

Parramatta Civic Link Block 3

Indicative Construction Traffic Management Plan

16 October 2025

Parramatta City Council

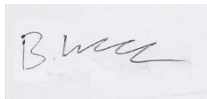
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16 October 2025

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Acronyms and Abbreviations

Acronym	Definition
CTMP	Construction Traffic Management Plan
DECC	Department of Environment and Climate Change
ROP	Road Occupancy Permit
TCAWS	Traffic Control At Work Sites
TCP	Traffic Control Plan
TGS	Traffic Guidance Scheme
TIA	Traffic Impact Assessment
TTM	Temporary Traffic Management
WHS	Work, Health and Safety

1 Introduction

The City of Parramatta Council is delivering the Civic Link project, a major new pedestrianised public space extending approximately 500m from Parramatta Square to the Parramatta River, along the existing Horwood Place alignment. The extent and blocks of Civic Link is shown in Figure 1.

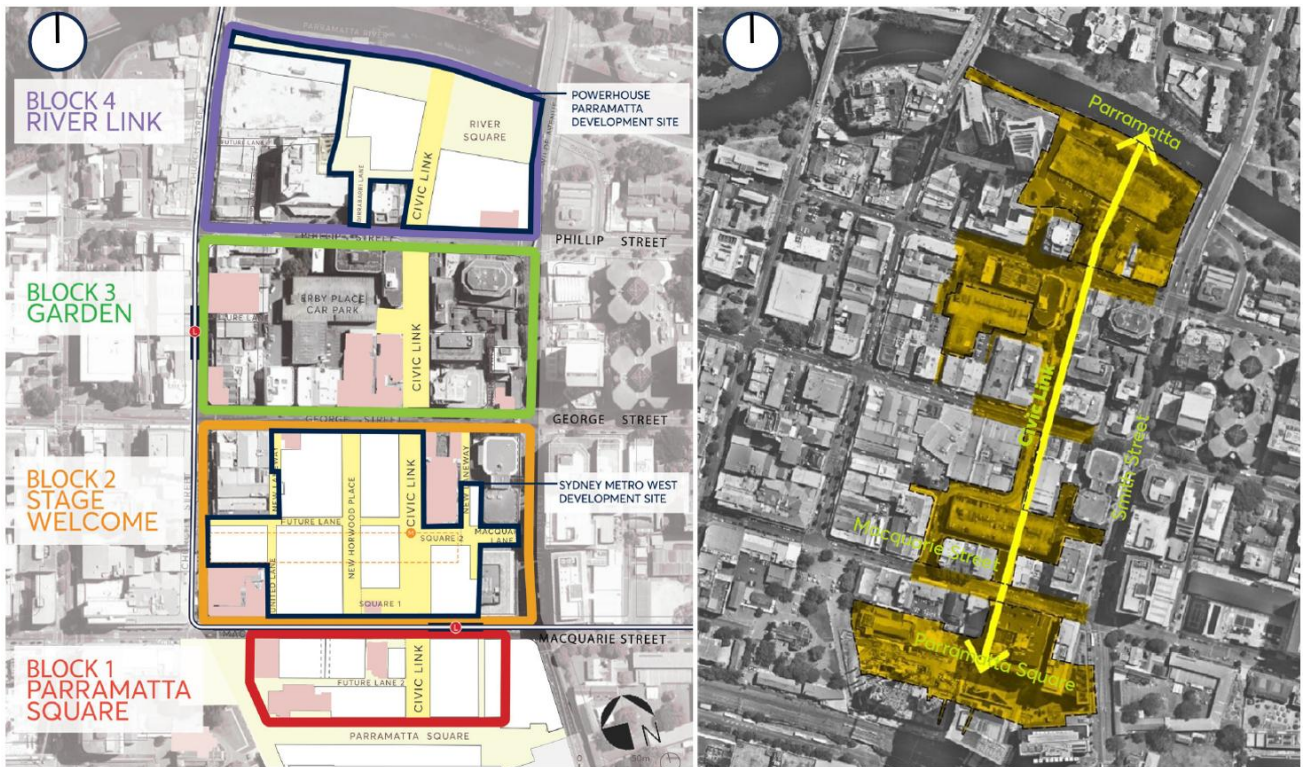


Figure 1 Civic Link Extent and Blocks

Arcadis has been engaged by Council to provide concept design verification, design development, detailed design, construction documentation and quality control services during construction for the delivery of Block 3 of the Civic Link.

