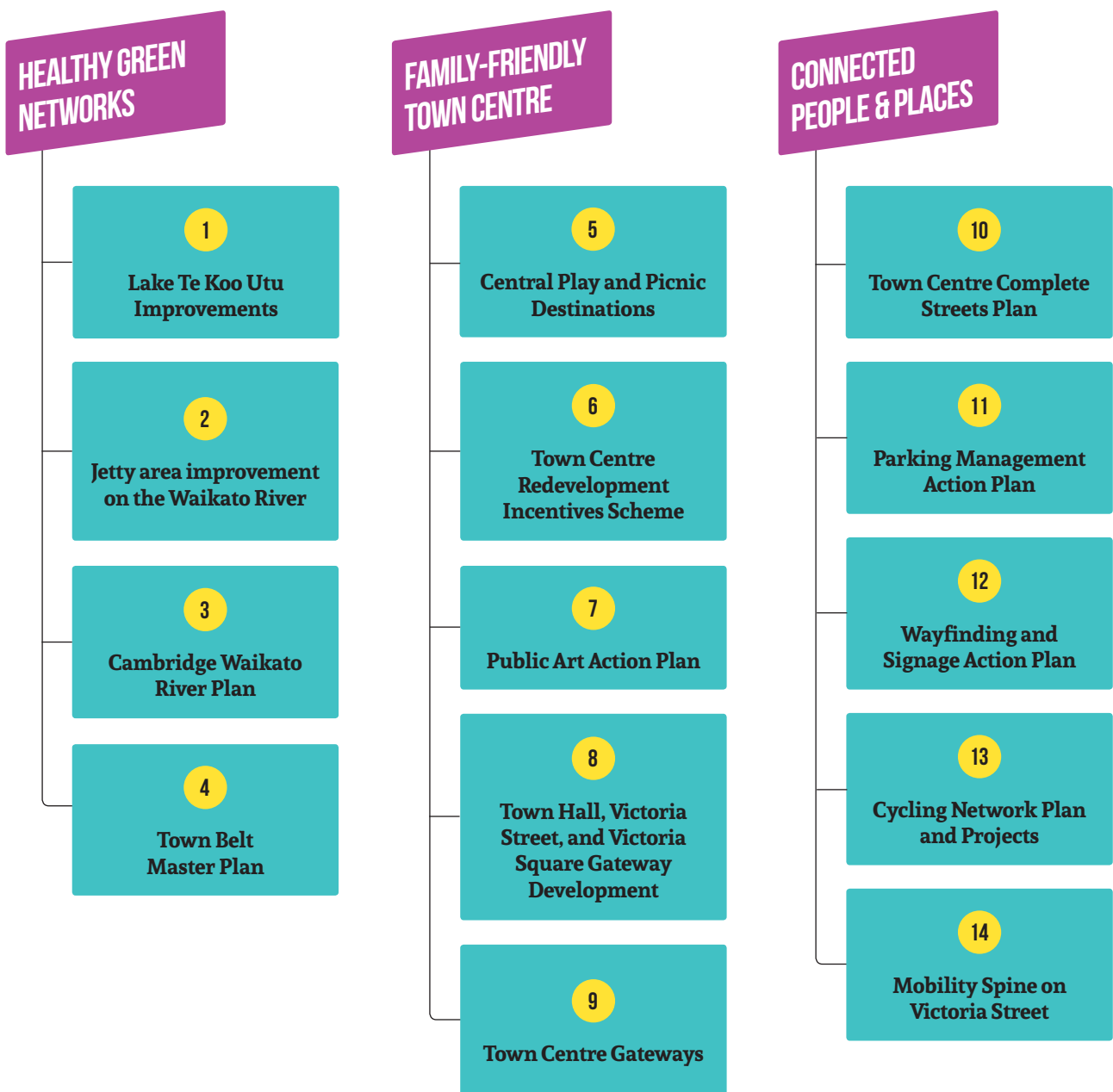
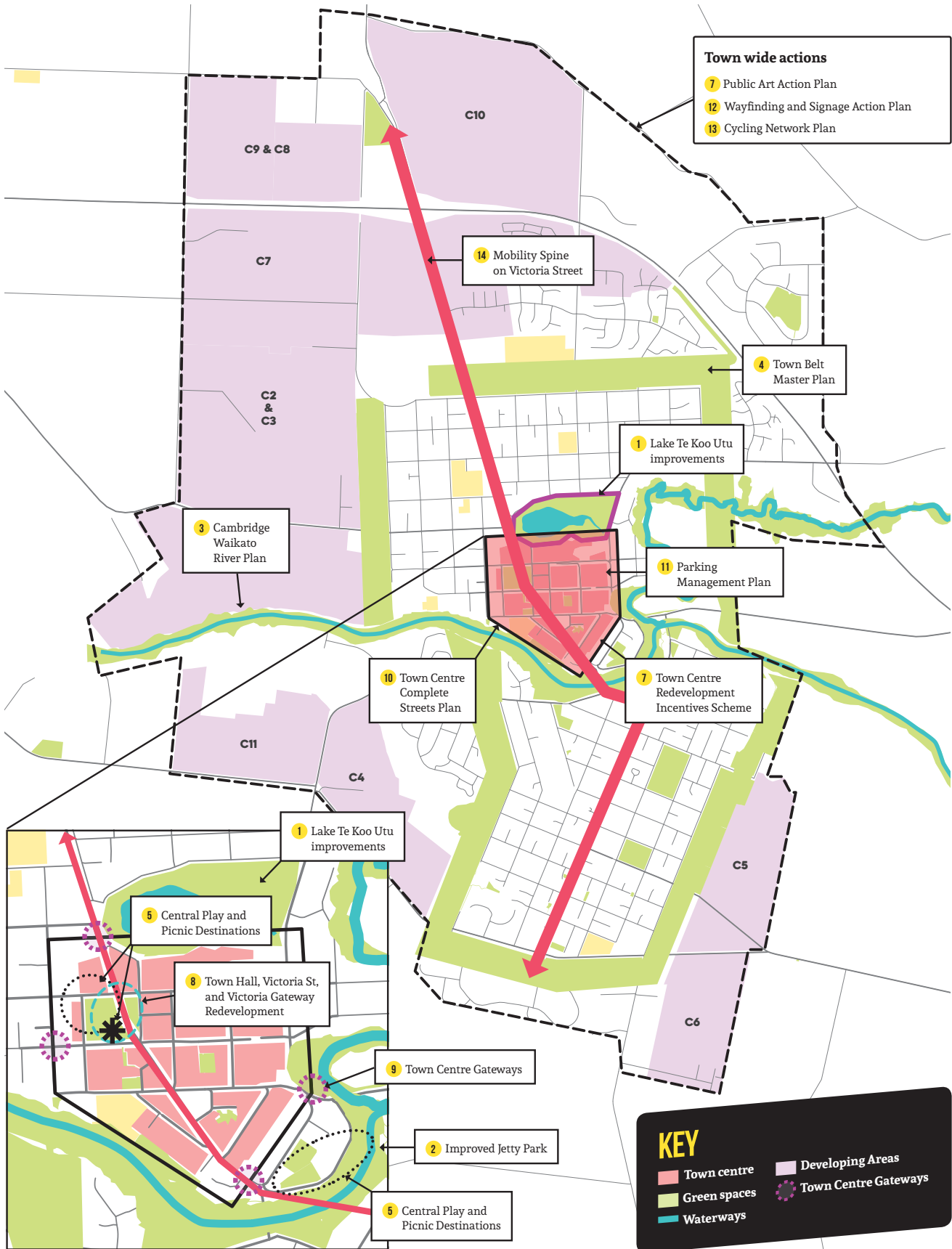


