ATTACHMENTS

City Future Committee meeting
Separate Attachments 1

Tuesday, 17 November 2026

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9.9 Cameron Road Stage 2 Concept Design

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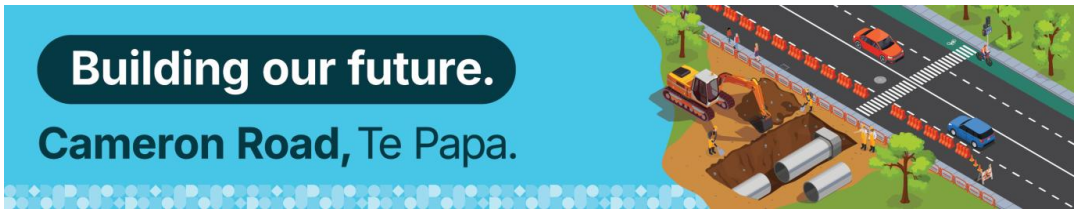
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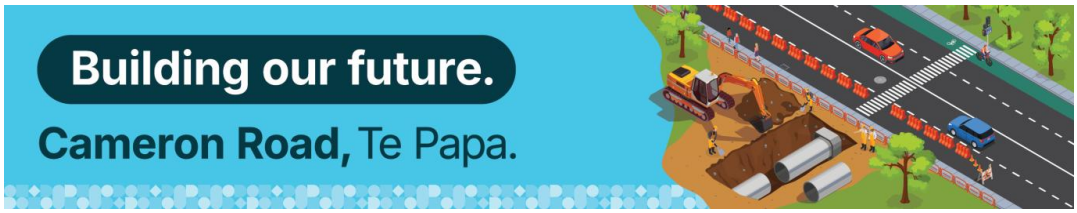
Building our future.

Cameron Road, Te Papa.

Engagement Report

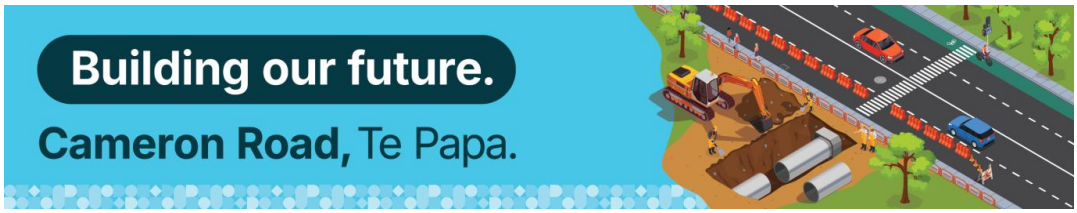
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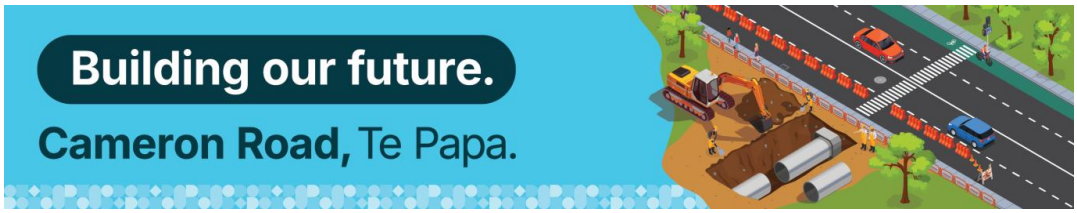


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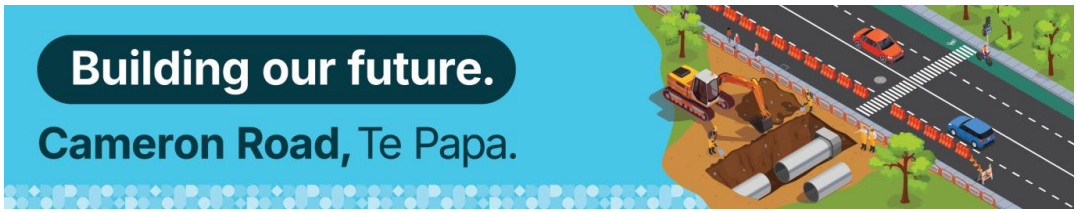


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Executive summary

We asked our community for feedback on proposed upgrades to Cameron Road between 17th Avenue and Maleme Street as part of the *Building our Future – Cameron Road, Te Papa* project. This work includes renewing essential water infrastructure and improving the transport corridor to support growth, safety, and travel choice.

What we did

Between April and May 2026, we carried out a citywide engagement campaign. We heard from the community through an online survey, emails, workshops, business visits, and community drop-in sessions. 343 people completed the survey online and three on paper, alongside further feedback received through other channels. This was an increase on the 245 surveys completed when we last sought feedback from the community in 2023.

What we heard

Overall, feedback is mixed. Many people agree improvements are needed to support growth and safety, but there are different views on how best to achieve this.

Across the full corridor:

- Around half of respondents support the proposed changes to improve safety and travel choice
- A similar proportion have concerns, particularly about how the design will affect traffic flow, parking, and access.

What people support

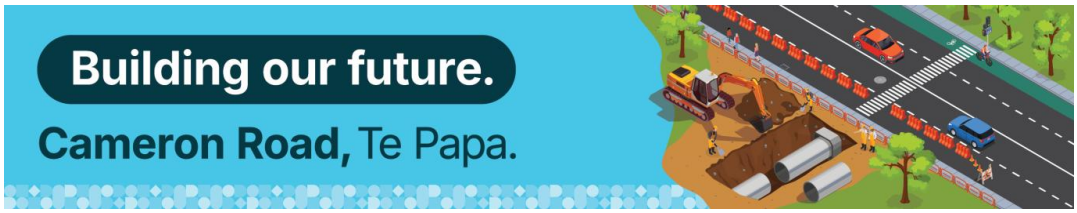
- Upgrading water, wastewater and stormwater infrastructure to support future growth
- Providing four traffic lanes to improve capacity and reduce congestion
- Improving safety, including safer crossings and key intersection upgrades
- Planning for the future, including space for public transport and multi-modal travel options
- Safer walking and cycling facilities, particularly where these are separated from traffic.

Key concerns

- **Traffic flow:** Many people want all four lanes available for general traffic and are concerned that High Occupancy Vehicle lanes (vehicles with two or more occupants) and additional signals may slow travel
- **Parking and access:** Loss of on-street parking, particularly near businesses, schools, and the hospital, is a major concern
- **Business and community impacts:** There is ongoing concern about disruption during construction and impacts on local businesses, reflecting experiences from Stage 1
- **Cycleways:** Views are mixed, with some strong support for safer infrastructure and others questioning demand and design
- **Network performance:** There is concern about existing and future bottlenecks, particularly at Greerton and Barkes Corner.

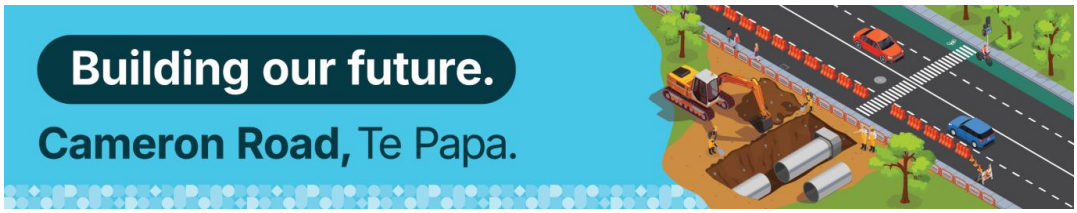
What people want improved

- Keep four continuous traffic lanes where possible, especially through Greerton



- Review the use and operation of HOV lanes
- Retain on-street parking and maintain access to key destinations
- Improve traffic signal coordination to keep vehicles moving
- Address wider network issues and key intersections alongside the corridor upgrade
- Apply lessons from Stage 1 to reduce disruption and improve communication.

There is clear support for investing in Cameron Road to meet future growth and improve safety. However, people want the final design to strike a better balance between moving traffic efficiently, supporting different travel choices, and maintaining access and amenity for the local community.



Introduction

Upgrading Cameron Road and the waters network beneath it has an important role to play in providing more homes for people in our city.

We're working on a value-for-money option to make vital infrastructure improvements along Cameron Road between 17th Avenue near Tauranga Hospital and Maleme Street near the Tauranga Racecourse to prepare our city for increasing population growth on the Te Papa peninsula and the western area of the city.

We're working with our regional and central Government partners, local residential and business communities, and tangata whenua to transform the area into a place where more people can live, learn, work and play.

There will be renewals of the wastewater and stormwater network and water supply upgrades to allow for future residential expansion and increase resilience of supply.

The transport upgrades will cater for the different ways that people travel, including walking, cycling, and public transport.

The 'emerging preferred' concept design includes four-laning Cameron Road, from 17th Avenue near Tauranga Hospital to Maleme Street by the Tauranga Racecourse, as well as separated on-road cycle lanes and shared paths for walking and cycling where there is limited space.

The outside lanes are proposed to operate as High Occupancy Vehicle lanes (T2/T3) in peak periods with on-street parking still available in the off peak. In the long-term, these lanes could be converted to full-time HOV lanes.

In some areas parking will be reduced or available at specific times only to fit all the ways that people travel along Cameron Road into the available space. There are 342 on-street parks in the area, of which up to 66 could be removed permanently.

There are multiple options proposed for Greerton Village that would see either two lanes or four lanes of traffic, and traffic signals or roundabouts at the Chadwick Road and Cornwall Street intersections.

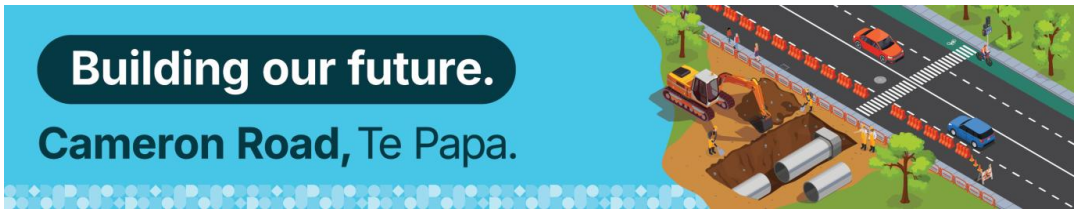
NZ Transport Agency Waka Kotahi (NZTA) will build a new interchange at nearby Barkes Corner as part of the Tauriko West Road of National Significance (RoNS) project to provide safe and efficient access across SH29A.

During April-May 2026 we delivered a citywide campaign, *Building our Future. Cameron Road, Te Papa*, to raise awareness about the proposed improvements and invite community feedback. We asked the community what they liked about the revised preferred design, how we can potentially improve the design, and elements that may have been overlooked.

What's in this report?

This report summarises the community engagement activities and the feedback we received. Along with technical reports and specialist advice, these insights will be used to help the mayor and councillors decide how we move forward with the design.

We gathered feedback through surveys, online comments and in-person conversations. The tables, charts and numbers come from survey data, while written summaries include input from all sources. AI



tools helped identify the overall tone (positive, negative, neutral) or emotion behind what people said, as well as common themes, which the project team checked for accuracy and context.

How we engaged

Methods of engagement

Web page:

We updated the project web page on our Let's Talk engagement website letstalk.tauranga.govt.nz/cameronroad with information about the revised design including maps, FAQs, and a link to the survey. We also included details on the community drop-in sessions.

From 20 April to 15 May 2026 there were:

- 5058 page views by 3851 individual people
- 909 clicks from the page to the survey
- Average time spent on the page was 2 minutes 16 seconds
- Places most views came from: Facebook (organic) 975, Google (organic) 444, Stuff display ads 348, NZME display ads 303, mobile proximity ads 293, Google display ads 217, Spotify 207 and SunLive display ads 201 views.

Letter to residents/property owners/businesses:

More than 3200 letters were posted to directly affected residents and businesses i.e. Cameron Road and side roads from 17th Avenue to Maleme Street. More than 80 letters were posted to property owners and hand delivered to residents in Kauri and Rimu Streets where it is proposed to convert Kauri Street into a cul-de-sac.

Staff also hand delivered about 80 letters with an invitation to a workshop and spoke to businesses along Cameron Road, including businesses at Gate Pa Shopping Centre and Greerton Village.

Email contact:

We sent stakeholder emails including a link to the survey to 528 recipients via Mailchimp. 94 key stakeholders were invited to a workshop as well as 115 businesses via Mailchimp.

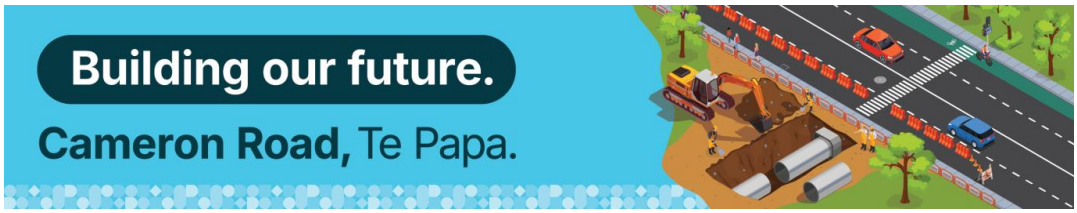
An email address cameronroadupgrade@tauranga.govt.nz was provided for people to ask questions and submit feedback.

We received 36 emails regarding this project. Analysis of the feedback received is included in the report below.

Online survey:

We set up an online survey that asked people what they liked about the revised preferred design, how we can potentially improve the design, and elements that may have been overlooked.

343 people completed the online survey and three people completed on paper, which was an increase on the 245 surveys completed when we last sought feedback from the community in 2023. Analysis of the survey results is included in the report below.



Posters:

Promotional posters with drop-in session information were printed and put up on community noticeboards in the affected communities, including at Tauranga Hospital and Tauranga and Greerton Libraries. Business cards were also printed with a link and QR code to the project webpage and survey which were handed out at community drop-in sessions.

Media release/sponsored content:

We sent out a media release on 21 April 2026 backgrounding the project and encouraging people to take the survey. This was picked up by Scoop news website, SunLive and the Inside Government news website and the same content was also used as sponsored editorial content (paid advertising) in the Bay of Plenty Times, both online (for two weeks) and in print on 27 April 2026. A shorter version was also included in the Weekend Sun newspaper on 24 April 2026.

Paid advertising campaign:

The sponsored content mentioned above was included in a paid advertising campaign that included print, radio, digital billboards, bus backs, bus shelters and a mix of geo-targeted and contextual/behavioural digital advertising on channels including news media sites, and audio streaming channels Spotify and iHeart Radio.

Channel approach:

Digital: Combination of high-impact formats and broad-reach placements.

Delivered 952,339 impressions, 1930 clicks through to the web page with an overall click through rate (CTR) of 0.20%.

Print: Half page ads in Weekend Sun and Bay of Plenty Times with sponsored editorial content.

Outdoor: Digital billboards at the Fifteenth Avenue/Fraser Street intersection, Cameron Road, Dive Crescent, The Crossing in Tauriko and Owens Place in Mount Maunganui, as well as two bus backs and bus shelter advertising along Cameron Road near Gate Pā and Greerton.

Radio: Most cost-effective targeted stations for broad reach.

Mediaworks (Breeze, X and Rock) delivered a reach of 50.2% (c87,000 people) with an average frequency of 6.6 times.

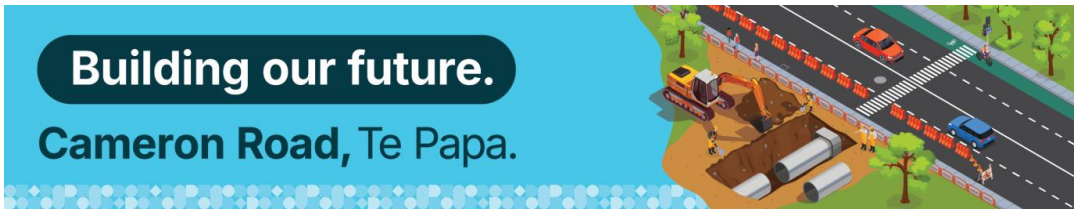
NZME (ZM and Newstalk ZB) delivered a reach of 46.57% (c81,000 people) with an average frequency of 5.2 times.

See examples of the advertising in-market in the report below.

Social media:

A series of four videos was made with project managers and elected members which were shared on our Facebook, Instagram and LinkedIn social media channels and Facebook events were created for two of the three community drop-in sessions, with a paid spend behind them.

Video 1 with Major Projects Infrastructure Portfolio Manager Chris Barton – 'Some decisions are still in your hands': 25,632 Facebook views, 172 interactions and 166 click throughs to web page. 856 Instagram views.



Video 2 with Te Papa Ward Councillor Rod Taylor - 'Four options for Greerton': 35,147 Facebook views, 253 interactions and 269 clicks through to web page. 1651 Instagram views. 1891 views on LinkedIn, 269 engagements and 244 click throughs to web page.

Video 3 with Tauriko Ward Councillor Marten Rozeboom – 'What if we don't upgrade Cameron Road?': 32,793 Facebook views, 154 interactions, 55 click throughs to web page. 1935 Instagram views

Video 4 with Senior Project Manager, City Waters Yasheen Bissoon - 'Waters infrastructure upgrades included': 19,544 Facebook views, 147 interactions, 27 click throughs to web page.

The boosted generic Facebook post with call to action 'Take our survey and tell us what matters most' had 129,135 views from 28 April to 19 May and 84 click throughs to the web page.

The Greerton event post had a reach of 2918 people with 5438 impressions. There were 13 responses.

The Gate Pa event post had a reach of 3948 people with 12,083 impressions. There were 33 responses.

Feedback themes on the posts:

- Support for waters infrastructure upgrades – "We need to renew the water pipes in that area otherwise we will become like Wellington with burst water pipes everywhere."
- Footpaths are too narrow opposite the hospital – the proposed upgrade doesn't seem to address this
- Council will do what it wants to do regardless of what residents say – it doesn't listen.
- Mixed feedback on four traffic lanes – some for, some against. Some feel Greerton has already lost its 'village feel'
- Barkes Corner should have an underpass, so it doesn't slow down traffic on Cameron and Pyes Pa Roads
- Make sure road crews follow noise and vibration plans to minimise noise disruption to residents and businesses
- Cycles lanes are "a waste of money" – rarely see people using them
- Make sure roadworks don't disrupt schools and businesses
- Don't take away any parking, including disability parking
- Where will healthcare workers park if you take away parking in front of the hospital?
- Shouldn't be doing it "in this day and age of economic hardship."
- What lessons have been learned from Stage 1? Hope there is better traffic management
- Remove the crossing near the Chadwick Road roundabout in Greerton
- Open the teardrop roundabout at Cornwall Street to be a full roundabout again
- Reinstate four lanes through Greerton Village, remove the centre median
- Provide cycling facilities away from Cameron Road
- Provide a tram line from Tauranga to Greerton.