This indicative Construction Traffic Management Plan (CTMP) focuses on the construction impacts associated with Block 3 of the Civic Link, between Phillip Street (north) and George Street (south). Guidance has been taken from the previously completed Traffic Impact Assessment (TIA) (Arcadis, 2024) associated with the Block 3 works. A copy of the TIA is available in Appendix A of this document.

2 Existing Conditions

2.1 Road conditions

Horwood Place is a dual-lane local road with on-street parking permitted on both sides, connecting Phillip Street (all-movement priority intersection) to the north and George Street (left-in/left-out intersection) to the south. The street provides access to the 24-hour multi-storey Eat Street Car Park (559 spaces), accessed via Erby Place from Phillip Street and Auctioneer Lane from Horwood Place. Figure 2 shows the existing vehicular access arrangements for Block 3.



Figure 2 Existing vehicular access arrangements at the site of works

Figure 3 shows the existing parking restrictions along Horwood Place and the adjacent sections of Phillip Street and George Street. There is a total of 32 on-street parking spaces on both sides. Majority of the parking spaces are provided for short-term parking to a maximum of two hours.

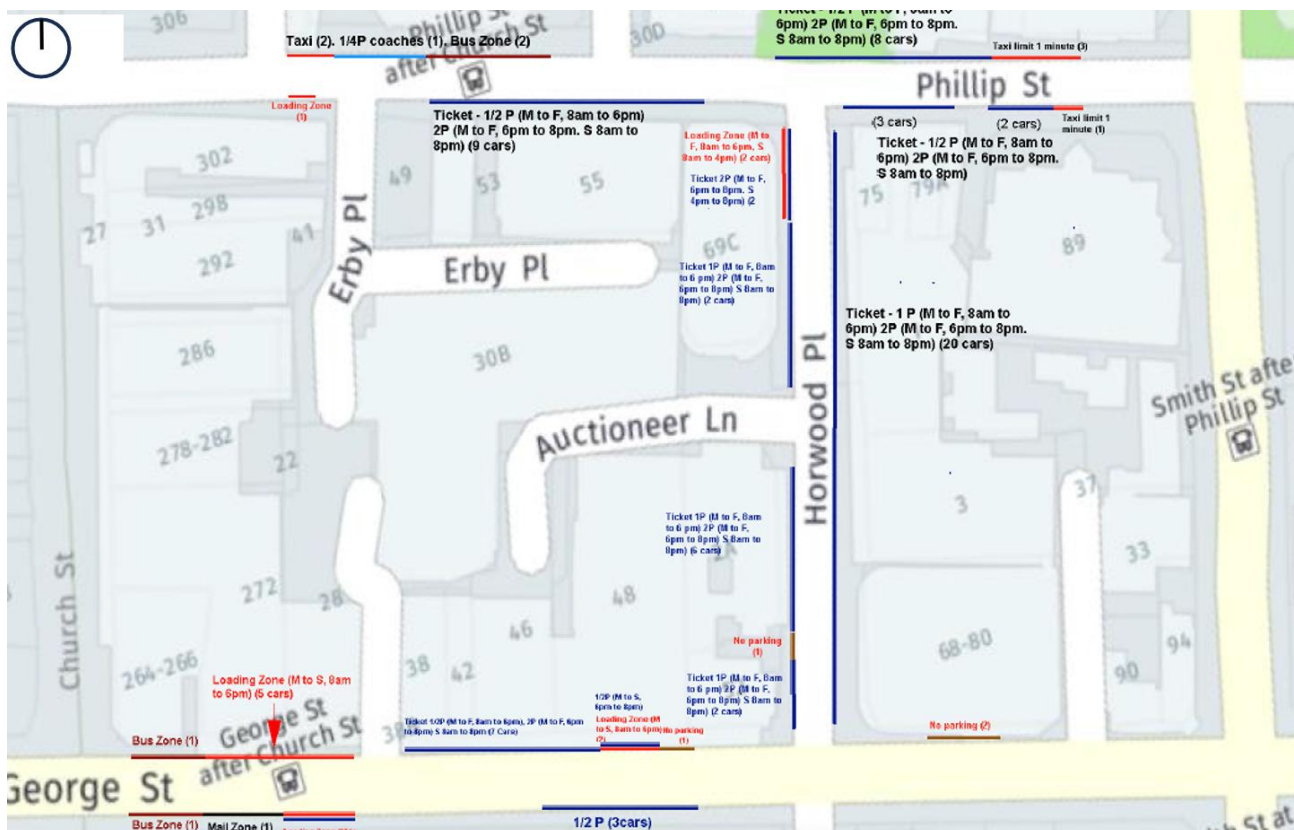


Figure 3 Existing parking restrictions on Horwood Place

2.2 Active and Public Transport Conditions

2.2.1 Active transport conditions

Footpaths are provided on both sides of Horwood Place, Phillip Street and George Street. There is currently no formalised pedestrian crossing at the intersection of Horwood Place and George Street. At the northern end of Horwood Place, a dedicated pedestrian crossing is located adjacent on Phillips Street, enabling priority pedestrian crossing movements.