Figure 4: Summary of Recommended Actions

URBAN DESIGN ACTIONS



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Boundaries and locations shown on this map are indicative and subject to changes.

Figure 5: Actions Map

3.1 RECOMMENDED ACTIONS

This section sets out the recommended project actions to lead towards the Vision and objectives/outcomes. The actions are selected as they focus on the top five ranked community priorities. The following example explains how to interpret the actions.

Action No.	Example Action
Description	Provides a description of the recommended project.
Desired Outcome(s)	Identifies the outcomes that the project is intended to deliver.
Timeframe	Specifies whether the project is a near, short, or medium-term project. Often the timing is unknown and is a recommended guide. Schedules are expected to change as Council develops the scope for projects and assigns resources.
Progress Measure(s)	These are indicators for critical project milestones to demonstrate how a project is advancing.
Probable Cost	Each action is assigned an indicative cost and timing; however, these are high level estimates and need to be continually refined and reassessed as scopes are developed. As the scope of the projects is very unclear at this stage, it is expected that the costs will change as new information becomes known and project scopes are refined. Ranges are provided to reflect this uncertainty.
Supported Objectives	This indicates which objectives/outcomes are most likely supported by the project.

3.1.1 HEALTHY GREEN NETWORKS

BOLD IDEAS ACTIONED

Priority Idea 1: Develop a better-connected open space network incorporating the green belt, Lake Te Koo Utu, Karapiro Stream and the Waikato River by improving ecological health, making better walking and cycling conditions, and improving the quality of day use facilities.

Priority Idea 3: Help increase people's use of Lake Te Koo Utu by improving natural health of the lake, telling its cultural history, and creating business activity to draw more people to the lake.