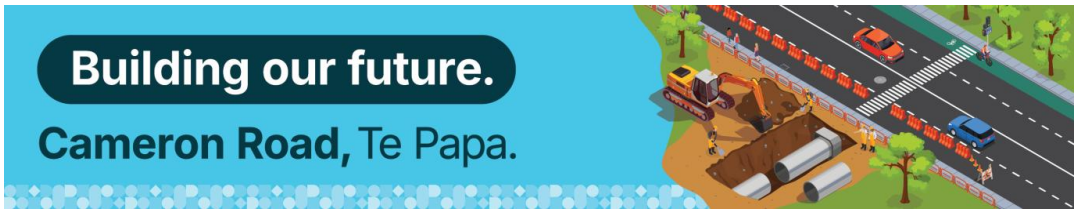
Community drop-in sessions:

Drop-in session 1

Venue: Le Chat Noir Café, 144 Chadwick Road, Greerton

Date/Time: Wednesday 29 April, 4pm-7pm

Number of Attendees: 45-50



Attended by: Councillors Taylor/Rozenboom



Drop-in session at Le Chat Noir Café, Greerton

Drop-in session 2

Venue: Stand at Tauranga Home Show, Mercury Baypark

Date/Time: Saturday 2 May, 10am-2pm

Number of Attendees: 2 people attended deliberately to speak to team; handed out business cards and spoke to about 40-50 people passing the stand.

Attended by: Councillors Taylor/Rozenboom

Drop-in session 3

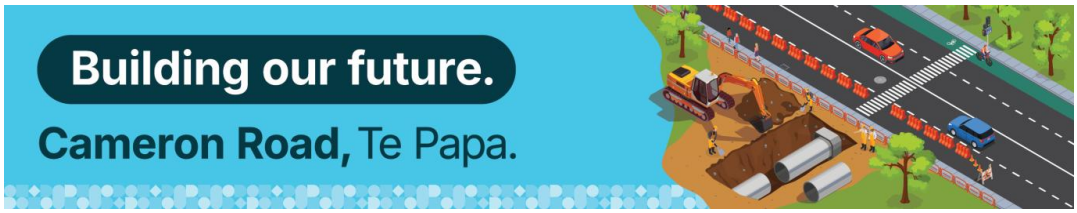
Venue: Outside MEGA Mitre 10, Gate Pa Shopping Centre, Cameron Road

Date/Time: Saturday 9 May, 11am-1pm

Number of Attendees: 50

Attended by: Councillors Rozenboom/Crowther

A summary of the feedback received at the workshop is included in the report below.





Drop-in session outside Mitre 10, Gate Pa Shopping Centre

Key stakeholder workshop:

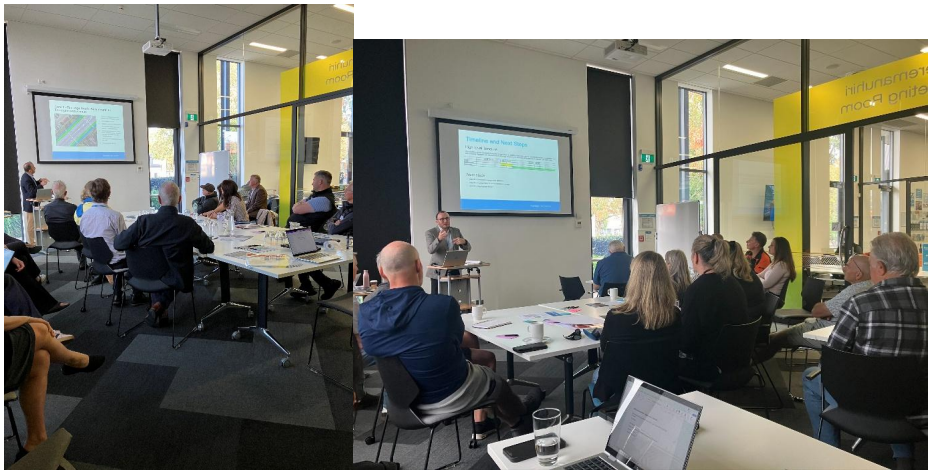
Venue: Greerton Library

Date/Time: Monday 4 May, 10am-12pm

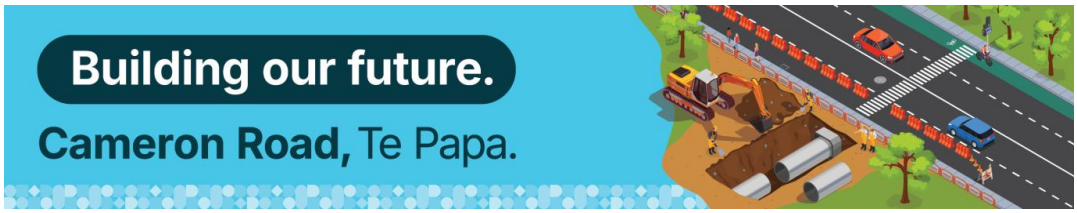
Number of Attendees: 10, including cycling advocates, local transport operators, Grace Road Residents' Association, Gate Pā Community Trust, and Bay of Plenty Regional Council (staff and Councillor Kat MacMillan)

Attended by: Councillors Taylor/Rozeboom/Crowther

A summary of the feedback received at the workshop is included in the report below.



Workshops were held at Greerton Library with key stakeholders and local businesses.



Business workshop:

Venue: Greerton Library

Date/Time: Friday 8 May, 10am-12pm

Number of Attendees: 21, including representatives from Greerton and Gate Pā businesses, Tauranga Golf Club and Tauranga RSA.

Attended by: Councillors Taylor/Curach/Rozeboom/Schuler

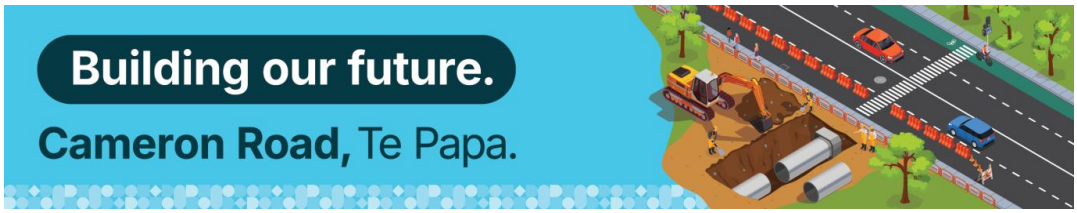
A summary of the feedback received at the workshop is included in the report below.

Kōrero mai - Let's Talk Tauranga e-newsletter:

This newsletter is sent to just over 10,000 Tauranga residents and those interested in activities around our city.

The inclusion of this project in the 29 April 2026 newsletter resulted in 268 clicks through to the web page.

The inclusion of this project in the 11 May 2026 newsletter resulted in 252 clicks through to the web page.



Tangata whenua engagement

Our tangata whenua partners on this project include Ngāi Tamarāwaho, Ngāti Ruahine, Ngāi Te Ahi, Ngāti Hē and Ngāti Tapu hapū.

We met with tangata whenua in May and July 2026. These sessions focused on cultural and urban design, stormwater, and how we work together through the next phase of the project.

Across both hui, tangata whenua emphasised the need for earlier, meaningful involvement in design and a stronger partnership approach.

We heard that cultural and urban design should be integrated into core design, rather than treated as an optional add-on or dependent on leftover funding. There was a strong expectation to be actively involved in shaping outcomes, not consulted late in the process.

We confirmed that feedback from tangata whenua will be built into early design processes going forward, with further hui planned to test and refine design outcomes.

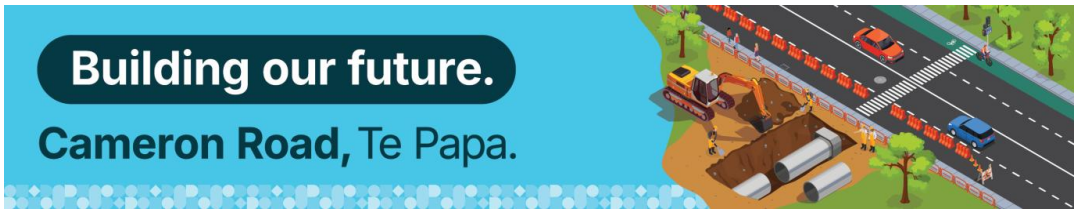
Stormwater was a key focus across both hui, including treatment of contaminants and compliance with consent requirements. Opportunities to integrate rain gardens, swales, and at-source treatment along the corridor was discussed.

Tangata whenua emphasised that cultural values must be reflected in stormwater design, including mātauranga Māori, mahinga kai, and intergenerational responsibilities. There was interest in ensuring cultural indicators and measures of success sit alongside technical metrics.

We confirmed there is a dedicated budget for stormwater quality outcomes and that design will continue to evolve with both technical and cultural inputs.

Tangata whenua highlighted the importance of key locations and community assets, including schools (e.g. Tauranga Girls' College, Gate Pā School) and Pukehinahina. Discussions also covered future developments (e.g. potential health services) and the need to consider access and connectivity.

Hapū will be meeting independently to confirm collective cultural and urban design priorities and provide feedback and there will be an opportunity for tangata whenua to review and update their Cultural Values Assessments (CVAs) with Council support.



Survey analysis

We had 343 surveys completed online and three on paper. This was an increase on the 245 surveys completed when we last sought feedback from the community in 2023.

Who did we hear from?

Submitters were evenly balanced between men and women, with people in the 35-44 age bracket making up 20% of submitters – a group that new home growth may be applicable to. Another 20% of submitters were in the 65-74 age bracket. Greerton has a slightly higher proportion of residents over 65 (20.2%) than the Tauranga average of 19%. The most submissions were received from people living in Gate Pā (56), Pyes Pā (41) and Greerton (38).

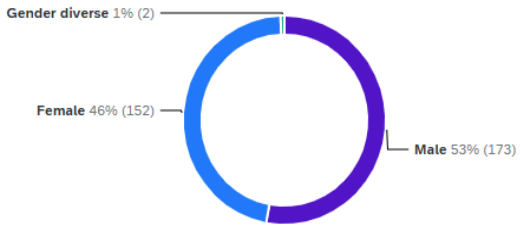


Figure 1 - Demographic by gender

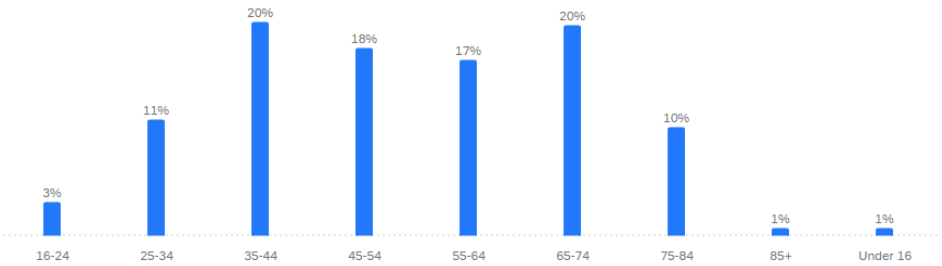


Figure 2 - Demographic by age

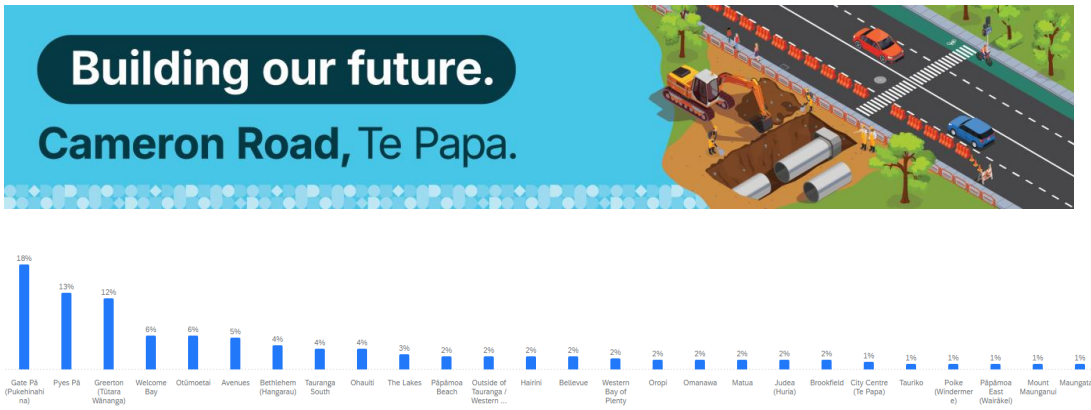


Figure 3 - Demographic by suburb

Which areas did we get feedback on?

Area	Number of submitters
Tauranga South: 17th Avenue to Twentysecond Avenue	55
Pukehinahina/Gate Pā: Twentysecond Avenue to Church Street	61
Gate Pā South: Church Street to Cornwall Street	61
Greerton: Cornwall Street to Chadwick Road	106
Maarawaewae/Racecourse: Chadwick Road to Maleme Street	71
General feedback on whole route – 17th Avenue to Maleme Street	193

Tauranga South: 17th Avenue to Twentysecond Avenue feedback summary

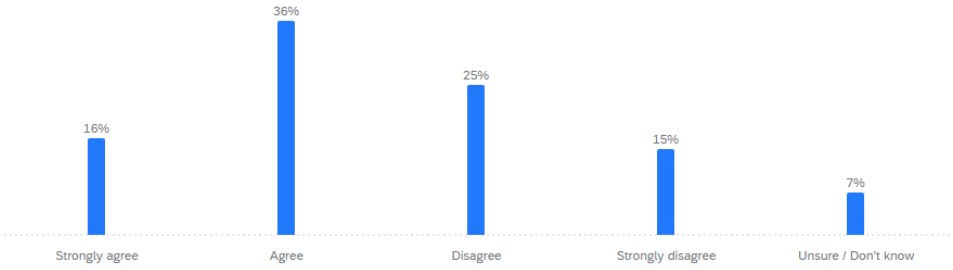


Figure 4 - 17th Avenue to Twentysecond Avenue: Do you agree that the proposed changes will enhance safety for all road users?

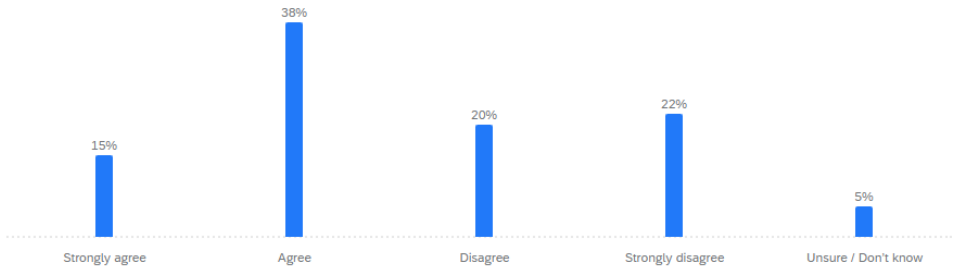
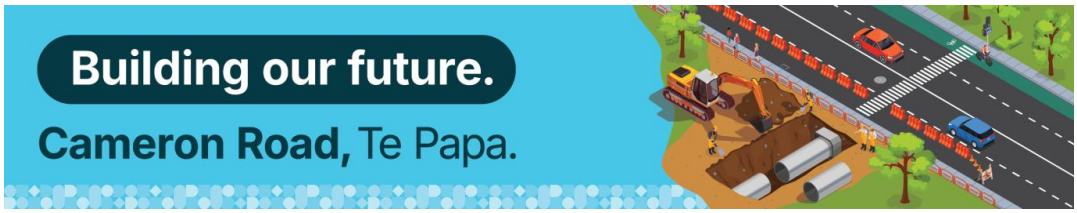


Figure 5 - 17th Avenue to Twentysecond Avenue: Do you agree that the proposed changes will offer additional travel choices along this section of Cameron Road?



Overall sentiment
Around half of people who gave feedback on this section support the proposal, particularly for improving safety and travel choice, while some remain concerned about impacts on access, traffic flow, and cost.

- Safety: 52% agree or strongly agree the changes will improve safety; 40% disagree or strongly disagree; 7% are unsure or don't know
- Travel choice: 53% agree or strongly agree the changes will provide more options; 42% disagree or strongly disagree and 5% are unsure or don't know.

What people like
People see clear value in upgrading this section of Cameron Road to support future growth and improve how people move through the area.

- Support for a four-lane, consistent corridor to improve traffic flow and reduce peak congestion
- Positive views on High Occupancy Vehicle (HOV) lanes, especially for public transport and car sharing, if clearly managed
- Strong support for safer walking and cycling, particularly separated facilities
- General support for safety improvements, including signalised intersections and managed access.

Key concerns
Alongside this support, people raised several important concerns.

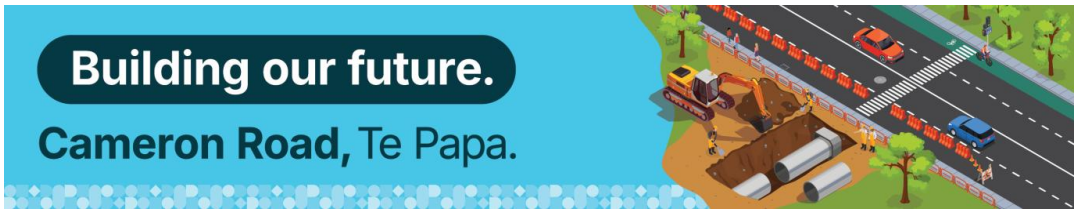
- Construction impacts, especially for local businesses, with reference to disruption experienced during Stage 1
- Potential loss of parking and reduced access to shops, services, and homes
- Questions about value for money in the current financial environment
- Concerns about stop–start traffic and whether benefits will be noticeable.

What people think may be missing
Feedback highlights areas where people would like more detail or stronger design responses.