There is currently no dedicated cycling lanes located within the vicinity of the site. Horwood Place and Phillips Street may see some cyclists sharing the existing road reserve with pedestrians / vehicles.

2.2.2 Public transport conditions

The proposed site of works at Horwood Place is not directly serviced by any bus routes. However, the site is within walking distance of key public transport nodes, including Parramatta train and light rail stations. In addition, ferry services at Parramatta Wharf provide further connectivity options. Bus services operate along Smith Street and nearby corridors, while the free shuttle service (Route 900) runs on George Street and Phillip Street, as indicated in Figure 4, facilitating convenient access to and from the project area.



Figure 4 Parramatta's free shuttle bus route 900

3 Proposed works

The construction of Block 3 will be undertaken in a staged manner, comprising early works, an interim stage, and an end state with full pedestrianisation of Horwood Place.

- From the commencement of early works, the northern end of Horwood Place at Phillip Street will be permanently closed to through movement vehicular traffic.
- During the interim stage, vehicular access to the Eat Street Car Park will be maintained via George Street and Erby Place.
- Construction works will prioritise Phillip Street first, with traffic control to be implemented at the Horwood Place / Phillip Street intersection to manage contraflow traffic, subject to Council approval.

Civil works will include pavement reconstruction, installation of new pedestrian crossings, adjustments to kerb lines and road markings, as well as the relocation of existing services. The existing loading zone will be temporarily relocated within 50 metres of its current position, with a preference for placement within Horwood Place or on Phillip Street.

Interim stage plan is highlighted in Figure 5.