Action 1	Lake Te Koo Utu Improvements
Description	<p>Develop and fund the implementation of the reserve concept plan, which addresses:</p> <ul style="list-style-type: none"> > Water quality > Biodiversity > Play spaces > Identification, protection, enhancement and explanation of mana whenua values > Better connections and wayfinding for walking and cycling, to the town centre in particular > Accessibility for people with limited mobility > Visual connections to and from the reserve > Cultural heritage interpretation elements, for example linkage to the Te Ara Wai museum in Te Awamutu through on-site elements as well as virtual links (i.e. internet), can help recognise the significance of the Land Wars and this site. > Festival space and facilities, for example to enable a Matariki community event
Desired Outcome(s)	<p>An ecologically improved lake, with a level of facility quality that draws people to the reserve, presents local cultural heritage, provides improved facilities for events, and develops stronger links to the public town centre and surrounding neighbourhoods through walking and cycling connection and local activities to draw people to the lake. Taking a partnership approach towards improving the lake and reserve might include working closely with Waikato Regional Council on water quality, private partnerships to encourage commercial activities in the park, and iwi engagement in cultural heritage interpretation events (such as a Matariki event).</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p>“Cleaning up the lake is a must. This could be a real asset to Cambridge. If Lake Te Koo Utu was cleaned up and made an attractive area numerous events and social occasions could happen here.”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Timeframe	Concept Plan finalised by June 2020. Implementation staging will be agreed through this process.

Progress Measure(s)	<ol style="list-style-type: none"> 1 Recommendation on water quality from WRC 2 Engage iwi as partners 3 Engagement with Chamber of Commerce to test possibilities for private investment partnerships 4 Stakeholder engagement 5 Concept plan for reserve 6 Event plans (i.e. Matariki celebration) 7 Project funding 8 Facilities improvement project delivery
Probable Cost	As this is a funded project, the implementation costs can be confirmed during concept plan process.
Supported Objectives	<ol style="list-style-type: none"> 1 The town centre is a family-friendly place and the lively, social heart of the community 2 Cambridge is a safe, diverse, and welcoming community 3 Cambridge's unique culture and heritage are clearly expressed 4 Natural features are healthy, and accessible for all 5 Transportation is convenient, with walking and cycling a pleasure for all ages

Action 2	Improved Jetty park on the Waikato River	
Description	<p>Develop a concept and implement a clean-up of the Jetty area to provide a level of amenity appropriate to support the investment taking place nearby on Dominion Ave (swimming pool and skate park). Provide an appropriate active mode connection along Dominion Road between the jetty area and the new public facilities to enable the development of an activity hub and the Cambridge Waikato River Plan action 3.</p>	<div style="border: 1px solid black; padding: 10px;"> <p>“Connection to the river, green space as riverside park, realising river is up and down, and erosion hard to manage, but all ages love being by the water, as do walkers and picnic-ers.”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Desired Outcome(s)	<p>Jetty area becomes a welcoming destination that includes park amenities and safety features in relation to the river bank. The jetty area is connected to the surrounding facilities and neighbourhood. This project associates closely to 5. Central Play Area and Picnic Destinations.</p>	
Timeframe	<p>Near for concept, medium for delivery</p>	

Progress Measure(s)	<ul style="list-style-type: none"> 1 Iwi engagement 2 Stakeholder engagement 3 Concept plan 4 Project funding 5 Project delivery
Probable Cost	<p>\$50,000 concept design</p> <p>\$500,000 to \$1M, depending on scope and excluding jetty</p>
Supported Objectives	<ul style="list-style-type: none"> 2 Cambridge is a safe, diverse, and welcoming community 3 Cambridge's unique culture and heritage are clearly expressed 4 Natural features are healthy, and accessible for all

Action 3	Cambridge Waikato River Plan
Description	Develop a concept plan for the Waikato River in Cambridge (including Karapiro Stream)
Desired Outcome(s)	<p>A concept plan develops an investment programme focusing on ecological enhancements, access for people to enjoy the river, and the function a river connection can play in a larger paths and trails network. Build from the Vision and Strategy for the Waikato River prepared by the Waikato River Trust.</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px; background-color: #fff; border-style: dashed;"> <p>“It’d be cool to have a plaza area here so you could access the river or just have a great view.”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Timeframe	Near term for plan, medium to long-term for delivery
Progress Measure(s)	<ul style="list-style-type: none"> 1 Working with iwi partners and key stakeholders like Te Awa River Ride, Tree Trust, land owners, community organisations, Waikato River Trust, to develop a vision for the concept plan. 2 Completion of concept plan and committed funding for projects.
Probable Cost	\$150,000 to \$300,000 for plan including engagement and concept level design for associated open spaces
Supported Objectives	<ul style="list-style-type: none"> 3 Cambridge's unique culture and heritage are clearly expressed 4 Natural features are healthy, and accessible for all 5 Transportation is convenient, with walking and cycling a pleasure for all ages