- Better traffic signal coordination and maintaining reliable travel times
- Safe and accessible crossings, particularly near schools, the hospital, and community destinations
- More robust cycling infrastructure, with a clear preference for physically separated cycleways
- Consideration of local access and connectivity, including turning movements and side street impacts
- Retention of parking and access to key services
- Greater focus on place and amenity, including landscaping and creating a welcoming corridor.

Suggested improvements
People shared practical ideas to improve the design and better balance corridor and local needs.

- Review lane configurations, including whether T2 lanes may be more effective than T3
- Increase safe crossing points and improve pedestrian facilities
- Provide physically separated cycleways for safer use
- Explore parking solutions, including off-street options near key destinations
- Consider alternative intersection treatments, such as roundabouts in some locations



- Improve communication and staging, including how changes will be introduced and monitored.

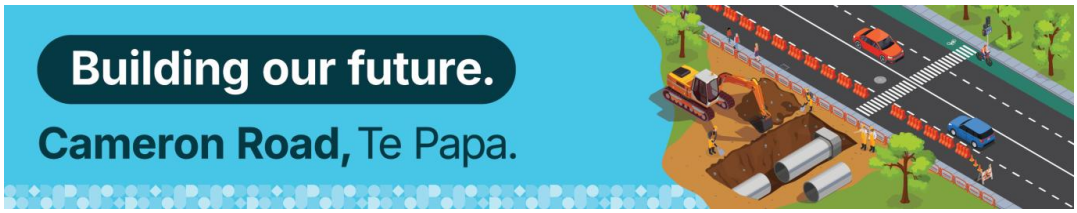
Other feedback

Wider feedback reinforces the need to deliver a well-connected, people-focused corridor.

- A strong focus on safety and accessibility for all users, especially children, older adults, and those with additional needs
- Ongoing concern about construction disruption and the need for clear, regular communication
- Mixed views on whether the upgrade is needed, with some supporting change and others questioning overall benefits
- Importance of integrating with the wider network, including key intersections and existing cycling routes.

Examples of responses

- “Four lanes all the way.”
- “Overall, the preferred design reflects a balanced, forward-looking approach to managing growth along Cameron Road while improving safety and transport choice.”
- “Four lanes is essential. T2/3 lanes at peak times is a great idea.”
- “I think having in-lane turning where the other lane is a T2 or above will cause bottlenecks.”
- “Right now 17th Avenue to Gate Pa area is not really a problem and likely to remove more car parking, making it more difficult to exit feeder roads or move in and out of driveways.”
- “Ensure there are adequate crossings for pedestrians.”
- “Emergency Service Vehicles access along Cameron Road needs better attention, if the second lane was available at all times pulling left would not be so much of an issue.”
- “Continuation of the bi-directional cycleway as per Cameron Road stage 1 north of 17th Ave would have been a preferred approach to encourage more vulnerable users, save space, and connect some key destinations on the east side of the corridor - i.e. schools and onto Gate Pa shopping area. Safe crossings to the hospital would have provided connectivity. Ensuring there is space for street trees and planted berms is vital to bring amenity to the corridor”
- “Pls just put a halt on any road closures around Gate pa shopping center /Cameron road. We have never been able to fully recover from covid and the recent Cameron road upgrade closures.”



Pukehinahina/Gate Pā – Twentysecond Ave to Church Street feedback summary

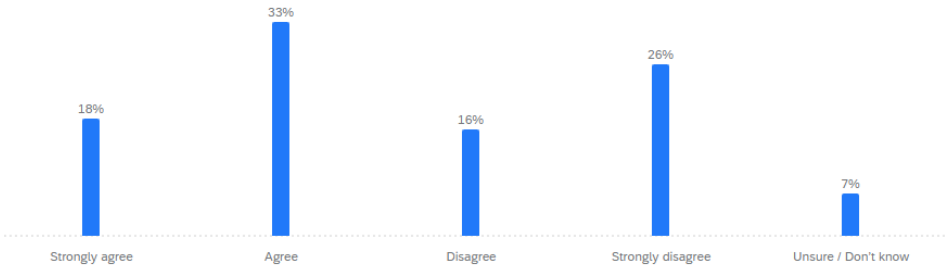


Figure 6 - Twentysecond Avenue to Church Street: Do you agree that the proposed changes will enhance safety for all road users?

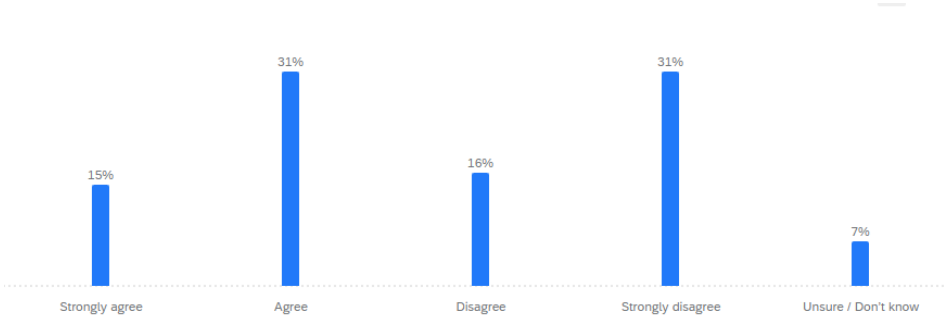


Figure 7 - Twentysecond Avenue to Church Street: Do you agree that the proposed changes will offer additional travel choices along this section of Cameron Road?

Overall sentiment

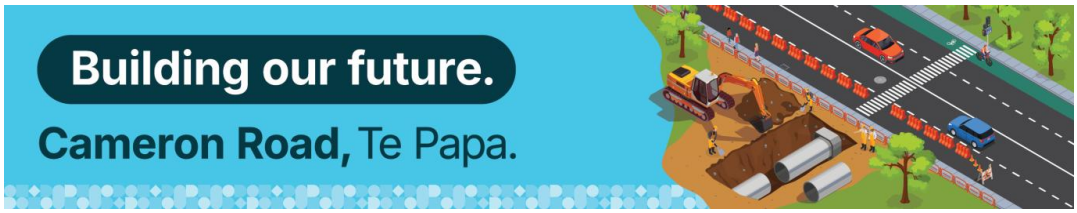
The community was divided on key aspects of the design.

- Safety: 51% agree or strongly agree the changes will improve safety; 42% disagree or strongly disagree; 7% don't know or are unsure
- Travel choice: 46% agree or strongly agree the changes will provide more options; 47% disagree or strongly disagree and 7% are unsure or don't know
- There is strong support for safety improvements, but differing views on how these should be delivered
- Access, parking, and local impacts are key concerns for residents and businesses
- The community is divided on cycling infrastructure and the scale of change
- Some respondents want a design that better balances through-traffic efficiency with local needs.

What People Like

Feedback highlights support for improvements that aim to:

- Improve traffic flow, particularly through four lanes and managed lanes during peak times
- Increase safety, especially through signalised crossings, safer turning movements, and reduced rat running
- Support cycling, with interest in separated cycleways and safer options for school students



- Improve key local connections, such as the proposed changes to Kauri Street, where there is conditional support.

Overall, respondents value changes that make it safer and easier to move along and across the corridor.

Key Concerns and what people think may be missing
Respondents identified several areas they believe need more work:

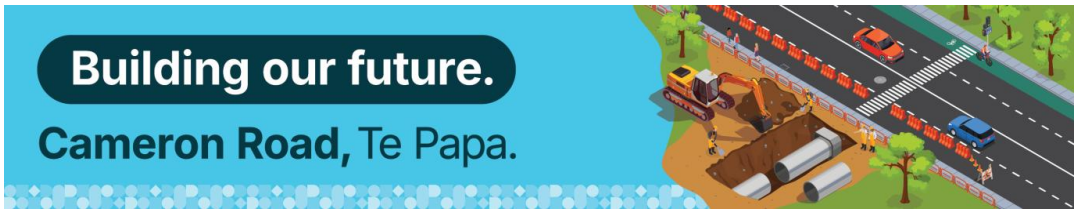
- Local access and connectivity, especially for side streets such as St George Street and Burns Street
- Loss of parking and business access, particularly around Gate Pā and local shops
- Pedestrian safety, with calls for more frequent and convenient crossing points
- Design integration, including how cycleways and bus stops interact with traffic
- Wider network impacts, such as congestion at nearby intersections
- Cost and value for money, with some preferring a simpler approach.

Suggested Improvements
Common suggestions include:

- Revisiting left-in/left-out restrictions, especially at St George Street
- Providing more crossing opportunities, particularly near schools and key destinations
- Retaining on-street parking to support businesses and community use
- Improving cycleway design, with a preference for physical separation
- Adjusting bus stop layouts to avoid delays and safety issues
- Considering simpler or staged design options.

Examples of responses

- “Four lanes is essential. T2/3 lanes are a great idea during peak times.”
- “Lights at church/ cameron road. Best idea.”
- “Cul de sac for Kauri St, as long as there is still walking and biking access through here.”
- “We don't like the new proposed travel choices. As a business this will have negative effects on the business.”
- “The removal of parking outside of Cameron Rd shops will be an issue. There are several shops selling take away food and these parks are used a lot.”
- “Ideally bus stops should not be in the cycle lane. It forces cyclists into live lanes of traffic or to stop”



Gate Pā South: Church Street to Cornwall Street feedback summary

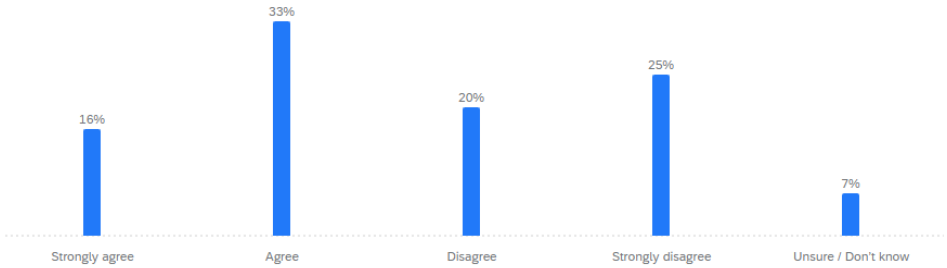


Figure 8 - Church Street to Cornwall Street: Do you agree that the proposed changes will enhance safety for all road users?

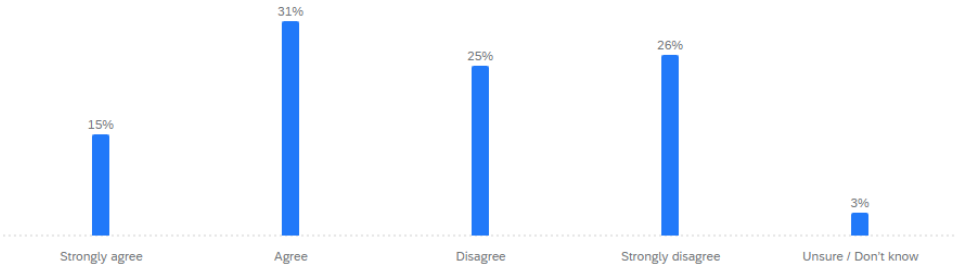


Figure 9 - Church Street to Cornwall Street: Do you agree that the proposed changes will offer additional travel choices along this section of Cameron Road?

Overall sentiment

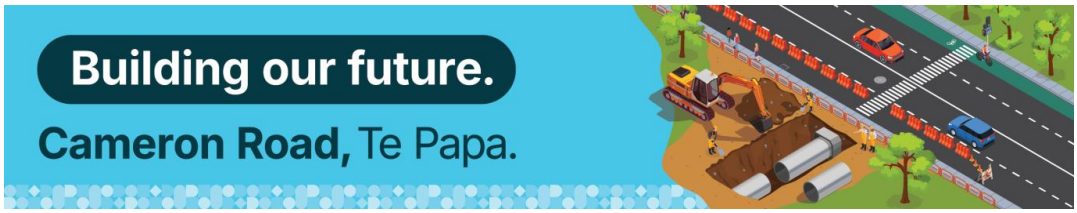
There is some support for improving safety and traffic flow, but there are also concerns about access, parking and local impacts. People want a design that works not only for through traffic, but also for residents, businesses and those travelling on foot, by bike or by bus.

- Safety: 49% agree or strongly agree the changes will improve safety; 45% disagree or strongly disagree; 7% don't know or are unsure
- Travel choice: 46% agree or strongly agree the changes will provide more options; 51% disagree or strongly disagree and 3% are unsure or don't know.

What people like

Many people support changes that improve safety and traffic flow. Key themes include:

- Strong support for retaining or returning to four lanes to ease congestion, especially through Greerton
- People welcome new and relocated pedestrian crossings, particularly between Kent and Sheppard Streets and at Church Street
- Some support signals at key intersections to improve visibility and turning safety
- Dedicated, off-road cycle facilities are seen as safer and more accessible for cyclists
- Bus priority lanes and raised platforms are viewed positively by some



- Feedback notes appreciation for keeping some parking and maintaining existing footpaths to reduce disruption during construction.

Key concerns and what people think may be missing

While there is support for aspects of the design, several consistent concerns were raised:

- Many people feel restricted access (left-in/left-out) will increase travel distance, reduce convenience, and push traffic onto local streets and roundabouts
- There are concerns about increased congestion, rat-running and safety on nearby roads such as Chadwick Road, Hynds Road and Burns Street
- Residents and businesses are worried about reduced on-street parking, particularly for homes without off-street options and for local services
- Some feel the design does not go far enough, with requests for more frequent crossings and longer signal times, especially for children, older people and those with mobility needs
- Some support separated cycleways, while others question demand or prefer different layouts
- Concerns about bus stops in live lanes and potential conflicts with cyclists
- People noted potential congestion at key pinch points such as Barkes Corner and the need to consider future growth and land use
- Some submitters questioned the level of investment and whether it delivers value for money.

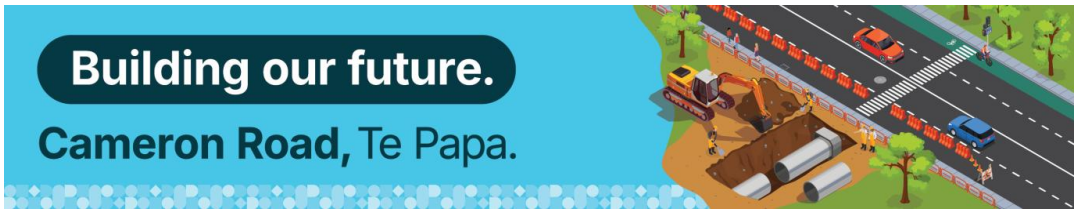
Suggestions for improvement

The community provided practical ideas to strengthen the design:

- Reconsider left-in/left-out restrictions and maintain more right-turn options where possible
- Provide more crossings, ideally near bus stops and key destinations, and ensure signal timings suit all users
- Look for ways to protect on-street parking or provide alternative options
- Ensure cycleways, bus stops and pedestrian areas are clearly defined and do not overlap
- Assess and manage impacts on surrounding roads, including traffic modelling and mitigation measures
- Continue prioritising safe infrastructure for walking and cycling, particularly for vulnerable people
- Future-proof the design, considering growth, nearby developments, and long-term transport needs.

Examples of responses

- “Agree with lights at church street. It currently feels unsafe turning right from church street due to poor visibility.”
- “I like you haven't put 2 way cycle ways on both sides of the street as this is a real hazard and dangerous.”
- “Having only left turn out and left turn into streets makes it longer for residents to travel and uses more gas.”
- ‘Don't have bus stops and cycle lanes overlapping. Keep bike lanes separate and on road. Shared paths DO NOT work’
- “Retain Cameron Road carparking all day. Widen the road from Cornwall st to Kent st to allow carparking to stay all day.”
- “Consider maintaining better access to side streets and residential areas, especially during peak traffic times. More detailed traffic modelling should be completed for nearby streets such as



Burns Street to understand flow-on effects. Additional parking solutions and clearer plans for emergency vehicle access would also improve the proposal."

- "There is still a possibility of the racecourse becoming an extended health/hospital site..I think the $$$ should be held for a few years."

Greerton – Cornwall Street to Chadwick Road feedback summary

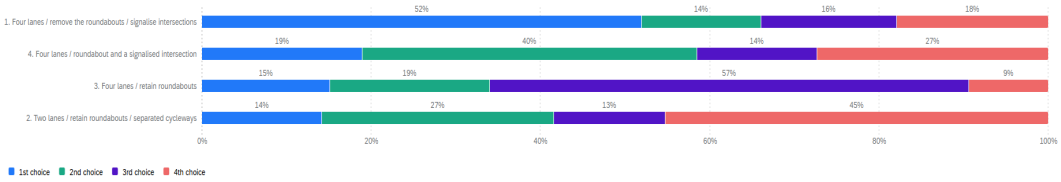


Figure 10 - Cornwall Street to Chadwick Road: Ranking of options

106 people gave feedback on the four different options for Greerton between Cornwall Street and Chadwick.

Support for Option 1 - four lanes of traffic, removing the two roundabouts and replacing them with signalised intersections – 52% (55) ranked as their first option

Support for Option 2 – two lanes of traffic, keep both roundabouts and have separated cycleways – 14% (15) ranked as their first option.

Support for Option 3 – four lanes of traffic, keep both roundabouts – 15% (16) ranked as their first option

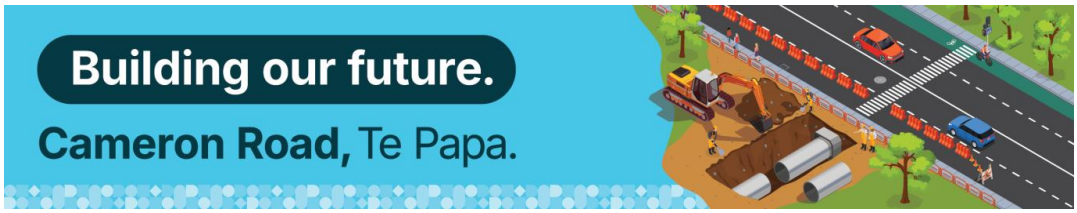
Support for Option 4 – four lanes of traffic, keep the Cornwall Street roundabout and signalise the Chadwick Road intersection – 19% (20) ranked as their first option.

The average ranking over the four options found that Option 1 was the most favoured, followed by Option 4, Option 3 and Option 2

Overall sentiment
Overall, feedback reflects a wide range of views. The key theme is the need to balance:

- Efficient traffic movement
- Safety for all users
- Support for local businesses
- Preservation of Greerton's character.