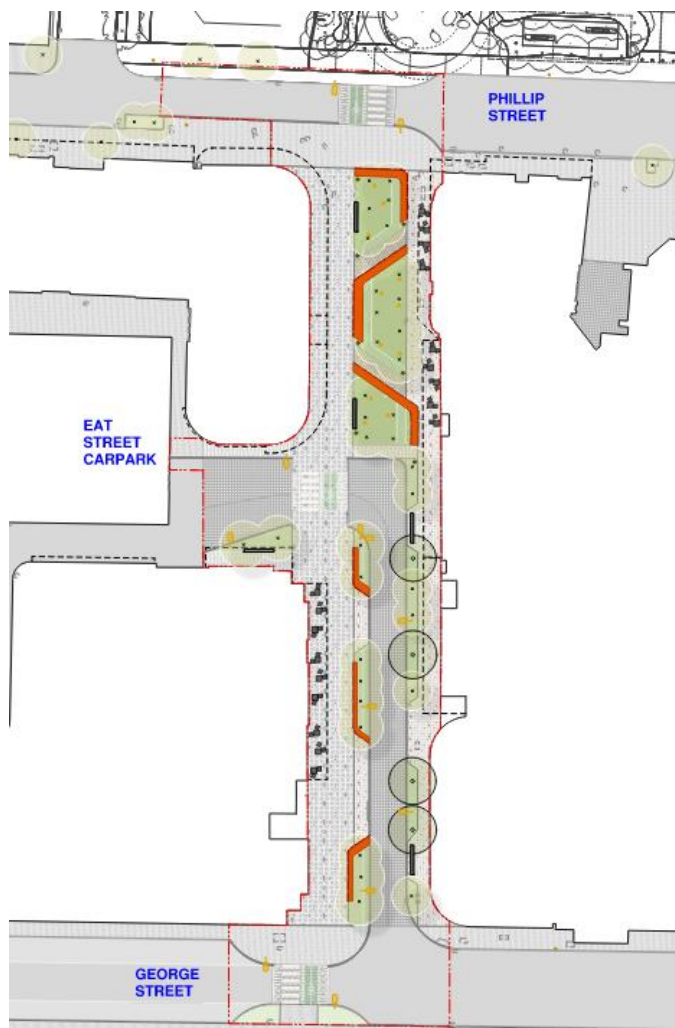


Figure 5 Interim stage

3.1 Construction access and parking

Construction vehicles are to primarily access the site via Phillip Street. Traffic controllers will permit construction vehicles to access the northern end of Horwood Place while it remains closed to public traffic.

Construction vehicle movements will be managed to minimise disruption to the surrounding road network and maintain safety for all users. Designated entry and exit routes will be established for construction traffic. Access to Auctioneer Lane and Erby Place will be retained for vehicles throughout the construction period, ensuring continuity of operations for adjacent properties and service vehicles.

Designated parking areas for construction workers will be provided off-site where possible to minimise congestion and impact on local parking supply. Safe pedestrian routes from parking areas to the site will be identified and signposted. Workers will be briefed on these arrangements as part of site induction. An indicative construction parking area is provided in Figure 6.



Figure 6 Indicative construction parking area

3.2 Permits and approvals

All necessary permits and approvals will be obtained prior to the commencement of works. This includes approvals from Transport for NSW for modifications to traffic signals and Council permits for the use of open space, construction vehicle parking, road occupancy, and other relevant activities.

3.3 Stakeholder coordination

Ongoing liaison will be maintained with the City of Parramatta Council, the Powerhouse construction team (via Council), and relevant event organisers to ensure coordinated site activities and minimise conflicts. Council will facilitate introductions between project stakeholders and will be involved in escalating and resolving any issues that arise. In addition, notification and coordination with local businesses, residents, and other affected parties will be undertaken throughout the duration of the construction program.

4 Construction Impacts

4.1 Traffic impacts

During construction, the closure of the Phillip Street and Horwood Place intersection will result in the redirection of car park traffic and through movements to Erby Place and George Street. It is expected that this diversion will have minimal impact on overall network performance, given the availability of alternative routes and the low forecast increase in traffic volumes at affected intersections. In addition, some vehicles may utilise Smith Street, Marsden Street or other parallel corridors as identified in Figure 7. It will be necessary to monitor these routes for any signs of increased congestion and to implement responsive traffic management measures as required.