Action 4	Town Belt Master Plan	
Description	<p>Over time the town belt has become a fragmented open space including important sites that merit comprehensive consideration and planning. The residential population of Cambridge is also increasing, and existing and new residents need access to quality open space. A new master plan for the town belt can set out a long-term development plan, funding strategy, and reserve management approach.</p>	<div style="border: 1px solid black; padding: 10px; background-color: #fff; margin: 10px 0;"> <p>“Could the rest of the green belt be developed along the lines of the Oak Arboretum section - maybe a variety of trees, good wide tracks, wildflower meadows, park benches, picnic tables?”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Desired Outcome(s)	<ul style="list-style-type: none"> ➤ Consider the Town Belt in an integrated manner. ➤ Develop a long-term vision to reflect the values of the community and align the facilities of this open space. ➤ Provide a comprehensive framework to inform future decision- making. ➤ Unify transport, public realm, civic projects and environmental outcomes into one plan to prioritise and coordinate the implementation of specific projects. 	
Timeframe	Medium to long-term	
Progress Measure(s)	<ol style="list-style-type: none"> 1 Fund master plan project in next Long Term Plan 2 Public engagement on vision and objectives / user needs 3 Develop a master plan 	
Probable Cost	\$100,000 to \$300,000 for plan including engagement and concept level design for associated open spaces	
Supported Objectives	<ol style="list-style-type: none"> 2 Cambridge is a safe, diverse, and welcoming community 3 Cambridge’s unique culture and heritage are clearly expressed 4 Natural features are healthy, and accessible for all 5 Transportation is convenient, with walking and cycling a pleasure for all ages 	

3.1.2 FAMILY-FRIENDLY TOWN CENTRE

BOLD IDEAS ACTIONED

Priority Idea 2: Enhance Victoria Street through the Town Centre as a people-friendly place

Priority Idea 5: Improve gateways at the town centre edges through urban design initiatives to let traffic know they are in a low speed environment and the town centre is a pedestrian-friendly place

Action 5	Central Play and Picnic Destinations
Description	Create additional play and amenity areas in and near to the town centre to create a vibrant people friendly town centre. Key opportunities include Victoria Square and a new play facility near the proposed library, skate park, and pool.
Desired Outcome(s)	<p>These improvements can provide amenity areas for urban users of the park (e.g. for people visiting nearby shops and restaurants, or nearby residents) and to provide an all-day all-week purpose to the park outside of cricket for non- cricket players. These spaces can help frame the town centre with amenity areas in the north and south, proving a supporting activity to boost the commercial areas.</p> <p>Victoria Square – Southeast Corner</p> <ul style="list-style-type: none"> ➤ The Southeast corner of Victoria park would benefit from a minor improvement including a new surface treatment, picnic facilities, and a children’s play area. This could be a near term project once funded. ➤ Other opportunities may exist in other currently underused portions of the park. <p>Play area at south end of town</p> <ul style="list-style-type: none"> ➤ Co-locating a destination playground and civic space with the new library, pool and skatepark. This site is also nearby the jetty reserve. <p>Providing additional park amenities at these locations would encourage families and visitors to spend more time in the town centre area by providing a place for children to play and an amenity for out of town visitors to the town centre. These can also more strongly develop a recreational network with Lake Te Koo Utu, the river, town belt, and other open spaces.</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p>“Would be great to...create a family-friendly space looking over the river. (Think Napier’s new Marine Parade) Play area for kids, interactive water fountains, open air performance space for local buskers or weekend concerts and an ice cream/coffee cart. Perfect!”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Timeframe	Near term for improvements to Southeast corner of Victoria Square Medium to long for destination park
Progress Measure(s)	<ol style="list-style-type: none"> 1 Constructed improvement at southeast corner of Victoria Square 2 Park activation plan and funded projects
Probable Cost	\$75,000 to \$150,000 for Victoria Square – SE Corner (design and build) \$500,000 to \$1M for a destination playground

Supported Objectives	<ul style="list-style-type: none"> 1 The town centre is a family-friendly place and the lively, social heart of the community 2 Cambridge is a safe, diverse, and welcoming community 3 Cambridge’s unique culture and heritage are clearly expressed
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Action 6	Town Centre Redevelopment Incentives Scheme
Description	Develop a plan to encourage redevelopment of the town centre in alignment with established policy objectives in the Operative District Plan and Town Concept Plan 2010.
Desired Outcome(s)	<p>A more vibrant town centre through well- designed infill development. Examples of incentives which may be applicable include:</p> <ul style="list-style-type: none"> ➤ Establish a façade enhancement program to encourage property owners to redevelop in alignment with design guidelines. This can help establish a more consistent look and feel to Cambridge by setting up a capped annual fund that matches private investment to a certain amount when a façade design complies with the design guidance. ➤ Review how development charges are applied. This could include establishing a development charges rebate program within the town centre for certain classes of redevelopment that align to desired outcomes or changing the timing of when such charges are applied. ➤ Consider potential for tax increment financing and other cost neutral approaches for funding redevelopments and enhancements. <div style="border: 1px solid black; padding: 10px; margin-top: 10px; background-color: white;"> <p>“Taller buildings (3-4 stories) in CBD”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Timeframe	Near
Progress Measure(s)	<ul style="list-style-type: none"> 1 Develop policy, in consultation with stakeholders 2 Confirm incentive plan and next steps
Probable Cost	Primarily operational resources, but allow \$25,000 to \$50,000 for advice and consultation costs \$50,000 to \$100,000 annually for façade enhancement program
Supported Objectives	<ul style="list-style-type: none"> 1 The town centre is a family-friendly place and the lively, social heart of the community 2 Cambridge is a safe, diverse, and welcoming community 3 Cambridge’s unique culture and heritage are clearly expressed