Traffic flow and capacity
Many people want Cameron Road to function better for moving traffic. A common suggestion is to keep or reinstate four lanes, particularly between the hospital and Twentysecond Avenue and through



Greerton. Some see merging as confusing and believe it slows traffic. Others raised concerns about bottlenecks, especially around Greerton and key intersections such as Barkes Corner.

Greerton village character and amenity
There is strong interest in keeping Greerton's "village feel". People value:

- Existing trees and greenery
- The attractiveness of the centre
- Slower traffic to support a town centre environment
- Some feedback highlights a tension between moving more traffic through the area and maintaining a place where people want to spend time.

Parking and business impacts
Parking is a key concern. Many respondents want to retain on-street parking to support local businesses, while others are open to changes if alternative parking is provided.

There is also concern about:

- Impacts of construction on businesses
- Long-term effects on retail activity
- Learning from Cameron Road Stage 1 to reduce disruption.

Safety and accessibility
Safety remains important, particularly for:

- Pedestrians (including school children and older people)
- Emergency services navigating the corridor
- General driver behaviour at busy intersections.

Some support signalised crossings and safer layouts, while others worry that additional traffic lights could slow movement and increase congestion.

Cycling and multi-modal options
Views on cycling infrastructure are mixed:

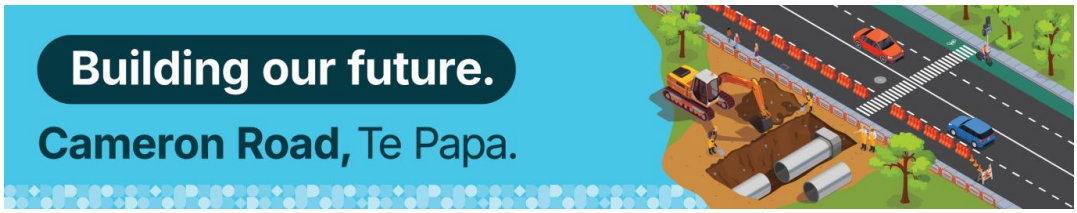
- Some support safer walking and cycling options and a more multi-modal corridor
- Others question the level of demand and see cycle lanes as taking space from parking or traffic lanes
- There are also suggestions to use alternative routes, such as existing trail networks, for cycling connections.

Design features and layout
Feedback on specific design elements includes:

- Concerns about left-in/left-out (LILO) arrangements affecting access and flow
- Interest in better turning facilities and clearer road layouts
- Requests to minimise changes that could confuse drivers.

Wider network and future planning
Some respondents highlighted the need to:

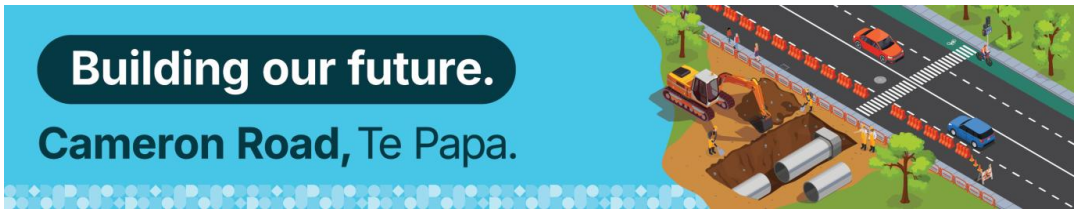
- Address surrounding intersections and network issues (e.g. Barkes Corner, Oropi Road)



- Align the project with long-term planning goals
- Balance future growth with current community needs.

Examples of responses

- “4 lanes over the entire corridor I think is a must have. I think traffic lights would flow traffic better than a roundabout, due to space limitations not allowing a sufficiently large enough roundabout for 4 lanes.”
- “As a full time firefighter the roundabout provides a safe ability to move through traffic. I think keeping the trees are important for the area of Greerton but the need for four lanes is necessary.”
- “Roundabouts are always preferable to lights. Let motorists make their own decisions. Huge amounts of time is spent when traffic from both directions are sitting idle.”
- “Please consider that there is a high number of elderly living in this suburb, many with restrictions on their movement. Please make sure that any changes to navigating the area consider the needs of our elderly community. My 80 year old dad currently walks from Oban Road to the Fresh Choice, and feels safe doing so. He also feels safe walking to Chadwick Road to catch a bus into town- please make sure that these new designs offer something for busses and our elderly, and not just for cars!”
- “I would hope that listening to retailers who have seen the worst designs be implemented is something that is going to be considered as I have been in Greerton for 28 years and seen some very poor planning in the past.”
- “Why is there not a 5th option to remove carparks on the west side here? This option needs to be looked into, as there is space to keep 4 lanes of vehicles, and cycleways and pedestrian paths through here. Just remove carparks.”



Maarawaewae/Racecourse feedback summary

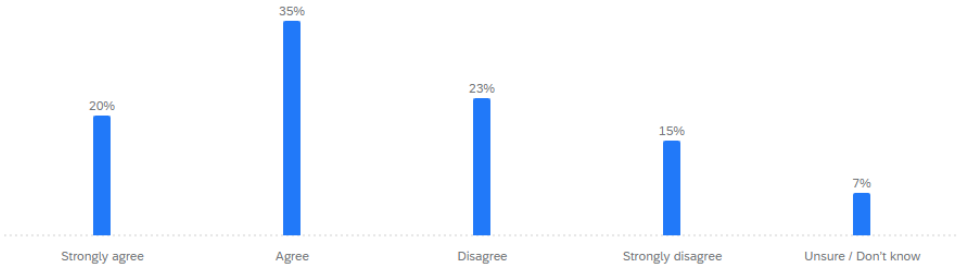


Figure 11 - Chadwick Road to Maleme Street: Do you agree that the proposed changes will enhance safety for all road users?

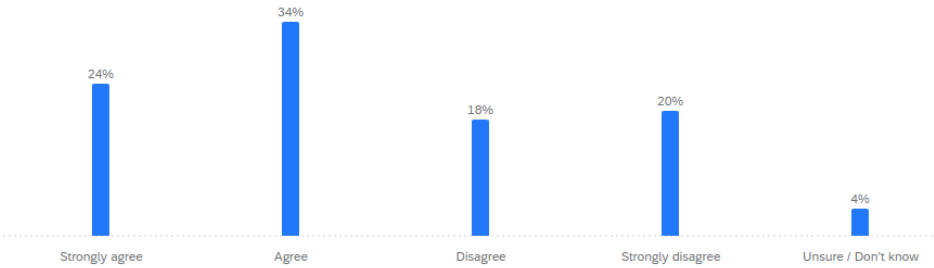


Figure 12 - Chadwick Road to Maleme Street: Do you agree that the proposed changes will offer additional travel choices along this section of Cameron Road?

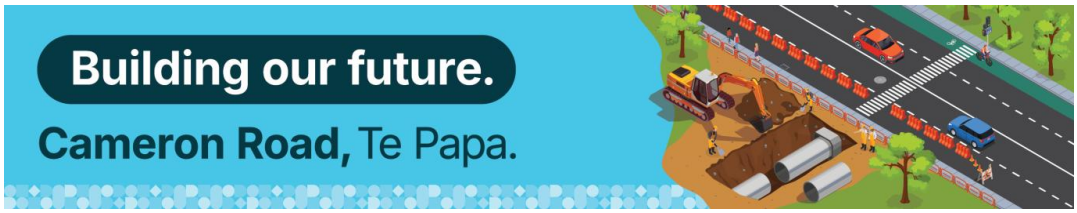
Overall sentiment

Many people support the intent to improve safety, capacity, and future growth, but there are concerns about access, congestion, and local impacts.

- Safety: 55% (39) either agree or strongly agree that the proposed changes will enhance safety for all users, 38% (27) disagree or strongly disagree and 7% (5) are unsure or don't know
- Travel choice: 58% (41) either agree or strongly agree that the proposed changes will offer additional travel choices along this section of road, 38% (27) disagree or strongly disagree and 4% (3) are unsure or don't know.

There is a clear desire for:

- Better balance between movement and local access
- Stronger alignment with community needs (especially Greerton Village and nearby residents)
- A more integrated approach with wider network issues, particularly Barkes Corner.



What people like
Overall, feedback shows support for improving traffic flow and safety, with several features consistently seen as positive.

Key themes:

- Many people support four lanes (two each way) to improve capacity and prepare for future growth and intensification.
- Support for traffic signals at Maleme Street, Racecourse/Pooles Road, and Greenpark School to improve safety and manage turning movements.
- Turning lanes and signalised intersections are seen as helpful for reducing delays and improving safety for vehicles entering and exiting Cameron Road.
- Separated cycleways and shared paths are viewed positively for safer travel choices
- Relocated bus stops closer to key destinations are welcomed as more practical and convenient
- Some people support the design for enabling population growth and improving the wider transport network.

What people think has been overlooked
While there is some support, many people raised concerns about access, congestion, and local impacts.

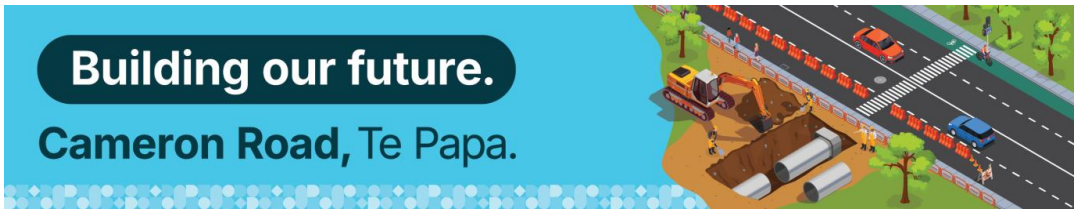
Key themes:

- Strong concern about left-in/left-out (LILO) changes at Argyll Road, Maitland Street, and Oban Road. People are worried about longer travel times, reduced access, and safety risks from illegal turns
- Some believe additional traffic lights and lane changes could increase congestion, especially near Barkes Corner
- Concerns that changes will shift traffic onto smaller residential streets, increasing pressure and safety risks
- Loss of on-street parking and reduced visibility/access for businesses in Greerton Village is a major concern
- Mixed views on cycleways, including concerns about safety, location, and whether demand justifies the space
- Questions about whether intersections (e.g. Pooles Road, Maleme Street) can handle increased traffic volumes
- Some confusion about lane markings, turning movements, and pedestrian crossing locations.
- Many highlighted Barkes Corner as a key bottleneck that needs addressing alongside this project.

Suggested improvements
People shared a range of ideas to improve the design and better meet community needs.

Key themes:

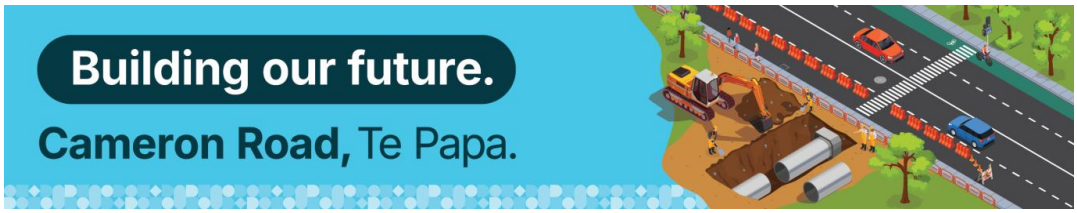
- Review LILO restrictions at side streets or provide alternative connections (e.g. improved links via Argyll Road)
- Consider signalising Argyll Road, improving capacity at key intersections, or using roundabouts in some locations



- Calls to simplify lane layouts (e.g. fewer restrictions on T2/T3 lanes) and ensure fair access for all road users
- Preference for physically separated cycleways, and suggestions to relocate them to reduce conflicts
- Retain as much on-street parking as possible and protect access to local businesses
- Suggestions include better signal coordination, clearer signage, and focusing on bottlenecks such as Barkes Corner
- More pedestrian crossings in the right locations and safer school access
- Minimise disruption to residents and businesses during delivery.

Examples of responses

- “The proposed bus stops adjacent to the power station and the supermarket represent a clear improvement, as they are now located closer to key amenities within the area. These locations better reflect actual travel demand and pedestrian movement, and it has long seemed logical for bus stops to be provided in these positions. The revised siting is therefore welcomed as an enhancement to public transport accessibility and convenience for local users.”
- “Providing four traffic lanes, two in each direction and removing centre medians will help for the future intensification of Te Papa peninsula which I am very supportive of.”
- “[Signalising of] Maleme St intersection makes it fairer and safer for traffic pulling and out.”
- “The proposed left turning options will require many motorists to turn at a later intersection. This will increase congestion on a road that is already very busy.”
- “I believe barkes corner should be considered as part of the solution as that is a major cause of peak flow traffic jams.”
- “I understand why this is being proposed- but I'm not a fan of the LILO plans for Oban Road and Maitland Road. It makes sense with Argyll Road, as they have other access to get to Greerton Village, but Oban and Maitland are cul-de-sacs, so we have no other route”
- “The On Road cycleway should go behind the Greerton Village from Pooles Road to Cornwell Road, which will make it safer for cyclists and allow more room to enable 4 lanes and retain more existing parking that is vital for the community and future vibrancy of the Greerton Village.”



Cameron Road – 17th Avenue to Maleme Street – general feedback

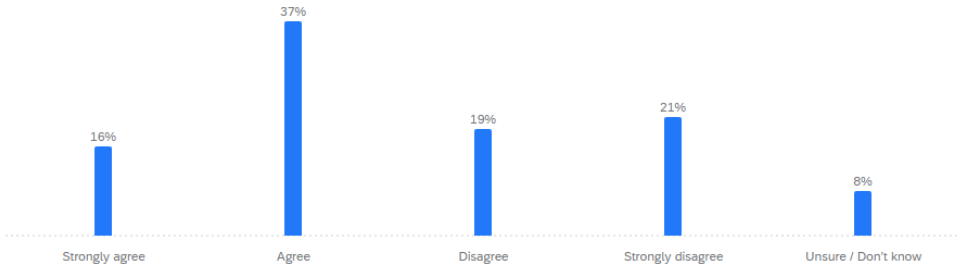


Figure 13 - 17th Avenue to Maleme Street: Do you agree that the proposed changes will enhance safety for all road users?

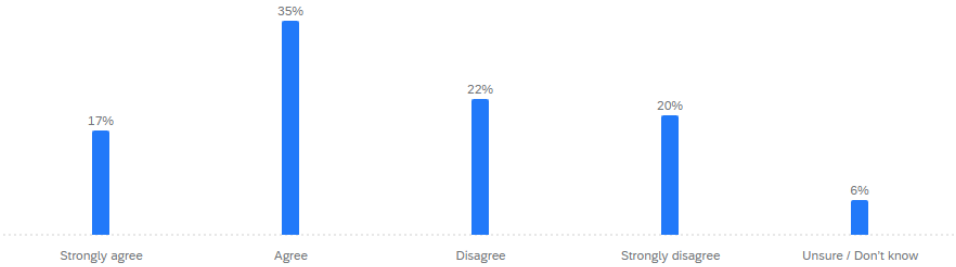


Figure 14 - 17th Avenue to Maleme Street: Do you agree that the proposed changes will offer additional travel choices along this section of Cameron Road?

Overall sentiment

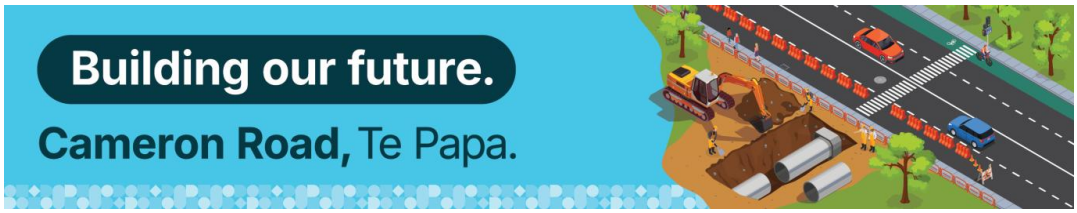
Feedback on the preferred design is mixed. Some people support the proposed changes, particularly where they improve safety and future capacity. Others have concerns about traffic flow, loss of parking, and the impact on local businesses and residents.

- Safety: 53% (102) of people either agree or strongly agree that the proposed changes will enhance safety for all users, 40% (76) disagree or strongly disagree and 8% (15) are unsure or don't know
- Transport choice: 52% (101) either agree or strongly agree that the proposed changes will offer additional travel choices along this section of road, 42% (81) disagree or strongly disagree and 6% (11) are unsure or don't know.

There is strong agreement that Cameron Road needs to support future growth and improve safety. However, there is less agreement on how best to achieve this balance—particularly between moving traffic efficiently, providing for different transport choices, and maintaining access and amenity for local communities and businesses.

What people like

Key themes people feel work well include:



- Many respondents see four lanes (two in each direction) as essential to reduce congestion, improve travel times, and support growth, especially through Greerton
- Support for signalised intersections at key locations (e.g. Church Street, Chadwick Road, Maleme Street)
- Improved crossing opportunities for pedestrians and cyclists
- Safer cycling infrastructure, particularly separated cycleways
- People recognise the value of planning for growth, including space for public transport and multi-modal use over time
- Some respondents support High occupancy vehicle (HOV) lanes, bus priority and walking and cycling improvements. These are seen as important for encouraging alternative travel choices in the future.

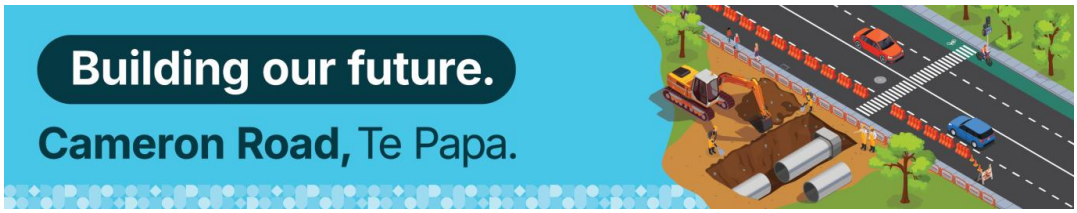
Concerns and challenges raised

Key concerns focus on how the design will work in practice:

- **Traffic flow and congestion**
  - Strong preference from many for all four lanes to always be available for general traffic
  - Concerns that HOV/T2/T3 lanes will reduce capacity and increase congestion
  - Worry that additional traffic signals could slow travel and create stop-start conditions.
- **Parking and access**
  - Loss of on-street parking is a major concern, particularly for Greerton, the hospital, schools, and local businesses
  - Reduced access to shops and properties is seen as a risk to business viability.
- **Impact on businesses and community**
  - Experiences from Stage 1 have created concern about construction disruption and economic impacts
  - Some respondents question whether the project is needed or appropriately timed.
- **Cycleway design and use**
  - Some strongly support separated cycleways, while others question their safety, usage levels, and impact on road space
  - Some prefer shared paths instead of on-road cycle lanes.
- **Intersection design**
  - Mixed views on signals vs roundabouts
  - Concerns about specific locations, particularly Greerton and Barkes Corner, as ongoing bottlenecks.