During peak periods, such as major events at CommBank Stadium, temporary counterflow lane operations will be established on Horwood Place to facilitate efficient car park exit movements, subject to Council approval. These operations will be managed by dedicated traffic controllers and will be restricted to short timeframes coinciding with event activity. Throughout the construction period, access to Auctioneer Lane and Erby Place will be maintained, ensuring continued vehicle circulation for local businesses and services. Overall, while some minor delays may be experienced due to lane closures and controlled movements, the anticipated impacts on the surrounding road network are minimal.

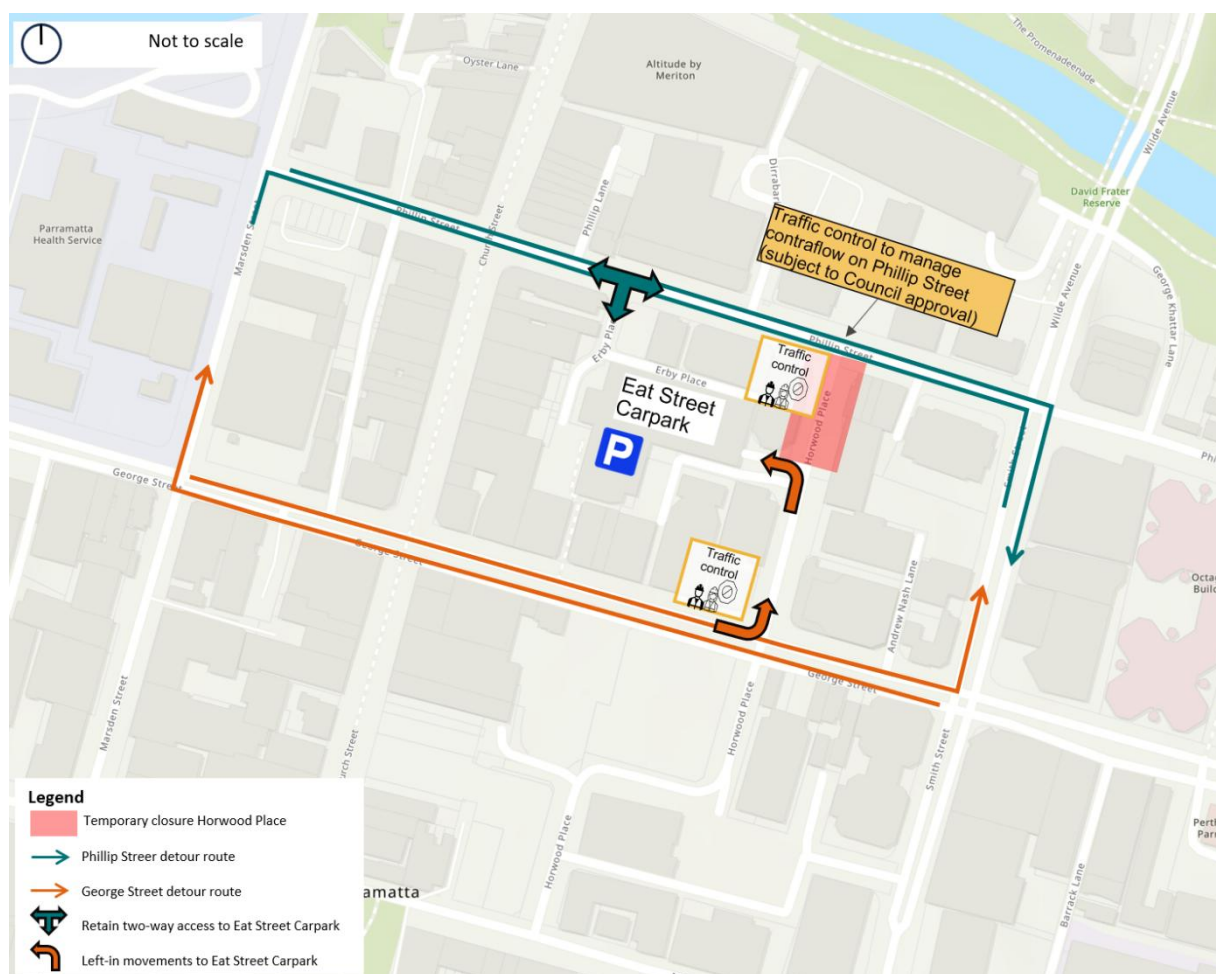


Figure 7 Potential traffic detour routes during construction

As the construction methodology is confirmed and upon appointment of a construction contractor, these routes may be subject to change.