Action 7	Public Art Action Plan	
Description	Develop a public art action plan to establish an approach and delivery mechanism to building a public space art collection in parks, open spaces, streets, and other public spaces.	
Desired Outcome(s)	<p>Art plays a key role in creating high quality public spaces. It helps tell local stories and express civic pride. Public art can build cohesive communities and enhance cultural identity. Having a detailed strategy can help guide decisions about the role public art can play in the community and better understand its potential. Public art can become a key amenity for those who live in Cambridge. The strategy should explore funding opportunities and identify key projects.</p>	<div style="border: 1px solid black; padding: 10px;"> <p>“Could this space become a sculpture park /walk/ art trail?”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Timeframe	Near for development of action plan	
Progress Measure(s)	<ol style="list-style-type: none"> 1 Partnerships and engagement 2 Develop action plan 	
Probable Cost	Primarily operational resources, but allow \$25,000 to \$50,000 for advice and consultation costs	
Supported Objectives	<ol style="list-style-type: none"> 1 The town centre is a family-friendly place and the lively, social heart of the community 2 Cambridge is a safe, diverse, and welcoming community 3 Cambridge’s unique culture and heritage are clearly expressed 	

Action 8	Town Hall, Victoria Street, and Victoria Square node	
Description	Enhance connection with the public realm to link the Town Hall to Victoria Square, and improve Victoria Street (the segment in between)	
Desired Outcome(s)	<p>This is a key arrival point in Cambridge, as well as signifying the start of the town centre from the north. There is an opportunity to better weave the Town Hall into the town by improving its connection on Victoria Street and across into Victoria Square. An enhanced venue for the market can be one outcome, a gateway to the town another, and a heightened role for the Town Hall in the context of the town centre.</p> <p>Work currently planned in 2019-2020 addresses safety issues but does not address a change in the way the area operates to support these outcomes.</p>	<div style="border: 1px solid black; padding: 10px;"> <p>“...think the spaces around Town Hall and over on to grass at square could do with some more inviting seating so people take the time to use these spaces better. The paved plaza out the front of the townhall is under utilised, and the seating over around the farmers market could be lovelier.”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Timeframe	Near term scoping, long term delivery	

Progress Measure(s)	<ul style="list-style-type: none"> 1 Develop concept design 2 Confirm Town Hall future use and complete seismic retrofit project (already funded separately) 3 Committed funding for project 4 Detailed design and implementation
Probable Cost	\$100,000 to \$200,000 for concept design \$2M to \$5M design and capital project cost, excluding Town Hall refurbishment
Supported Objectives	<ul style="list-style-type: none"> 1 The town centre is a family-friendly place and the lively, social heart of the community 2 Cambridge is a safe, diverse, and welcoming community 3 Cambridge's unique culture and heritage are clearly expressed 5 Transportation is convenient, with walking and cycling a pleasure for all ages

Action 9	Town Centre Gateways
Description	Upgrade of major gateways into the town and wayfinding.
Desired Outcome(s)	<div style="display: flex; align-items: flex-start;"> <div style="flex: 1;"> <p>Improve gateways at the town centre edges through urban design initiatives to let traffic know they are in a low-speed environment and the town centre is a pedestrian-friendly place. This can include place making design feature including public art elements.</p> </div> <div style="flex: 1; border: 1px solid black; padding: 10px; margin-left: 10px; background-color: #fff; border-bottom: 3px dashed #ffc107;"> <p>Absolutely, wholeheartedly would love to see the centre of town pedestrianised. Every cool town/city anywhere in the world has great street cafes and safe people-centric streets. Think of all the useful areas currently allocated to car parking. What a waste of communal space.”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div> </div>
Timeframe	Short term: develop concepts for gateways Medium term: fund and implement projects
Progress Measure(s)	<ul style="list-style-type: none"> 1 Complete concept designs 2 Funding in Long Term Plan 3 Project delivery
Probable Cost	\$100,000 to \$500,000 per gateway (four proposed) from scoping to delivery phase
Supported Objectives	<ul style="list-style-type: none"> 1 The town centre is a family-friendly place and the lively, social heart of the community 2 Cambridge is a safe, diverse, and welcoming community 3 Cambridge's unique culture and heritage are clearly expressed 5 Transportation is convenient, with walking and cycling a pleasure for all ages

3.1.3 CONNECTED PEOPLE & PLACES

BOLD IDEAS ACTIONED

Priority Idea 4: make walking and cycling the best way to move around the town centre and encourage through-traffic (i.e. commuters) to go around the town centre.