Common suggestions for improvement

- Provide four continuous general traffic lanes, especially through Greerton
- Reconsider or simplify HOV/T2/T3 lane approach
- Retain or replace on-street parking, particularly near businesses and key destinations
- Carefully review traffic light placement and timing to maintain flow
- Address key network bottlenecks, including Barkes Corner
- Improve construction planning and communication, drawing on lessons from Stage 1
- Ensure safe, practical design for all users, including pedestrians, cyclists, bus users, and drivers.



Examples of responses

- "Carpooling lanes are a great idea (although is 2 people in a car enough to be carpooling? Maybe in Tauranga)"
- "The multimodal aspects are really good. The HOV lanes should be dedicated from the outset even for off peak – otherwise it's hard to change them later as everyone is used to parking there."
- "Prefer it to be left alone. Keep the roadside parking. Previous Cameron Road work was absolutely nightmare with no gains."
- "Essential for services to be upgraded i.e. water etc. but leave the rest alone"
- "The multiple lanes will make it less congested and make it easier to get through those areas."
- "Removing carparks is never good, especially now that developers don't have to provide parking with their residential buildings. Retaining carparks or even adding to available parking should be a priority."
- "Four lanes are essential, and don't get too hung up on T2 or T3 because bus patronage is very low compared with other cities. Tauranga is currently paralysed by too many major roads being only one lane each way."
- "I do think all of it will work well because the traffic buildup is only getting worse."
- "I don't think this is the right time to be doing this at all. It's a waste of money and considering the time and inconvenience ratepayers and businesses suffered during the last phase I'm surprised council would want to carry on."
- "I think the separated cycleways are an excellent addition to this plan. I cycle the length of Cameron Road regularly, and the improvements to the CBD end have made it much safer for cyclists."

Analysis of other feedback

Community drop-in sessions

Strong interest and turnout across all sessions (approx. 40–50 people per event).

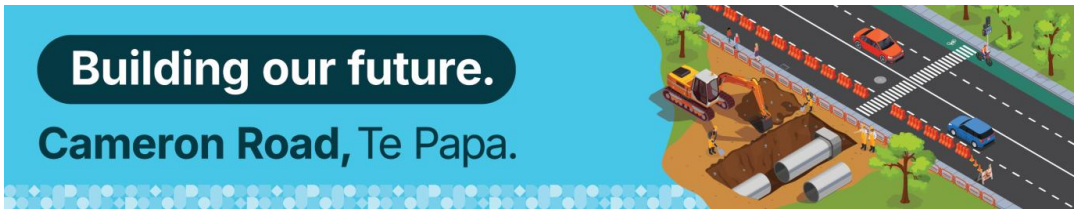
Overall themes:

- Mixed views on two vs four lanes in Greerton, with a slight lean towards support for four lanes outside the village core
- Parking is the biggest concern, especially for businesses and around key destinations (Greerton shops, Gate Pā, hospital)
- Concerns about safety, access and liveability, particularly for older residents and people with mobility needs
- Intensification and change are driving concern about character, safety, and affordability.

Greerton / Le Chat Noir session

Key concerns:

- **Village character vs capacity**
  - Some support four lanes but concern it will harm Greerton's "village feel"
  - Preference from some residents to keep two lanes through Greerton.
- **Parking and access**
  - Questions about how vehicles will safely access shops (e.g. turning at Chadwick intersection, U-turn concerns)



  - Strong opposition to loss of on-street parking.
- **Community sentiment**
  - Frustration about intensification, perceived loss of character, and declining safety
  - Concerns about cost of living, development practices, and council decision-making
  - Desire for stronger local representation and connection to community needs.

Broader feedback (across attendees)

- **Parking**
  - Consistent message: "Do not remove parking", especially in Greerton and near businesses
  - Fear that parking loss will impact business viability
  - Hospital parking seen as highly utilised and essential.
- **Traffic design preferences**
  - Mixed views on intersections, some prefer traffic lights (Greerton, Church Street intersection), other feel roundabouts work well and should stay
  - Some support for four lanes with signals.
- **Mobility and accessibility**
  - Need for more mobility parks (e.g. Chadwick Road) and safer crossings
  - Concerns about shared paths with cyclists and poor footpath conditions.

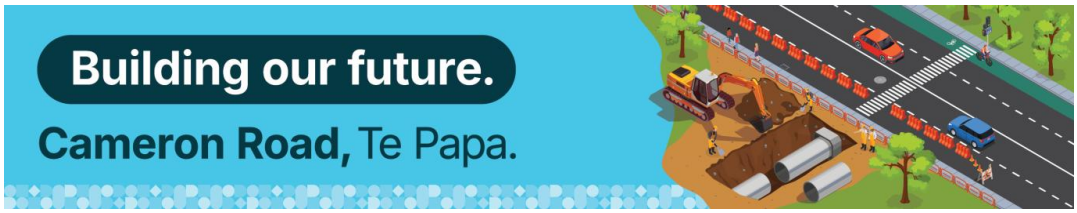
Tauranga Home Show

- General support for four lanes among those engaged.
- St George Church supportive of signalised intersection at Church Street due to access challenges.

Mitre 10 Gate Pā session

Key concerns

- **Business impacts**
  - Strong feedback from business/property owners at shops on Twentythird Avenue intersection opposite New World supermarket to retain on-street parking
  - Concern that removal would seriously affect business viability.
- **Transport and design issues**
  - Questions about right-turn restrictions (e.g. Cornwall Street access), construction timing impacts and why Fraser Street isn't receiving similar upgrades.
- **Accessibility and safety**
  - Wheelchair users highlighted need for safe crossings (positive feedback on Sheppard Street crossing) and issues with shared paths and footpath quality.
- **Lane preferences**
  - Mixed support for two vs four lanes in Greerton, consistent with earlier session.



Key stakeholder workshop

Attendees included cycling advocates, local transport operators, Grace Road Residents' Association, Gate Pā Community Trust, and Bay of Plenty Regional Council (staff and Councillor Kat MacMillan).

Overall themes

- Strong tension between maintaining vehicle capacity and achieving mode shift
- Broad support for futureproofing and flexibility
- Mixed views on parking, cycling demand, and transport priorities
- Clear constraints around funding, policy, and corridor space.

Business impact and funding

- No direct financial support available for businesses at this stage
- Reliance on central government funding, with advocacy ongoing
- Limited community support for Council subsidising businesses
- Financial mitigation options are constrained, with no immediate relief proposed.

Multi-modal transport and mode shift

- Strong interest in multi-modal outcomes, but concern the project is increasing car capacity, potentially undermining mode shift goals
- Perception that T2 / car users will be the winners and public transport and cycling will be the losers
- Key expectations that there will be fast, reliable buses that avoid congestion and clear prioritisation of mode shift over parking.

Corridor design and futureproofing

- General support for a four-lane corridor and future adaptability
- Concerns about lack of clarity on strategic direction (mode shift vs car-led growth) and risk of reinforcing car dependency
- Futureproofing is supported, but stakeholders want clearer direction and intent.

Parking

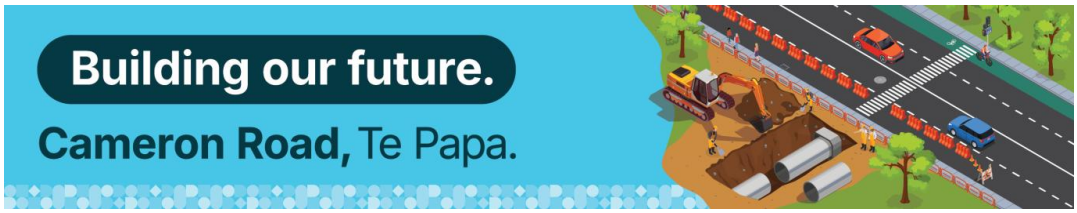
- A highly contested issue with some seeing parking as essential for businesses and users and others seeing it as an inefficient use of space
- Concern that more cars will increase city centre parking demand.

Cycling and pedestrian safety

- Key concerns include safety risks in shared or HOV spaces, especially for children; inconsistent cycling design and conflicts between cyclists, pedestrians, and parked cars.
- Lower confidence in cycling uptake from some stakeholders.

Public transport (buses)

- Strong agreement that reliability and speed are critical and that bottlenecks (especially Greerton) must be addressed
- Concern that signals and congestion could slow buses
- Note that school bus capacity is already under pressure.



Schools and traffic

- Rising student vehicle use (particularly at Tauranga Girls' College) is contributing to congestion and there is a risk of spillover parking into side streets if on-street parking on Cameron Road is reduced.

Trees, landscaping and environment

- Concerns about maintenance of existing planting and biodiversity outcomes
- Preference expressed for trees over planters
- Some safety concerns with poorly maintained areas.

Key locations and infrastructure issues

- Greerton: Major bottleneck, especially for buses
- Hospital / Church St:
  - Access and safety concerns
  - Support for signalised intersection.
- Fraser Street: Concern about traffic moving across to Fraser Street
- Network integration: Ensure works coordinated across wider projects (e.g. Fifteenth Avenue to Welcome Bay).

Business drop-ins and workshop

Council staff visited about 80 businesses over three days in April-May 2026.

Businesses 17th Avenue to Twenty-third Avenue

Key insights

- Transport design preferences
  - One business said would not like to see the centre median removed – essential for turning into the schools, church and businesses in this area.

Gate Pa Shopping Centre business engagement

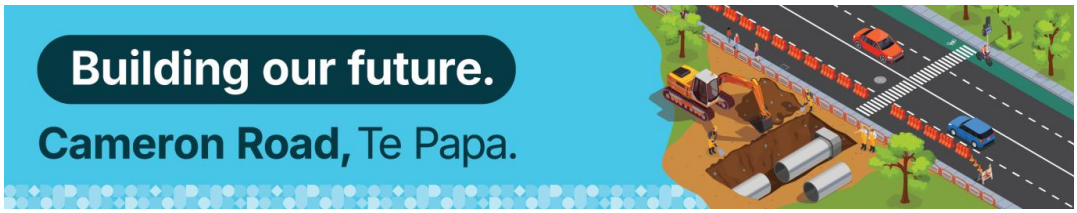
Key insights

- **Sentiment towards Council**
  - Some scepticism about engagement value (e.g. feedback seen as unlikely to influence outcomes).
- **Construction expectations**
  - General acceptance that work is needed, but there is a clear preference for quick delivery and practical, not over-engineered solutions.

Greerton business engagement

Key insights

- **Strong concern about construction impacts**
  - Risk to business continuity is a key issue with one pharmacy owner indicating he would close/retire if roadworks return to Greerton.
- **Parking remains critical**



  - Ongoing concern about loss of on-street parking, especially for staff, customers, overflow parking for nearby services (e.g. health clinic)
- **Long-term businesses feeling vulnerable**
  - Established operators (e.g. 26+ years) are particularly concerned about viability if parking is reduced.
- **Some support for design elements**
  - Support for signalised intersection at Cornwall Road
  - Suggestion that existing road width between Cornwall and Kent Streets may allow both four lanes and parking in some sections.

Business workshop

About 20 people from businesses and community groups in Greerton and Gate Pā attended the workshop.

Key tensions

Parking vs cycling infrastructure

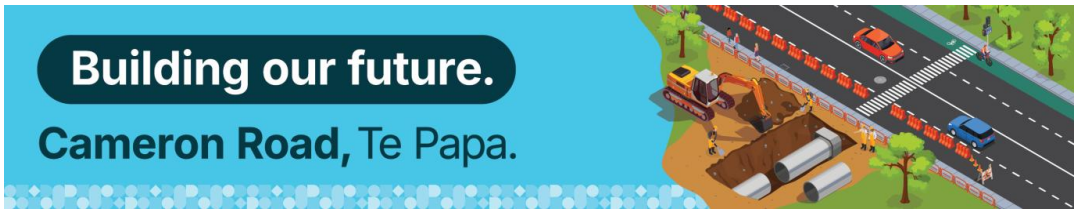
- Local access vs arterial efficiency
- Short-term impacts vs long-term planning
- Business needs vs funding/regulatory constraints.

Main themes

- **Business impacts and support**
  - Businesses are concerned about financial impacts and reduced access
  - There is interest in government support (e.g. wage subsidies or marketing), but none is currently available.
- **Road function and future planning**
  - Debate about whether the road should function as a local street or arterial route.
  - Recognition that it is increasingly acting as an arterial as the city grows.
- **Parking concerns**
  - Loss of parking is a major issue for businesses who are concerned with impact on business viability and spillover from Cameron Road into nearby streets and shopping centres
  - Would like parking retained in key areas and more citywide parking options.
- **Cycling infrastructure**
  - Mixed views on cycle lanes on both sides, some see them as excessive or underused.
- **Traffic flow and road design**
  - Four lanes seen as future-focused and flexible (e.g. bus lanes later)
  - Some preference for roundabouts over signals for better access.
- **Pedestrian safety**
  - Concerns about distance between crossings and safety for vulnerable users.
- **Trees and urban environment**
  - Strong support for retaining trees and berms.

Kauri Street engagement

All residents on Kauri and Rimu Streets (54 properties) were door knocked and hand delivered a letter. Overall feedback was positive, with residents generally supportive of the proposed changes. Key themes included appreciation for a quieter street environment, reduced speeding, and improved safety,



particularly following a recent crash incident. Many viewed the four-lane proposal favourably, noting it could improve traffic flow and overall convenience, though there was a preference for staged delivery rather than all works occurring at once.

Some questions and concerns were raised around design details, including the effectiveness of bus stop placement, impacts of a cul-de-sac configuration, and potential loss of parking. Residents also sought clarification on whether nearby heritage sites, such as St George's Church, would be affected.

Overall, there is strong support for measures that reduce traffic volumes and improve road capacity, alongside interest in ongoing engagement and clarity around impacts.

Accessible Cities Special Interest Group engagement

The project team presented to the quarterly meeting of the Accessible Cities Interest Group on 11 June 2026, providing an overview of the project and the community feedback that had been received regarding accessibility. Participants asked the team to consider:

- The path that runs alongside Tauranga Racecourse – which is proposed to become a shared path for walking and cycling – is well used by wheelchair and mobility scooter users as it is one long continuous path, compared to the other side of Cameron Road which is broken up by a number of side roads
- Providing more seating and bus shelters at bus stops
- Doing more work at night to reduce disruption
- Consider improvements to Fraser Street before construction of this project gets underway as the traffic is likely to divert to use that route.

Email feedback

We received 36 emails regarding this project from individuals, businesses, community and government organisations. A summary of their feedback is captured below.

Organisational feedback

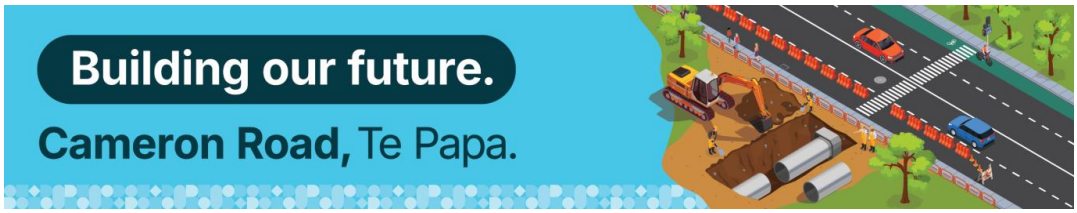
Enviro NZ
A submission from Enviro NZ asked that Council ensure that kerbside waste collection can be carried out safely and efficiently as part of the changes proposed on Cameron Road.

The company said access to the HOV lane is critical, both to reach bins and to ensure waste trucks don't block traffic. It believes reaching across live cycle lanes would significantly increase collection times and create safety risks for cyclists and scooter users.

The feedback highlights the need for design solutions that balance cycleway safety, parking, and waste collection access, including suitable lane widths, low separators, restricted parking, or dedicated bin locations.

It also notes that the Kauri Street cul-de-sac must be widened and kept clear of parking to allow waste trucks to turn safely.

NZ Transport Agency Waka Kotahi (NZTA)
NZTA supports keeping high occupancy vehicle (HOV) lanes in the design, as this matches long-term transport planning for the area and recognises Cameron Road as an important transport route. They agree with starting these as transit lanes and moving to bus priority lanes in the future as transport needs grow.



NZTA suggests Council work with Bay of Plenty Regional Council to set clear measures for how well the road moves people. These measures could help decide when changes to the lanes are needed.

The agency also says that more work is needed to manage how the project connects south of Maleme Street while other state highway upgrades are still unfunded or staged for later. NZTA also highlights the need to closely consider lane widths, intersection design, heavy vehicles, buses, cyclists, and occasional oversized vehicles as the design is developed further.

Health New Zealand Te Whatu Ora - Tauranga Hospital
Te Whatu Ora supports the Cameron Road upgrade in principle but raises concerns about how the current design affects hospital access, safety, and future redevelopment needs.

There is concern that additional traffic lanes may make it harder for pedestrians to cross and reduce safe access for emergency vehicles, particularly at Twentieth and Twenty-first Avenues, which are critical to hospital operations.

Retention or relocation of pedestrian crossings, safe right-turn movements, adequate parking for staff and patients, and improved public transport facilities such as shelters and seating at bus stops are also requested.

Living Streets Aotearoa (national pedestrian advocacy organisation)
Living Streets Aotearoa is pleased to see that this proposal includes several features which will benefit pedestrians, and strengthen the connection between walking and public transport, including new signalised pedestrian crossings, in-lane bus stop designs and physically separated pedestrian and cycle infrastructure.

The organisation opposes the use of shared paths in urban areas and is disappointed that footpaths and cycleways are not proposed to be physically separated throughout the whole project route. It believes there are feasible, within-budget opportunities to provide separated footpaths and cycleways, and where this is not possible, clearer line marking and signage should be used to improve safety.