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4.2 Pedestrian and cyclist impacts

During the construction period, temporary pedestrian crossings will be provided at key locations, including a shift of the existing unsignalised pedestrian crossing at Phillip Street and a temporary crossing at George Street. These controls are intended to maintain safe and direct access for pedestrians traversing the construction zone. Where construction activities require temporary changes to pedestrian or cyclist routes, clear signage and delineated paths will be installed to guide users safely around the work area.

Pedestrian and cyclist access through Horwood Place will be maintained, with traffic controllers deployed as necessary to assist movements across busy intersections or in proximity to active construction works. As shown in Figure 8, any temporary diversions for active transport modes will be designed to minimise detours and ensure continuity of access to adjacent streets and facilities. As a result, while some minor inconvenience may be experienced during specific construction activities, the overall level of provision for pedestrian and cyclist movements is expected to be maintained throughout the duration of works.

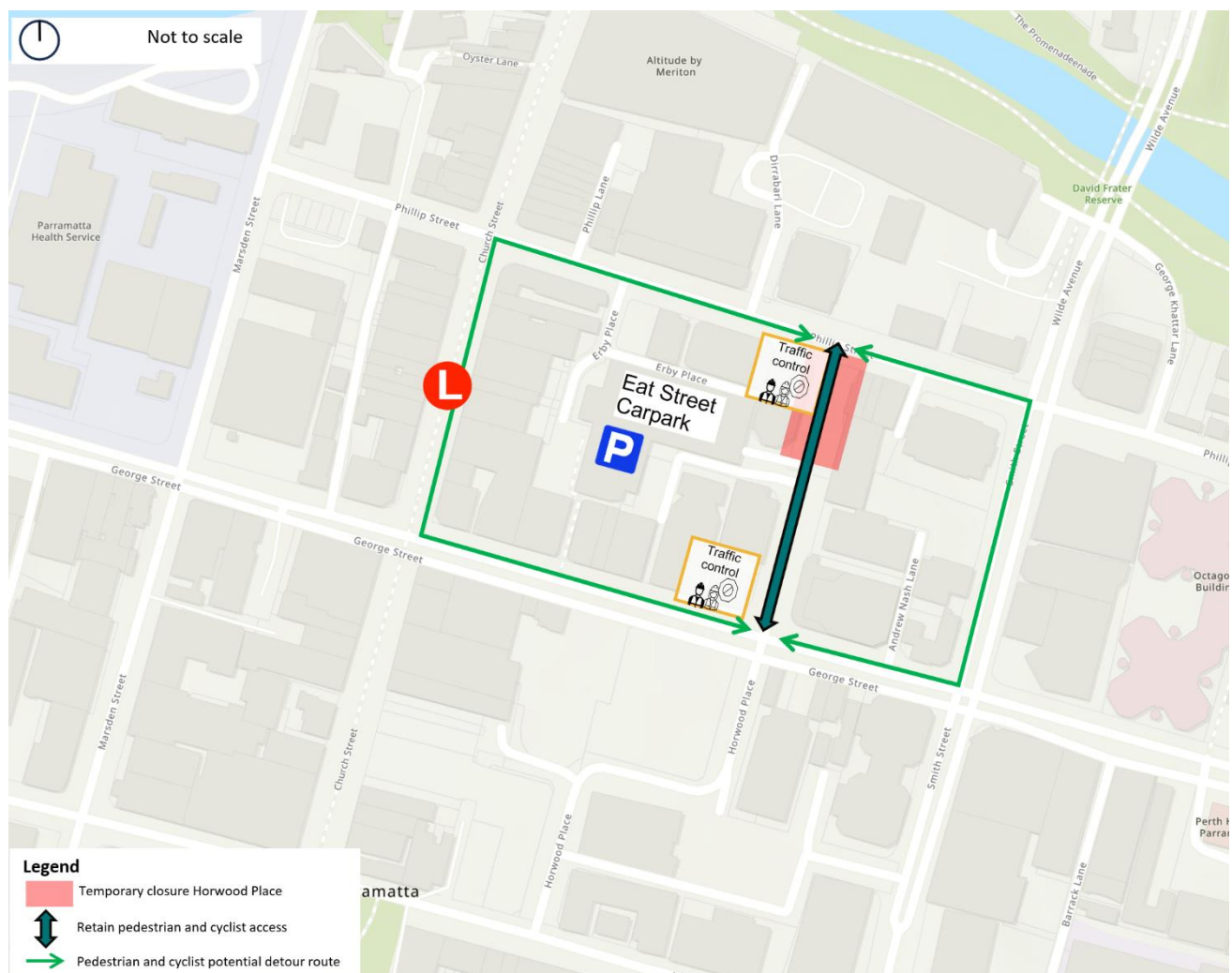


Figure 8 Potential pedestrian and cyclist detour routes during construction

4.3 Public transport impacts

No disruptions to existing public transport services are anticipated due to the Block 3 construction works. Bus services that operate along Phillip Street such as the free shuttle bus route 900, will be given priority by on site traffic controllers to ensure minimal disruptions to the service.

Construction vehicles will be managed to ensure no impacts to public transport services.

4.4 Parking and loading impacts

Changes to on-street parking and loading arrangements will occur within the construction area. The existing on-street parking spaces at the northern end of Horwood Place will be temporarily removed for the duration of the Phillip Street construction works to facilitate site access, equipment storage, and to ensure the safety of workers and the public. Some parking on the southern of Horwood Place will be maintained until the Horwood Place main construction works commence. No replacement on-street parking will be provided within the immediate vicinity during these periods. However, parking spaces within the Eat Street Car Park will remain available throughout construction, ensuring that a supply of public parking is maintained to support local businesses and visitors.