Action 10	Town Centre Complete Streets Plan
Description	Develop a corridor concept plan for Victoria Street and Empire Lane in the town centre, as well as other town centre streets. This plan should be based on best practices in contemporary street design (such as complete streets, healthy streets, or living streets approaches) that generally seek to improve accessibility, safety and security, and user experiences.
Desired Outcome(s)	<p>Complete Streets facilitate physical activity, improve traffic safety, and decrease exposure to harmful pollutants. This is a more encompassing role for streets than past approaches towards street design sought to deliver. It includes not only designing streets to move people but also to deliver social, cultural, environmental and economic functions. Each complete street responds to its context and may include a range of facilities for different modes.</p> <p>This plan can carefully consider the role of roundabouts, pedestrian crossings, and cycle infrastructure to ensure the right modes are being prioritised in the context of surrounding land uses throughout the town centre. It can foster an appropriate balance between movement and place functions of streets. It can address other factors including future rail connections, parking management, public transport, and economic development needs.</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p>“Redesign Duke St to become more walking and bicycle friendly. Manage parking to encourage other forms of transport. Stop school pick-ups parking on the grass in Dick Street. Encourage child and family walking and cycle routes by having marked cycleways, wide footpaths and restricted parking. Possibly having one -way shared areas.”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Timeframe	Medium to long term due to substantial cost
Progress Measure(s)	<ol style="list-style-type: none"> 1 Develop a business case and establish a staging process to fund and deliver the capital project(s) set out by the concept plan. 2 Completion of the plan 3 Funding of projects 4 Delivery of projects
Probable Cost	<p>\$150,000 to \$300,000 for scoping and concept development</p> <p>\$200,000 to \$300,000 for a business case to access NZTA funding</p> <p>\$10M+ for capital works, depending on scope</p>
Supported Objectives	<ol style="list-style-type: none"> 1 The town centre is a family-friendly place and the lively, social heart of the community 2 Cambridge is a safe, diverse, and welcoming community 5 Transportation is convenient, with walking and cycling a pleasure for all ages

Action 11	Parking Management Plan	
Description	Develop an approach to actively managing parking in the town centre	
Desired Outcome(s)	Encourage higher turnover of vehicles, more parking available when it is needed, and spread the peak parking demand over a wider area. Cost recovery can be reinvested into the town centre area. The approach to parking management can help encourage non-motor vehicle modes for easy trips to the town centre.	<div style="border: 1px solid black; padding: 10px;"> <p>“Get rid of angle parking - be bold with making our streets about people instead of 500kg hunks of metal (otherwise known as cars)”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Timeframe	Develop plan in 2019-2020, medium term implementation of actions set out in the plan	
Progress Measure(s)	<ol style="list-style-type: none"> 1 Completion of a parking management plan 2 Delivery of recommendations from the plan 	
Probable Cost	Project initial stages currently funded and underway.	
Supported Objectives	<ol style="list-style-type: none"> 1 The town centre is a family-friendly place and the lively, social heart of the community 2 Cambridge is a safe, diverse, and welcoming community 5 Transportation is convenient, with walking and cycling a pleasure for all ages 	

Action 12	Wayfinding and Signage Action Plan	
Description	Develop design standards and a wayfinding plan to help people get around Cambridge using any mode of transportation.	
Desired Outcome(s)	Signage can help people get to their destinations more effectively, help them circumvent locations that they do not need to pass through, and understand alternative routes available. Wayfinding for people on bikes or micro-mobility devices, pedestrians, cars and trucks may all require a different approach. This is an opportunity for a consistent look and feel to let Cambridge’s identity stand out through a unique approach to sign design.	
Timeframe	Near term for action plan; short term implementation of the plan	
Progress Measure(s)	<ol style="list-style-type: none"> 1 Development of a wayfinding and sign design standard 2 Implementation of new signage 	
Probable Cost	\$50,000 to \$100,000 for action plan \$100,000 to \$200,000 for actions from plan	

Supported Objectives	<ul style="list-style-type: none"> 1 The town centre is a family-friendly place and the lively, social heart of the community 2 Cambridge is a safe, diverse, and welcoming community 3 Cambridge's unique culture and heritage are clearly expressed 4 Natural features are healthy, and accessible for all 5 Transportation is convenient, with walking and cycling a pleasure for all ages
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Action 13	Cycling Network Plan
Description	Develop a network plan and level of infrastructure service standard for cycling.
Desired Outcome(s)	<p>Cycling infrastructure that lets users travel from their homes to key destinations in a safe and convenient manner, especially for short trips. Regular and ongoing funding to improve current infrastructure and implement the network plan. Key opportunities exist to connect the Te Awa cycleway through Town and to leverage the planned town centre to Velodrome cycle lanes. The network plan will define projects and estimate costs.</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px; background-color: #fff; border-bottom: 3px dashed yellow;"> <p>“Separate the cycling lane from the road with a concrete curb, protect cyclists to encourage families to commute via bike”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Timeframe	<p>Near term preliminary planning in 2019-2020</p> <p>Medium term project delivery</p>
Progress Measure(s)	<ul style="list-style-type: none"> 1 Engage NZTA to confirm applicability of a business case approach and funding availability 2 Develop a cycling network plan, including level of service standard and design standard 3 Deliver projects
Probable Cost	\$75,000 to \$150,000 for plan, more if a business case is required and depending on level of detail in concepts
Supported Objectives	<ul style="list-style-type: none"> 1 The town centre is a family-friendly place and the lively, social heart of the community 2 Cambridge is a safe, diverse, and welcoming community 4 Natural features are healthy, and accessible for all 5 Transportation is convenient, with walking and cycling a pleasure for all ages