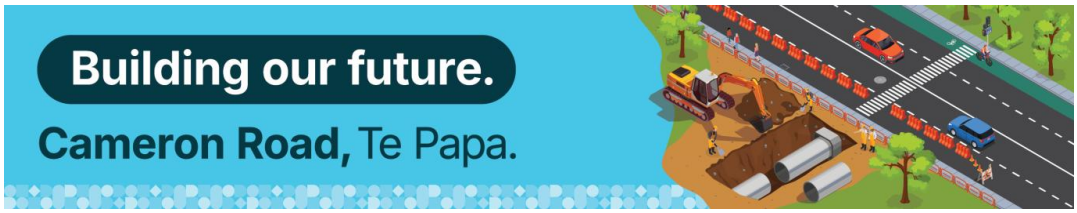
For Greerton Village, it says whichever option is chosen should prioritise safe, separated pedestrian footpaths, with crossings placed close to pedestrian desire lines and, where roundabouts are retained, a strong focus on clear, legible design and good sight lines for pedestrian safety.

Bay of Plenty New Zealand Automobile Association
Overall, AA says the plans are on the right track, but they'll work best if the whole corridor is looked at together. If the Greerton section isn't addressed at the same time, congestion is likely to move elsewhere instead of being properly fixed.

The feedback supports left in/left out access, acknowledging some local inconvenience but noting Tauranga's connected road network can accommodate alternative routes and that the trade-off is justified to improve traffic flow on a key corridor.

It recommends trialling T2 lanes first, without immediate enforcement, to test uptake and avoid underutilised road space. It does not support T3 lanes due to low vehicle occupancy during peak times. The feedback also opposes concrete cycle separators, citing vehicle damage and safety risks, and encourages consideration of safer, less rigid alternatives.

For Greerton, AA supports four lanes with roundabout and signals (option 4) as it believes these best support traffic efficiency and future demand along the corridor.



Bay of Plenty Regional Council (BOPRC)
BOPRC supports the proposed changes to Cameron Road and endorses Option One for Greerton Village – four traffic lanes with signalised intersections at Cornwall Street and Chadwick Road replacing the existing roundabouts.

The council sees the upgrades as an important step to manage growth, give people more travel choices, and support a more compact city. The proposal lines up well with regional transport plans, which focus on better transport options, more efficient networks, lower emissions, and easier access to key places.

BOPRC agrees the changes will make the road safer by reducing conflict points, improving crossings, and separating different types of travel. It supports practical measures such as simpler turning movements, safer space for walking and cycling, and priority lanes for buses that could be upgraded to full bus lanes in the future.

It also strongly supports the increased travel choice this project will bring. More reliable public transport and safer active travel options should help shift people away from relying on private cars over time.

BOPRC highlights the benefits of improved traffic flow, less car dominance, and better overall urban spaces. Suggested improvements include extending bus priority, improving bus stops and accessibility, strengthening cycle connections, and making sure bus lanes are well monitored.

Option One for Greerton Village is preferred because it keeps bus priority consistent along the whole corridor, supports future growth, and avoids limiting transport improvements in the future.

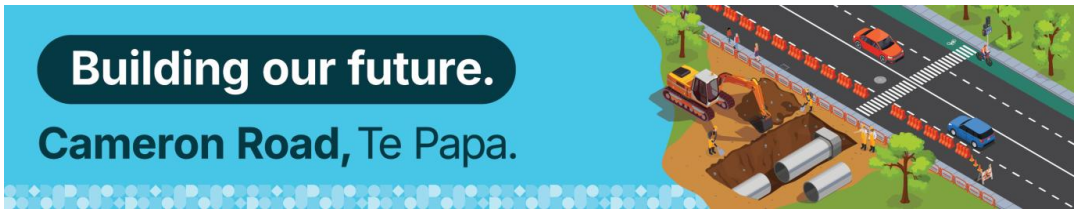
Greerton business feedback

Overall themes
Business feedback generally supports improving Cameron Road, but want changes to ensure traffic flow, parking, and business access are protected. There is a strong focus on practical impacts to daily operations.

- **Traffic flow and road design**
  - Support for different options – two lanes or four lanes
  - Request to upgrade Cornwall Street roundabout to a full, multi-lane roundabout with better access (e.g. slip lane)
  - Importance of right-turn movements, including from side streets and across the median
  - View that cycle demand is low, with suggestions to shift cyclists to alternative routes.

- **Parking availability**
  - Opposition to removing all-day on-street parking, especially near retail and commercial sites
  - Parking seen as critical for staff, customers, and quick-stop visits
  - Concerns that reduced parking will negatively affect business viability
  - Suggestions to retain parking through targeted road widening where space allows i.e. Cornwall to Kent Streets.

- **Business access and operations**
  - Need to ensure easy customer access and safe entry/exit for sites
  - Concerns about delivery access and manoeuvring space for larger vehicles



- Support for retaining median access to allow turning into businesses on both sides of the road.

- **Public transport and street features**
  - Objection to bus stop placement outside Fresh Choice, especially raised platforms that may block shop visibility and signage, affect safety and amenity and interfere with entrances and fire exits
  - Requests to review bus stop location and design to reduce business impacts.

- **Wider transport solutions**
  - Interest in Park and Ride options as part of the broader transport strategy. Could help offset parking loss and support commuters, workers, and visitors.

Gate Pā business feedback

Overall themes

Some businesses are concerned the proposal may negatively affect access, parking, and day-to-day operations, with potential impacts on safety and business viability.

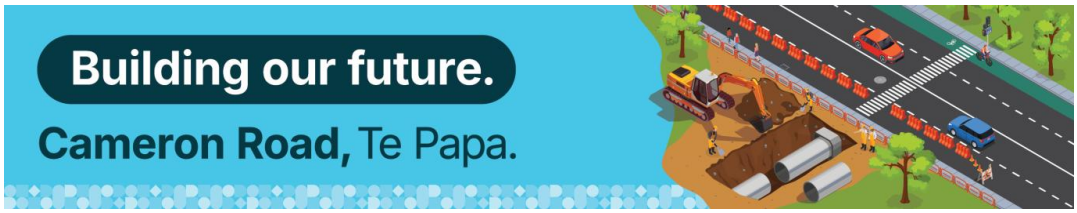
- **Parking impacts**
  - Strong opposition to removing on-street and short-stay parking outside businesses
  - Parking is seen as essential for: customer convenience, especially quick visits, older people and those with limited mobility and staff access
  - Concerns some businesses may be forced to close without nearby parking
  - Suggestion to use data (e.g. parking sensors) to better understand usage and turnover.

- **Business access and connectivity**
  - Need to maintain easy entry and exit to sites
  - Importance of key connections (e.g. Munro Street) remaining accessible
  - Requests to ensure delivery access and manoeuvring space for different vehicle types.

- **Safety and wellbeing**
  - Risks to staff safety and wellbeing from design changes
  - Need for safe environments for workers and customers, particularly during and after construction.

- **Construction impacts**
  - Potential for financial and operational impacts during construction
  - Requests for careful staging and timing of works to reduce disruption.

- **Design preferences and support**
  - Openness to public transport improvements (e.g. bus stops), provided they don't reduce parking or access
  - Support for existing cycle lanes, with no significant concerns raised about their impact
  - Requests for alternative design solutions that better balance transport outcomes with business needs.



Other email feedback relating to Pukehinahina/Gate Pā – Twentysecond Avenue to Church Street

Overall themes

Feedback focuses on parking, access, and safety, with strong concern that proposed changes could make daily travel more difficult for schools and residents. There is some support for targeted improvements to intersections and local street design.

- **School access and safety**
  Gate Pa School highlights the need to prioritise the school community:
  - Concerns about limited parking for parents and staff, especially during peak drop-off and pick-up times
  - Strong preference for solutions that support safe, efficient car access, as most families do not use public transport or cycling
  - Importance of maintaining safe pedestrian access alongside vehicle movements.

- **Local street access (St George Street)**
  Residents do not support left-in/left-out only access, saying it would:
  - Increase travel time and inconvenience
  - Make everyday trips (e.g. work, school drop-offs) more difficult

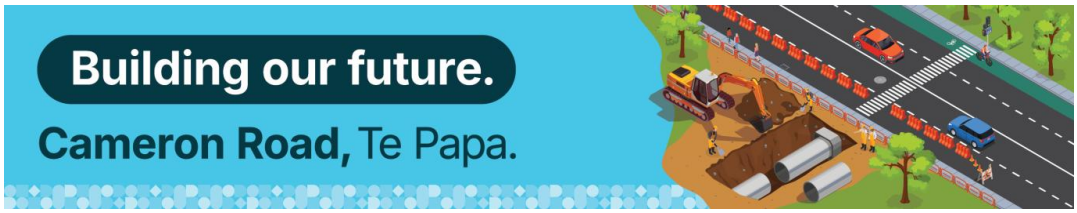
  Concerns about:
  - Lack of clear U-turn provisions
  - Potential for unsafe manoeuvres on Cameron Road
  - Impacts on residents, visitors, and deliveries

  View that current access arrangements work adequately and do not need change.

- **Local traffic and parking pressures (Kauri/Rimu Streets)**
  Support for making Kauri Street a cul-de-sac, but concern it could:
  - Increase commuter parking spillover
  - Push traffic onto already constrained streets like Rimu Street

  Safety issues from berm parking, including blocked driveways and reduced pedestrian space.
  Requests for controls such as:
  - Restrictions on berm parking
  - More yellow lines near driveways

- **Intersection and network improvements**
  - View that existing roundabouts (Cornwall and Chadwick) are no longer fit for purpose
  - Support for signalised intersections to improve traffic flow
  - Suggestion to relocate pedestrian crossings to better integrate with intersections and reduce delays.



Other email feedback relating to Greerton - Cornwall Street to Chadwick Road

Overall themes
Submitters want a design that keeps traffic moving, retains parking, and prioritises practical, everyday use, with less emphasis on cycling infrastructure.

- **Traffic flow and road layout**
  - Preference for four traffic lanes and maintaining both left and right turning movements
  - Desire to convert the Cornwall teardrop roundabout back to a full roundabout to improve flow and reduce pressure on Chadwick Road
  - Mixed views on controls; some prefer fewer traffic lights to reduce congestion
  - Others support signalised intersections with better coordination to improve flow and safety.

- **Parking needs**
  - Strong view that on-street parking should be retained, as side streets are already heavily restricted
  - Parking is important for access to businesses and daily activities.

- **Pedestrian safety and crossings**
  - Support for integrating pedestrian crossings with traffic signals, particularly at Chadwick Road

  Suggestions to:
  - Synchronise crossings to avoid stopping traffic unnecessarily
  - Relocate or remove standalone crossings seen as unsafe or disruptive
  - General preference for controlled crossings at intersections rather than mid-block.

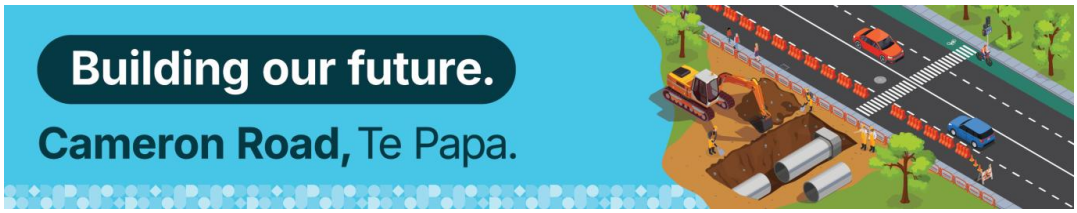
- **Intersection performance (Chadwick focus)**
  - Feedback that the current roundabout and crossing setup causes blockages and inefficiencies

  Suggestions include:
  - Replacing the roundabout with traffic lights
  - Moving pedestrian crossings to improve flow
  - Overall aim is to reduce congestion and improve safety.

- **Cycling and public transport**
  - Perception that cycling numbers are low, questioning the need for dedicated infrastructure
  - Suggestion to consider more frequent, smaller, and affordable buses instead.

Other email feedback relating to Maarawaewae/Racecourse - Chadwick Road to Maleme Street

- **School access and safety**
  Greenpark School highlights the need to prioritise the school community:
  - Keep Argyll Road open to all turning movements or have a signalised intersection
  - Safety of those coming and going from school is the primary concern



- Overall is happy with the four-lane and multimodal concept.

Overall themes – general email feedback

Feedback shows a mix of concerns about cost, traffic impacts, and disruption, alongside targeted design suggestions and some support for the project's goals.

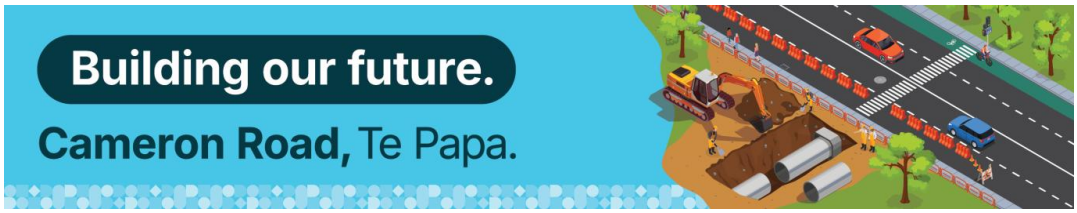
- **Cost and project justification**
  - Concerns about rising costs, rates, and affordability, especially after recent flooding and other financial pressures
  - A view that the project is non-essential and should be delayed, scaled back, or cancelled
  - Calls to prioritise core infrastructure (water, wastewater) over discretionary transport upgrades
  - Some dissatisfaction with previous Council projects, leading to reduced confidence in delivery.

- **Traffic and congestion impacts**
  - Strong belief the design will reduce road capacity and increase congestion, especially where lanes are reallocated
  - Worries about traffic diversion onto Fraser Street, creating pressure on alternative routes
  - Concerns about intersections and turning movements, including difficulty accessing streets and businesses
  - Suggestions for improvements, such as traffic lights at key intersections.

- **Design and safety concerns**
  - Objections to HOV lanes replacing general traffic lanes
  - Concerns about left in/left out restrictions limiting access
  - Questions about cycle lane design and necessity, including whether both sides are required
  - Requests for safer design features, such as 'soft' kerbs for cyclists and removal of hazardous trees
  - Requests to maintain safe access for properties and community facilities (e.g. churches).

- **Construction impacts**
  - Potential traffic disruption and congestion during construction
  - Impacts on businesses and residents, based on previous stages
  - Requests for clarity on timing, staging, and duration of works
  - Concerns about noise, vibration, and night works, with calls for mitigation and support (e.g. temporary accommodation if needed).

- **Alternative ideas and enhancements**
  - Replacing ornamental planting with edible gardens to support wellbeing and community connection
  - Encouraging community partnerships to maintain shared spaces
  - Requests for practical design refinements (e.g. accessibility upgrades, safer cycling features).



- **Supportive feedback**
  - Support for continuing progress and city development
  - Approval of extending the project (e.g. to Maleme Street)
  - Support for cycling infrastructure, with suggestions to improve safety.

Engagement Collateral

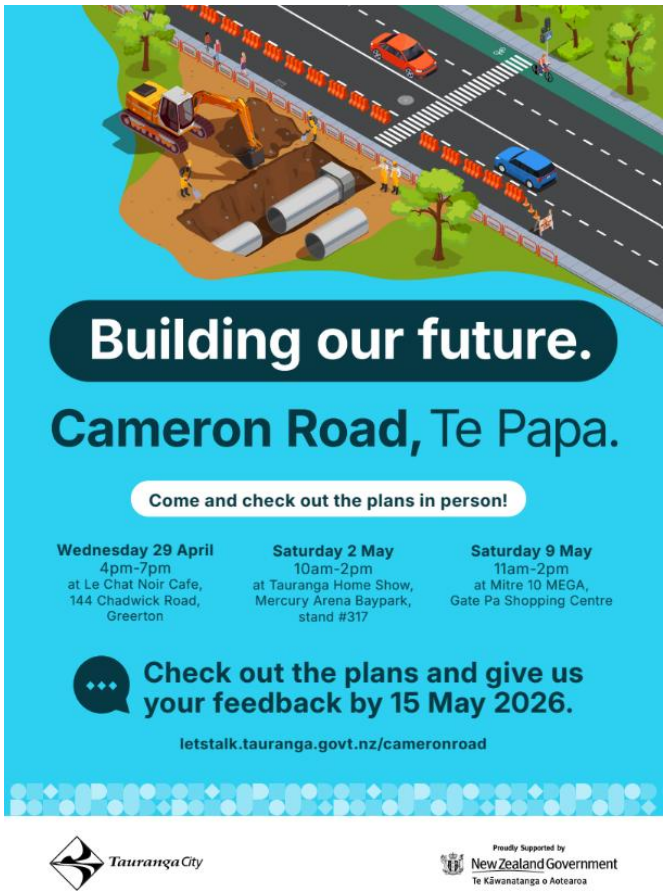


Figure 15 - A4 poster



Figure 16 - Business card

Feedback sought on Cameron Road

Tauranga communities are invited to give feedback on plans to upgrade Cameron Road from 17th Avenue, near Tauranga Hospital, to Maleme Street by the Tauranga Racecourse. The project includes four-laning and important water service upgrades to support our growing population.

Tauranga City Council is gathering feedback through an online survey and community drop-in sessions throughout April and May. People can look at the revised concept plans, which also include separated on-road cycle lanes and shared walking and cycling paths where space is limited.

The proposed plans include using the outside lanes as high-occupancy vehicle lanes (T2/T3) during peak times. On-street parking may remain available during off peak periods.

Several options are being explored for Greerton Village. These include two or four traffic lanes, along with either traffic signals or roundabouts at the Chadwick Road and Cornwall Street intersections.

The work also includes upgrades to wastewater, stormwater and water supply networks.



The Cameron Road upgrades will help meet demand for new homes for Tauranga families.

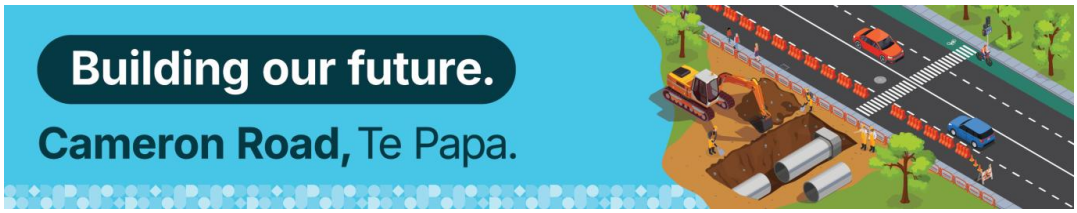
Mayor Mahé Drysdale says the upgrades are essential to meet demand for new homes across the city.