Action 14	Mobility Spine on Victoria Street	
Description	Provide for a continual multi-modal corridor along Victoria Street from Hautapu to the south end of Leamington and through the town centre.	
Desired Outcome(s)	<p>Enable mode choice for people wanting to access the town centre or other destinations along Victoria Street. The mobility spine can support a comprehensive biking network in town, as well as provide people greater choice in the mode they choose to travel around town. A high level of infrastructure, for walking and cycling, can support active mode use and encourage people to access the town centre without driving.</p>	<div style="border: 1px solid black; padding: 10px;"> <p>“I think we need to re-think the entry into Cambridge along Victoria Street. At the moment it does not look the best. The road widens to incorporate Norfolk Drive extension and then narrows again. It is also not well lit. There also needs to be a better entrance sign, at the moment it is dominated by a business sign not a Welcome to Cambridge sign. With development happening on both sides of Victoria Street in the next 10 to 15 years, an overall plan is required now.”</p> <p>Anonymous, Be Bold Public Engagement Feedback</p> </div>
Timeframe	<p>Near term: preliminary planning in late 2019-2020</p> <p>Medium to long term: project delivery</p>	
Progress Measure(s)	<ol style="list-style-type: none"> 1 Develop corridor plan 2 Funding and implementation staging strategy 3 Project delivery 	
Probable Cost	<p>Some scoping and development activity already underway</p> <p>\$100,000 to \$200,000 for concept design along balance of corridor</p> <p>\$10M to \$50M for capital project delivery, depending on scope</p>	
Supported Objectives	<ol style="list-style-type: none"> 1 The town centre is a family-friendly place and the lively, social heart of the community 2 Cambridge is a safe, diverse, and welcoming community 3 Cambridge’s unique culture and heritage are clearly expressed 4 Natural features are healthy, and accessible for all 5 Transportation is convenient, with walking and cycling a pleasure for all ages 	

IMPLEMENTING THE PLAN

A living document: this Plan is a first step on a long-term journey of change

To remain relevant the Plan should be regularly updated as actions are completed, and in connection with 10-Year Plan renewal processes.

Subsequent Plan revisions can capture additional actions and help to move Cambridge closer towards the vision. The vision should remain unchanged; however, the rest of the Plan will need to be reviewed and updated to remain current.

Many good ideas have been identified through the course of this project. Not all of them were able to be included in this version of the Plan, and larger ones may need to be multiple version of the Plan. Opportunities exist to carry out capital projects as part of maintenance and renewal works to capture cost efficiencies.

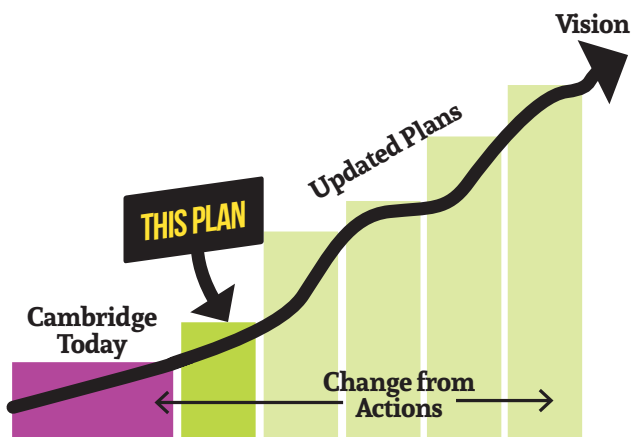


Figure 6: Change is Step-by-Step

Regular Action Plan updates identify new projects. Project outcomes lead towards the long-term vision. This helps move Cambridge towards the vision over time, using the resources available.

How we can work together: participatory decision-making

Forming closer relationships with partners, the community and stakeholders can help develop creative solutions to achieve the vision for Cambridge and align project outcomes with community expectation.

As projects are conceptualised, a typical process is for a designer to be commissioned to study a user group and then to develop a design that responds to observed need. Other methods can be employed to engage residents and partners at the front-end of projects to help develop the designs for projects that affect their community. Examples include:

- Co-design: an interdisciplinary process that involves designers and non-designers in the development of design solutions. Co-design provides the people who will be served by a design to have a meaningful role in developing the project from the outset.
- Tactical urbanism: including low cost short-term interventions involving small incremental changes to the built environment, instead of long-term strategic plans or major projects. This approach attempts to resolve complex urban problems through quick and easily implemented changes at a small scale. These sorts of short-term low-cost interventions are a low-risk way to test out ideas before they become permanent projects.
- Creative placemaking: involves projects focused on arts, culture, and creativity to allow for genuine public engagement to support community change in a way that builds character and sense of place. Partners from the public and private sectors, non-profit, and community work together to increase vibrancy and improve economic conditions by shaping the physical and social character of a place around arts and cultural activities.

4.1 TIMING OF ACTIONS

Complex actions typically require multiple stages of project work over a long time, while simpler and less complex ones can be delivered sooner. For the purposes of setting out an initial programme, actions are categorised into: near term, short term, medium term, or long-term delivery. The timing shown in Figure 5 represents a preliminary programme for the projects. It is expected that the programme will be further refined and changed by Council through the Long Term Plan process, to reflect available funding resources, project feasibility, and other factors.

PRELIMINARY PROGRAMME

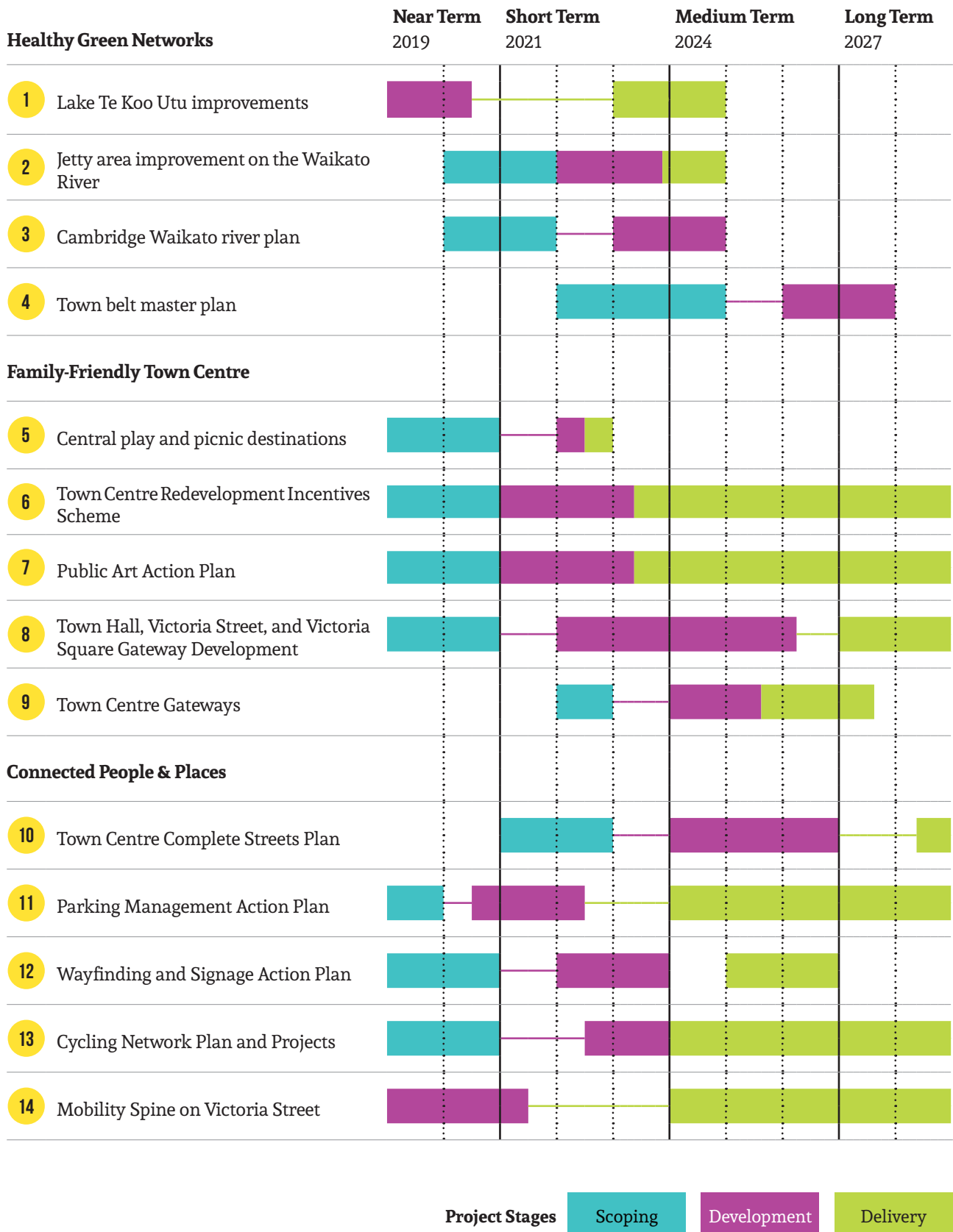


Figure 7: Preliminary Programme