"These upgrades will support the anticipated growth of about 5800 homes on the Te Papa Peninsula, as well as 2400 new homes in Tauriko West. We've already invested in Cameron Road stage 1 and the Tauriko Enabling Works so to realise the full benefits of these earlier investments, we now need to progress the Stage 2 improvements, which will better connect people travelling from the west to the city centre and beyond."



You can see the plans and share your feedback at letstalk.tauranga.govt.nz/cameronroad.

Figure 17 – Sponsored content – Bay of Plenty Times



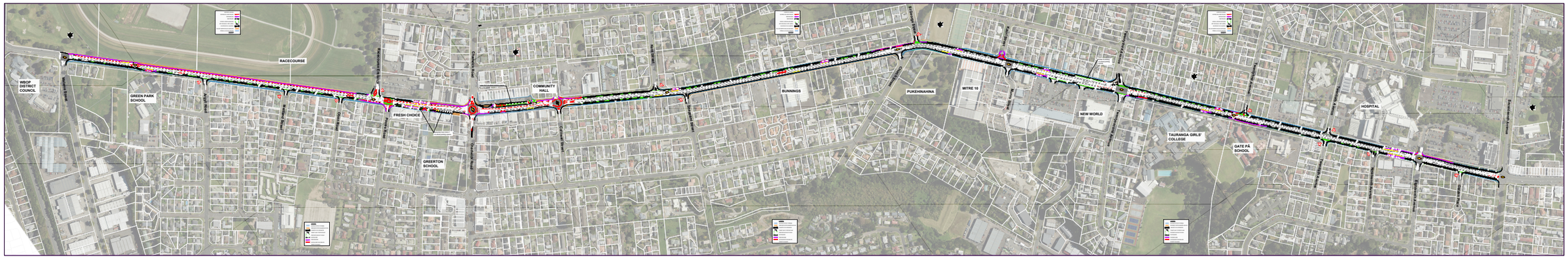
Next steps

Along with technical reports and specialist advice, the insights in this report will be used to help the mayor and councillors decide how we move forward with the design of Cameron Road from 17th Avenue to Maleme Street.

We will share this report and the subsequent Council decision with stakeholders and submitters later in the year and continue to provide updates on the progress of the design before any construction gets underway, likely to be early 2028.

Disclaimer

This report represents the professional opinion of Council staff at the time of publication, based on the scope and information described within. The summaries and analysis are informed by conditions and data available at the time of writing and do not account for any subsequent changes. This report was prepared specifically for the stated purpose and project outlined herein. Council staff have exercised reasonable judgment and due diligence in preparing this report, including the use of AI tools to assist with analysis and drafting.


RACECOURSE
WBOP DISTRICT COUNCIL
GREEN PARK SCHOOL
FRESH CHOICE
GREERTON SCHOOL
COMMUNITY HALL
BUNNINGS
PUKEHINAHINA
MITRE 10
NEW WORLD
TAURANGA GIRLS' COLLEGE
GATE PĀ SCHOOL
HOSPITAL


Racecourse Entrance
Chadwick Road
Kent Street
COMMUNITY HALL
FRESH CHOICE
Pooles Road
Reduction from 39 to 7 on-street parking spaces
Removal of 11 on-street parking spaces
Chadwick Road
Cornwall Street
GREERTON SCHOOL


Racecourse Entrance
Chadwick Road
Kent Street
COMMUNITY HALL
FRESH CHOICE
Pooles Road
Reduction from 39 to 18 on-street parking spaces
Removal of 11 on-street parking spaces
Cornwall Street
Chadwick Road
GREERTON SCHOOL


Racecourse Entrance
Chadwick Road
Kent Street
COMMUNITY HALL
FRESH CHOICE
Pooles Road
Reduction from 39 to approx.30 parking spaces
Removal of 11 on-street parking spaces
Cornwall Street
Chadwick Road
GREERTON SCHOOL

Cameron Road Stage 2 *Greerton Village Options Assessment*		**Do Nothing**	**Option D (Recommended)** 		**Option A** 		**Option B** 		**Option C** 	
P50 Expected Cost		Maintenance, Operational and Renewal costs.	$85.5M *note/ P70 estimate for budgeting consistent with $95.6m funding stack		$94.1M		$92.4M		$92.4M	
Scope		Roundabouts at Chadwick Road and Cornwall Street Two general traffic lanes (one in each direction) Signalised pedestrian crossing between Cornwall and Chadwick	Retain roundabouts at Chadwick Road, Cornwall Street and Pooles Road. Two general traffic lanes between Cornwall Street and Pooles Road (one in each direction) Two signalised pedestrian crossings between Cornwall and Pooles Road On-road separated cycleway		Signalised intersections at Chadwick Road and Cornwall Street Two general traffic lanes and two transit lanes between Cornwall and Pooles Road (one in each direction) Bi-directional separated off-road cycleway		Signalised intersections at Chadwick Road and Cornwall Street Two general traffic lanes between Cornwall Street and Chadwick Road (one in each direction) Two general traffic lanes and two transit lanes between Cornwall Street and Pooles Road On-road separated cycleway		Signalised intersections at Chadwick Road and Cornwall Street Two general traffic lanes between Cornwall Street and Pooles Road (one in each direction) On-road separated cycleway	
			T2 Lanes	**T3 Lanes**	**T2 Lanes**	**T3 Lanes**	**T2 Lanes**	**T3 Lanes**	**T2 Lanes**	**T3 Lanes**
Travel Time (General Traffic Lanes)	**2035 AM - NB**	9.8	9.7	9.2	7.5	7.7	7.4	7.5	9.3	8.9
	2035 PM - SB	22.7	14.1	18.1	15	22.5	15.4	23.2	17.8	23.4
	2048 AM - NB	11.4	10.1	10.3	7.8	8.5	7.6	8.5	10.6	10.2
	2048 PM - SB	6.5	6.2	6.4	6.6	6.6	7	7	6.8	8.2
			T2 Lanes	**T3 Lanes**	**T2 Lanes**	**T3 Lanes**	**T2 Lanes**	**T3 Lanes**	**T2 Lanes**	**T3 Lanes**
Travel Time (Transit Lanes)	**2035 AM - NB**	N/A	7.2	6.4	6.9	6.5	6.7	6.4	8.9	8.2
	2035 PM - SB	N/A	6.9	8.6	7.1	7	7.8	7.4	9.1	10.7
	2048 AM - NB	N/A	7.2	7	6.9	6.8	6.9	6.6	9.8	8.8
	2048 PM - SB	N/A	6.2	6	6.2	6.1	6.6	6.5	6.5	7.4
Public Transport strategy aligned (TSP primary route)		None	Medium (future-proofing only)		Highest		High		Medium (future-proofing only)	
Cycling strategy aligned (TSP primary route)		None	High		High		Highest		High	
Place (Severance)		No Severance	Low Severance		Medium Severance		Low Severance		Low Severance	
Construction Impact		No disruption	Least impact		Major impact		Major impact		Major impact	
Parking		No parking loss	Pooles to Chadwick – Reduction from 39 to 30 Cornwall to Chadwick – Retention of 27 carparks (west) Cornwall to Chadwick – Removal of 11 carparks (east)		Pooles to Chadwick – Reduction from 39 to 7 Cornwall to Chadwick – Removal of 27 carparks (west) Cornwall to Chadwick – Retention of 11 carparks (east)		Pooles to Chadwick – Reduction from 39 to 7 Cornwall to Chadwick – Retention of 27 carparks (west) Cornwall to Chadwick – Removal of 11 carparks (east)		Pooles to Chadwick – Reduction from 39 to 18 Cornwall to Chadwick – Retention of 27 carparks (west) Cornwall to Chadwick – Removal of 11 carparks (east)	
Key Benefits			Delivers on safety, mode shift options and future proofed for public transport improvements (opportunity in future when Barkes Cr complete to reallocate cycleways & parking Chadwick to Pooles to enable HOV) Lowest construction impact in Greerton Village Lowest base cost option Minimises parking loss through Greerton Village		Delivers on safety, mode shift options and future proofed for public transport improvements 4-Lane carriageway reduces PT and general traffic time between Cornwall and Pooles Prioritises Transit Lanes over cycling and parking		Delivers on safety, mode shift options and future proofed for public transport improvements (opportunity in future to reallocate cycleways Chadwick to Cornwall to enable HOV lanes) Prioritises cycling over Transit Lanes through Greerton Reduced parking loss through Greerton Village		Retain 18 angled and on-street parking between Chadwick and Pooles in short-term, future proofed for future public transport improvements (opportunity in future to reallocate parking between Pooles & Chadwick and cycleways between Chadwick & Cornwall to enable HOV lanes) Prioritises parking and cycling over Transit Lanes through Greerton	
Key Trade Offs		Does not deliver on any project objectives	No Transit Lanes between Pooles & Cornwall (2 general traffic lanes only) - relies on bus jumps for PT priority Increases PT and general traffic time between Cornwall and Pooles Removal of 11 on-street parking between Chadwick and Cornwall (east) More Improved travel time than signalised intersections, but reduced control compared to signals.		Highest level of parking removal (59) incl. removal of 27 angled carparks in (westside) shopping precinct to facilitate bi-directional cycleway (requires further engagement) and reduction of angled parking between Chadwick and Pooles from 39 to 7 (outside Fresh Choice) 4-Lanes results in an increased 'Severance to the place' function.		No Transit Lanes between Chadwick & Cornwall (2 general traffic lanes only) - relies on bus jumps for PT priority Increases PT and general traffic time between Cornwall and Chadwick Reduction of on-street parking between Chadwick and Pooles from 39 to 7 (outside Fresh Choice) Removal of 11 on-street parking between Chadwick and Cornwall (east)		No Transit Lanes between Pooles & Cornwall (2 general traffic lanes only) - relies on bus jumps for PT priority Increased PT and general traffic time	

1. Travel times are in minutes between Seventeenth Avenue and Maleme Street
2. NB = Northbound, towards the City / SB = Southbound, towards Barkes Corner
3. 0-7min – Green, 7-10min – Yellow, 10-20 – Amber, 20+ - Red

Cameron Road Stage 1 – Lessons Learned

Improvement Recommendations Tracker

Purpose: Record the improvement recommendations and capture how each recommendation has been implemented/planned to be implemented in the Cameron Road Stage 2 project.

Improvement Recommendations	Improvements Implemented/Being Implemented
Clarity of Purpose (Scope of Works)	
1. Programme of Work – Review and refine the long-term programme of projects to ensure this is deliverable, affordable and coordinated to make best use of resource and efficiency of delivery. This should be linked to the RLTP update and programme funding.	The forward programme has been aligned with the RLTP, Long-term Plan, funding pathways and the Major Projects portfolio. Portfolio sequencing, affordability, interdependencies and resource capacity are reviewed through regular programme planning and governance reporting, with decisions recorded in the integrated programme.
2. Community and Stakeholder Engagement – Active engagement with local community, stakeholders and delivery partners to ensure a shared and consistent understanding of the forward work programme, benefits it will deliver and how it will be delivered (up front about disruption). Consider "drop-in sessions" at Council offices, school visits, website updates etc. Build on positive public feedback to Stage One to get groundswell support for future investment.	A stakeholder and communications plan is being maintained from planning through delivery, with stakeholder mapping, clear messages on benefits and disruption, and a mix of targeted meetings, community sessions, school and business engagement, project web updates and feedback channels. Engagement outcomes and commitments are recorded and tracked.
3. Industry Engagement – Early engagement with industry to share vision, understanding of scope and scale of projects, likely delivery approach and resource requirements. A call to action for suppliers to "get ready" for a significant program of work. Need to develop industry trust in the pipeline of work for Tauranga.	Major Projects, along with the greater TCC Infrastructure team regularly engage with the industry sector, local and national supply chain to inform them of the portfolio programme and potential opportunities.
4. Change Control – It's OK to change our purpose or direction during the development of the programme and individual projects. This must however be carefully managed and documented. Essential that we have a baseline position against which we can then manage change.	A change control process has been implemented for the CRS2 project, with clear escalation pathways via the Project Steering Group.
Programme Management	
5. Ask Why – Understand what is driving the push for early start to construction - immediate problem, visible progress, funding constraints etc. It is important to understand the reason behind programme pressure, then consider options. We can then develop an integrated design and construction programme to respond to expectations. This may include staged delivery, early mobilisation contracts or agreement to delay construction start.	The CRS1 project had an enforced commencement date aligned to funding (during covid), when the project was not ready for construction. The stage 2 project will have the required 'lead in' time to construction to complete both planning and pre-implementation (detailed design) phases prior to commencement of any construction activity. This has allowed a coordinated planning process with other interdependent city-wide Transport and City Waters projects.

Improvement Recommendations	Improvements Implemented/Being Implemented
6. Programme Tension – It is good to have "reasonable" tension in a delivery programme. Key milestones should be achievable but challenging to get best from teams and avoid project drift and procrastination.	The CRS2 project programme tension comes from the completion deadline of 30th June 2030, which is a hard milestone issued by our majority funding partner, NIFFCo (IAF). This milestone is an achievable, realistic date but challenges the Major Projects portfolio and in turn the project team to coordinate delivery with other interdependent projects.
7. Baseline Programme – Take time to develop a delivery program including clear interim milestones (stage gates) that responds to early start requirements and expectations.	Accurate baseline programme developed for incorporation within the major project's portfolio schedule. TCC 'Stage Gate' process operational with project adhering and achieving current Stage Gate progression relevant to impending pre-implementation delivery phase.
8. Active Program Management – Consider programme options that respond to early start drivers without increasing project risk. E.g. include "mobilisation contract" for any demolition, service relocation or establishing site office. This ensures visible progress without impacting on the main programme of work.	Early works and enabling packages, including investigations, utility relocations, property access and site establishment will be assessed through the integrated programme. Any package will proceed only where scope, approvals, funding, interfaces and risk ownership are sufficiently defined, and it does not transfer unmanaged risk to the main works.
9. Stage Gates – Define interim, stage gate, deliverables. Clearly define outputs expected at each stage gate and associated approvals process. Consider how individual projects fit together and link with the masterplan. Confirm approvals process up front.	TCC have introduced a Stage Gate process with specific deliverables. CRS2 project has met all current deliverables with future stage gate milestones incorporated within the project schedule.
10. Approvals & Funding – Clearly define approvals and funding process up front. Roles should be clearly defined and delegated authorities confirmed. Programme and funding need to be aligned to deliver best value, get best from the market and avoid delay.	Approved NIFFCo funding agreement in place with all milestones embedded within project programme/schedule.
Commercial and Financial Control	
11. Review Cost Estimates – Review cost estimates for future projects based on actual cost information from Stage One and other recently completed national projects. Consider risk / contingency and ensure this is appropriate for the level of design completed to date.	Project cost estimates have been produced utilising the NZTA SM014 process. A bespoke cost consultant (ALTA) has been commissioned to support the project for cost estimation.
12. Management of Risk / Contingency – Develop clear process for managing risk / contingency at a programme level. This needs to consider stage of design, contract model and escalation.	A quantative, actively managed project risk register and cost-risk model are maintained, with risk and contingency separated, allocated to the party best able to manage each risk, and reviewed at design and procurement stage gates. Drawdown of contingency requires delegated approval, a documented rationale and forecast-at-completion reporting.
13. Funding & Delegated Authorities – Consider funding availability / constraints up front and build this into combined delivery programme and RLTP. Clearly define delegated authorities and risk allocation. Empower project teams to manage individual project costs by delegating commercial responsibility within scope and ensuring early warning for any cost increase outside scope.	Funding conditions, cashflow, delegations and approval thresholds have been mapped to the baseline programme and cost plan. The project team manages within approved scope and delegations, supported by monthly forecasting, early-warning thresholds and prompt escalation of forecast variance or unfunded change.
14. Efficiency / Value – Consider opportunities to more efficiently deliver Tauranga's programme of infrastructure projects. Staging projects, integrated design and delivery, standardised designs etc. can all support more efficient	Value management and constructability reviews are scheduled at key design maturity points, with opportunities assessed across whole-of-life cost, safety, disruption, carbon, maintenance and programme. Standard details, coordinated

CRS2 Improvement Recommendations Tracker

Improvement Recommendations	Improvements Implemented/Being Implemented
delivery resulting in cost and time savings which in turn leads to less disruption and improved reputation.	packages and staging with adjacent projects are adopted where they demonstrably improve public value.
15. Change Control – With robust cost forecast we can then track costs and improve change control. Need to develop strong change control process that supports and encourages early warning and resolution. Proactive change control and a culture of delivering within budget.	A change control process has been implemented for the CRS2 project, with clear escalation pathways via the Project Steering Group.
16. Contract Models – Consider Contract Models that encourage strong financial control and appropriate allocation of risk. We want contracts that support and encourage working together to resolve issues and deliver clear project objectives.	The procurement strategy will test delivery models against project complexity, market capability, risk allocation, price certainty, collaboration and Council capability. Early contractor involvement, target-cost or traditional models will be considered on evidence, with clear commercial incentives, open-book controls where appropriate and balanced risk allocation.
Contract Model and Risk	
17. Delivery Plan and Integrated Programme – Develop a high-level delivery plan for infrastructure projects in Tauranga. This should clearly articulate long-term vision and a breakdown of projects including delivery programme, key milestones and cost forecast. This should be consistent with the RLTP and any funding constraints. The details behind our purpose statement.	CRS2 is incorporated within an integrated portfolio delivery plan showing scope, dependencies, milestones, approvals, funding, procurement, cost and resource demand. The plan is reconciled with the RLTP and funding agreements and is routinely reviewed through portfolio governance.
18. Procurement Plan – Develop a procurement plan in parallel with developing the Delivery Plan. Consider procurement options to best deliver requirements and deliverables established in the Delivery Plan. This should consider resource availability and capability. How to incentivise joined up delivery and consider inputs required from each contract party – Client, Consultants and Contractors. Learn from best practice from programme delivery in NZ and overseas.	A project procurement plan is being developed in parallel with design and delivery planning. It will include market analysis, packaging, delivery-model evaluation, probity, evaluation methodology, broader public-value outcomes, supplier capacity, contract management arrangements and approvals timetable.
19. Programme Management Office – Consider developing a programme office that includes expertise in developing and implementing Contracts. This could be a combination of internal TCC resources and specialist contracted support.	CRS2 is supported through the Major Projects portfolio function, with defined programme controls for schedule, cost, risk, change, reporting, assurance, document control and commercial management. Specialist support is commissioned where Council capability or independence is required. TCC do not currently operate a PMO. However, CPAD do provide various similar functions to an organisational PMO.
20. Industry Engagement – Engage with Industry to understand possible constraints (such as resource availability / funding confidence). Ensuring skilled resource is available to support the programme will be key to successful delivery. Need to consider project pipeline to get best from and grow local resource.	See point 3 response. Additionally, through procurement, a structured market engagement is undertaken in accordance with procurement and probity requirements to test capacity, capability, packaging and likely constraints. Feedback is documented and used to refine the procurement plan, programme and risk allocation while maintaining fair supplier access.
21. Career Pathways – Opportunity to work with schools and local business to identify career pathways and employment opportunities in Tauranga. The building of new infrastructure is part of the growth in Tauranga.	Social and employment outcomes will be included proportionately within implementation procurement and delivery planning, including supplier proposals for apprenticeships, cadetships, internships, school engagement and local workforce development. Commitments will be measurable, contractually recorded and reported during delivery.

CRS2 Improvement Recommendations Tracker

Improvement Recommendations	Improvements Implemented/Being Implemented
Health, Safety, Environment and Quality	
22. Experienced Resources – Essential that we have experienced resources in key management positions to establish Safety, Environment and Quality culture and best practice. Proactive management of these aspects of a project will lead to more efficient delivery (cost and time saving).	The Project Management Plan (PMP) identifies competent leads for health and safety, environment, quality, design, construction and assurance, with role requirements matched to project risk. Capability gaps are addressed before relevant work starts through recruitment, specialist advisers or independent review.
23. Culture – Safety, Environment and Quality culture comes from the top. Governance to set expectations then hold the delivery team accountable.	Governance has set health, safety, environmental and quality expectations, due-diligence reporting and escalation thresholds. These expectations are incorporated into procurement, project objectives and supplier performance measures, with leadership site visits and verification of corrective actions.
24. Proactive Approach – Take time to understand requirements and plan works to ensure efficient delivery. Do not start work until appropriate level of planning has been done. Avoid “tick box” management plans! Plans should inform how we are going to construct a project, not simply tick a contractual requirement. Consider responsibility for approval of management plans and ensuring these are driving best practice on site.	A PMP has been completed as part of the planning phase, with endorsement by the Project Sponsor prior to commencement of the pre-implementation phase. Readiness reviews and assurance checks will confirm that plans are understood, resourced and being used in field delivery rather than treated as compliance-only documents.
25. Continuous Improvement – For a long-term programme of work as we have in Tauranga, develop and implement continuous improvement processes. This should include internal lessons learned and processes for team to raise concern / improvement opportunities. Also consider regular refresh of people (succession planning) and approach to avoid complacency.	Lessons and Opportunities registers are maintained across design and delivery, with regular retrospectives, close-out owners and due dates. Lessons from CRS1, peer projects, incidents, audits and stakeholder feedback are incorporated into standards, procurement documents and stage-gate reviews, supported by succession and handover planning.
26. Public Engagement – Early engagement with public, business and stakeholders to set expectations around construction method, level of disruption and the need to work together to ensure safety and efficient delivery. Consider best time to do more disruptive work and avoid peak season.	Extensive community and stakeholder engagement occurred through the planning phase. Throughout pre-implementation, engagement will continue, with construction engagement taking place well before disruptive works, with clear information on staging, access, traffic management, working hours, safety and complaint resolution. Business and community liaison, advance notifications and disruption calendars will be used to avoid or mitigate peak trading, school and seasonal impacts where practicable.
Technical – Design Solution	
27. Refine Specifications – Develop Scope and Specification for future Projects to ensure consistency, efficiency and to get up-front buy in to “look and feel” of future development. This should involve technical experts and decision makers from Council.	CRS1 lessons and current Council, NZTA and utility requirements are being consolidated into a controlled CRS2 scope, design criteria and specification set. Departures require documented technical justification and delegated approval, and key aesthetic and performance outcomes will be agreed before detailed design is completed.
28. Landscaping – Special consideration should be given to landscaping. This needs to be considered early as an integral part of the design, not an “add on” at the end. Careful consideration of drainage, watering, plant species and long-term maintenance requirements. Early sign off at design stage not “to be agreed on site”.	Landscape design is one of the compromises from the reduced project budget. However, stormwater, utilities, sightlines, safety, accessibility and elements of urban and cultural design are being considered from the outset, with whole-of-life obligations being reviewed and approved by relevant asset owners before IFC design.
29. Design Approval – Develop clear process for design approval. For urban projects need to include detailed urban	The Project Management plan and design brief define review, verification, interdisciplinary coordination, safety-in-design,

CRS2 Improvement Recommendations Tracker

Improvement Recommendations	Improvements Implemented/Being Implemented
design and landscaping. Ensure appropriate technical input and clear delegated authorities for approval.	stakeholder input and formal approval at each maturity stage. Urban design and landscape approvals are included, with comments closed out in a controlled register before issue for construction.
Technical – Services	
30. Survey of Services – Early and detailed survey of existing services. This should include GPR and test pits to confirm service position and condition. Work with service providers to develop a more detailed knowledge off service location and condition. Consider opportunities to work together to develop a regional approach to managing services in road corridors. Possible use of BIM?	A staged utility investigation plan combines records, provider workshops, feature survey, GPR, potholing and condition checks, proportionate to design and construction risk. Verified information is maintained in a coordinated model, with uncertainty clearly identified and further investigation triggered before affected work is released.
31. Condition Assessment – When we are working in an urban area, we want to adopt a “dig once” policy. Aging service assets should be replaced or repaired while working in the area to maximise value and avoid digging up the new project in the short to medium term. This will require a more detailed knowledge of asset condition and joint planning of programme with service providers.	Asset owners are reviewing the condition, criticality and future demand of services within the corridor to identify efficient renewal or upgrade opportunities. Internal SMEs and the project team are working with utility providers to coordinate planned works and potential upgrade opportunities. Coincident works will be included where whole-of-life value, funding, approvals and programme impacts support a dig-once outcome.
32. Agreement with service providers – Early and formal agreement with service providers detailing roles and responsibilities, cost chare agreements, timescales and dispute resolution process. Ideally these should be developed at a programme level with Governance buy in and approval. This will then inform scope and cost share for future projects.	During pre-implementation, interface agreements with utility providers will define scope, design inputs, approvals, property and access needs, programme, cost sharing, outage planning, risk ownership, information requirements and escalation. Actions and commitments will be tracked through a utilities coordination forum and integrated programme.
33. Future Proof – Consider wider development plans in Tauranga and ensure future service requirements are considered early. Working together to develop a long-term programme of works that is integrated with service replacement and upgrade.	Design demand assumptions and corridor provisions are being checked against growth, land-use and asset-management plans. Reasonable future capacity, access and space requirements will be incorporated where supported by approved strategies and whole-of-life value, while avoiding unfunded scope expansion.
34. Service as Built Information – Need to clearly define requirements for service as built information in road corridors. Accurate as-built information will greatly reduce risk on future projects. Need to clearly define and agree requirements and responsibilities with service providers.	The PMP and contract requirements will specify survey standards, coordinates, attributes, tolerances, formats, QA evidence and submission timing for as-built information. Progressive verification and acceptance will occur before assets are covered or commissioned, with final data transferred to Council (QAA-6 / TTOC-08 /I DC QA) and relevant utility asset systems.
Technical – Urban Design and Landscaping	
35. Urban Design Requirements and Standards – Review and develop urban design requirements and design standards for the programme to ensure consistency across the programme. Urban Design requirements should then be agreed as an input to design from the start not a bolt on at the end.	A project urban-design framework and approved design criteria has been established at concept stage and will inform the detailed design. The framework addresses place, movement, accessibility, safety, cultural context, materials, street furniture, interfaces and maintenance, with departures controlled.
36. Landscaping – Again, confirm requirements at the start of the design phase. Carefully consider type of plants, drainage and irrigation and long-term maintenance requirements. Develop clear Landscaping requirements and specifications	Landscape requirements have been minimised through the VE process. However, where opportunity exists, the design brief and specification will include species suitability, CPTED and sightline considerations, soils, drainage, irrigation, establishment, replacement and maintenance responsibilities.

CRS2 Improvement Recommendations Tracker

Improvement Recommendations	Improvements Implemented/Being Implemented
(programme level). Ensure requirements are clear at design stage and avoid “to be agreed later” clause.	Asset-owner review and approval will occur during detailed design.
37. Maintenance – Ensure maintenance is considered early in design. Minimise where possible and / or ensure these are budgeted into future maintenance contracts and allowance in long term financial planning.	Operations and maintenance requirements are considered within the PMP. SMEs are included in design reviews and whole-of-life assessments. Maintainability, access, renewals, cleaning, vegetation and specialist equipment will be documented, costed and reflected in handover plans and future maintenance budgets.
38. Stakeholder and Community Support – Engage with community and stakeholders early so they have a chance to provide input into urban design and landscaping at early, design stage. Where possible, involve community with planting and walk overs during and after project completion. Consider early artists impressions of the finished project as not everyone can read an engineering drawing. This will support community buy in and support.	Community and mana whenua engagement has occurred through concept design and will continue through detailed design in achieving best outcomes for all with the budget available. Considerations include place, accessibility, landscape and public-realm outcomes. Accessible visualisations and option material will support informed feedback, with decisions, commitments and design responses recorded and communicated back to participants.
Stakeholders and Community	
39. Connect with Community – Use completion of stage 1 as an opportunity to better connect with the local community and develop understanding of future projects and benefits they will deliver. Consider possible Programme Office or information available at Council Office. Look at opportunities to engage with schools, community groups and businesses as we plan future phases of work. We want to build projects with the community.	Lessons and benefits from CRS1 has been and continue to be used in an ongoing engagement programme with residents, schools, community groups, mana whenua and businesses. Engagement will focus on matters that can still be influenced, with a clear feedback loop showing how input affects planning and design.
40. Relationship with Business Owners – Develop early relationship with business owners to understand concerns and benefits the programme will deliver. Identify key business influencers and work together to ensure efficient delivery.	A business stakeholder register has been established in the planning phase, with direct business engagement forming part of the community and stakeholder engagement plan/process. This will continue through design development and future construction.
41. Buildability – Early consideration of how future projects will be built in a way that minimises disruption for road users and business owners. Consider staging of projects, availability of PT during construction (support mode shift) and working with local businesses to understand local needs and align expectations.	Constructability and disruption reviews form part of detailed design, involving designers, contractors, traffic specialists, operations and will test staging, access, temporary works, logistics and emergency arrangements. Requirements to maintain safe property access, public transport and active-mode connections will be included in tender and delivery plans.
42. Integrate with PT and wider Walking & Cycling Projects – Carefully consider timing of wider PT and walking and cycling projects. Ensure an integrated plan that delivers early benefits. Ensure PT is available during construction to encourage and support mode shift.	City wide integrated projects form part of the portfolio delivery programme for major projects and consider the wider delivery of infrastructure upgrade and maintenance. CRS2 forms an integral part of city-wide planning. PT service level retention throughout construction will form an integral part of constructability assessments.
43. Staged Programme Delivery – Carefully consider timing of each project to deliver earliest possible benefits, minimise disruption and get best from delivery partners (consultants and contractors). Consider best time of year, traffic management requirements and extent of work areas. Work with business owners and community to ensure they understand and are part of the process.	Delivery packaging and staging options are assessed against benefits, total disruption, traffic effects, seasonal constraints, utility interfaces, supplier capacity, cost and funding milestones. The preferred sequence will be agreed through governance and communicated early to affected businesses and communities, with periodic revalidation.
People and Culture – Collaborative Working	

CRS2 Improvement Recommendations Tracker

Improvement Recommendations	Improvements Implemented/Being Implemented
44. Shared Objectives – Clear programme objective and delivery plan. Then develop shared objectives to encourage and support collaborative working and getting the most from the combined delivery team. Note: It is important to differentiate between long term outcomes and objectives for delivery.	The PMP sets measurable shared objectives for safety, customer and community outcomes, scope, time, cost, quality, environment and benefits. Objectives will be translated into aligned team and supplier measures and reviewed at governance and delivery forums.
45. Programme & Milestones – Agreed and achievable Programme with clear interim milestones. Avoid long duration programme items, break down to smaller tasks (3 – 4 weeks). Tasks either complete or not complete, avoid % complete. Then track progress with proactive project reporting.	The approved baseline programme includes stage gates, interface milestones and look-ahead planning. Short-term activities will be broken into measurable deliverables with named owners, constraints and completion evidence, supported by exception-based reporting and recovery actions.
46. Roles & Responsibilities – Take time to clearly define roles and responsibilities including Governance.	Governance, project and contract roles are documented through terms of reference, delegations, a RASCI matrix and design and commercial responsibility schedules. These are confirmed at onboarding and stage transitions and updated when personnel, scope or delivery arrangements change.
47. Protect & Empower Delivery Team – For best results, we need to provide clear scope and requirements to delivery teams then hold accountable for delivery. Governance can then protect and empower the delivery team by keeping them focused on delivering the agreed scope. All too often scope, and requirements is not well-defined making change management difficult.	Major Projects governance maintains a clear decision framework and escalation path, allowing the project team to act within delegated authority. New requests will be channelled through change control, protecting delivery focus while holding the team accountable for agreed outcomes and transparent reporting.
48. Change Management – Agree change management process up front. Clear triggers and escalation process, include timeframes and delegated authorities. Clear on what can be managed at Governance, programme and Contract levels. Important to appropriately delegate decision making responsibilities to enable teams to “get on with it” without requiring multiple approvals which take time and can frustrate teams.	A change control process has been implemented for the CRS2 project, with clear escalation pathways via the Project Steering Group.
49. Co-Location – Encourage co-location of contracted parties to support and encourage working together (Project Office). Time together especially at early planning phase will be critical to developing relationships and team culture. Promote a problem solving and inclusive team culture.	Co-location and integrated working arrangements will be considered for, and proportionate to each phase, combining regular in-person planning and problem-solving sessions with a common data environment. Team behaviours, issue-resolution protocols and collaborative workshops will be established at mobilisation and refreshed at key transitions.
50. Celebrate Success – Set targets and KPI’s that support best practice and focus on project and programme outcomes. Establish simple reporting to track performance and celebrate success when these are achieved.	A balanced KPI framework will form part of the design and construction contracts. Results will be routinely reviewed, corrective action agreed where needed, and verified achievements recognised through team and supplier forums.
51. Regular Refresh and succession planning – This is a long-term programme of work for Tauranga. Think about long-term resourcing and early consideration of succession planning.	A role-based workforce and succession plan identifies critical positions, deputies, handover requirements and future capability needs. Periodic capability reviews, development assignments and structured knowledge transfer will reduce key-person risk and maintain continuity over the programme.
Contract Structure – Roles and Responsibilities	
52. Skills Required – Take time to review skills required to effectively deliver the forward programme of infrastructure projects planned for Tauranga. Consider organisational structure and skills required rather than limiting to available	An internal capability assessment has been completed as part of the Major Projects division structure which influences the internal resource appointed to suit delivery model and project lifecycle, covering governance, programme controls,

CRS2 Improvement Recommendations Tracker

Improvement Recommendations	Improvements Implemented/Being Implemented
resources. Once we understand skills required, we can assess best delivery model and how resources should be procured. Note this is also a great opportunity to upskill and attract new resources to TCC.	procurement, commercial, technical, stakeholder, consenting, safety, environment and assurance skills. Gaps will be addressed through targeted recruitment, development, panels or specialist support rather than by reshaping roles around available people.
53. Build Local Resource – Early consideration of skills required then develop plan to recruit and build sustainable local resource. The delivery of this significant programme is an integral part of Tauranga growth, attracting skilled professionals and construction jobs at all levels. Consider programme pipeline for sustainable growth and avoid “boom and bust” approach to delivery. This will require industry confidence in the forward programme.	Procurement and workforce planning will give suppliers credible forward visibility and encourage sustainable local capability, training and entry pathways. Local participation will be pursued consistently with open and fair procurement, with measurable workforce outcomes and avoidance of short-term resource spikes where sequencing can smooth demand.
54. Programme Management – Consider establishing a Programme Management Office (or similar) to coordinate and manage TCC’s significant forward work programme. Ideally this should be established as soon as possible with experienced resource. Consider a mix of TCC direct and specialist contract support.	Major Projects portfolio controls will provide a PMO-equivalent function for integrated scheduling, reporting, risk, cost, change, assurance, document control and resource coordination. The operating model, decision rights, service levels and specialist support requirements will be periodically reviewed as CRS2 moves into delivery.
55. Governance – We must build on the Stage 1 Cameron Road experience to develop our Governance structure. Need experienced resources with time and capability to lead this programme and set clear direction.	The Major Projects division has been established to deliver the key high risk, high value critical infrastructure portfolio for the city. Governance arrangements are consistently reviewed against major-infrastructure guidance, with clear sponsor, senior responsible owner, governance membership, terms of reference, reserved decisions, independent advice and assurance. Reporting focuses on strategic outcomes, risk, affordability, delivery confidence and benefits, supported by regular effectiveness reviews.
56. Integrated Design and Construction – Carefully consider timing of other projects, best sequence to build and ensuring cohesion between projects. Developing an early “masterplan” and detailed specification and requirements will be key to ensuring a quality outcome for Tauranga.	City wide integrated projects form part of the portfolio delivery programme for major projects and consider the wider delivery of infrastructure upgrade and maintenance. CRS2 forms an integral part of city-wide planning. Design packages and construction staging will be progressively coordinated, with configuration control and integrated reviews preventing gaps, clashes and inconsistent outcomes.
57. Staged Programme Delivery – Carefully consider timing of each project to deliver earliest possible benefits, minimise disruption and get best from delivery partners (consultants and contractors). Actively manage our programme of work to deliver value, support growth in the region and develop trust in our ability to manage and deliver a significant programme of work in Tauranga.	The major projects portfolio programme will be actively optimised across funding, benefits, disruption, dependencies, market capacity and regional workforce demand. Stage and package decisions will be supported by documented option assessment, stakeholder input and governance approval, then monitored against the integrated baseline.