Figure 9 Existing Horwood Place parking to be removed during early works

In addition to the removal of standard parking spaces, loading arrangements will be temporarily altered. The dedicated loading zone currently situated at the northern end of Horwood Place will be relocated in accordance with Council requirements. The relocated loading zone will be positioned within 50 metres of its existing location, with a preference for placement within Horwood Place itself, or alternatively on Phillip Street if this is not feasible. This approach is intended to maintain access for commercial deliveries and servicing to adjacent properties, minimising the impact on business operations.

Clear signage will be installed to advise drivers of the changes to parking and loading conditions. Regular communication with local businesses will be undertaken to ensure that loading requirements are understood and can be accommodated within the constraints of the construction site. Where necessary, temporary

loading and unloading areas will be established and managed by site personnel to coordinate vehicle movements and avoid congestion.

The impact of these changes will be monitored throughout the construction period. Feedback from affected stakeholders will be considered, and adjustments to the location or operation of temporary loading zones will be made where practicable to address emerging issues.

4.5 Service and emergency access

Access for service and emergency vehicles will be maintained throughout all stages of construction. This includes routes for waste collection vehicles, utility providers, and emergency services such as NSW Fire and Rescue, NSW Police, and Ambulance. During the works, access to infrastructure such as fire boosters and electrical substations located on or near Horwood Place will be preserved.

Temporary traffic management arrangements will ensure that emergency vehicles can enter and exit the construction zone without delay. In locations where construction activities interface with critical access points, site personnel and traffic controllers will be on hand to facilitate safe and unimpeded entry. Regular consultation will be undertaken with service providers and emergency authorities to confirm that operational requirements are met and that response times are not adversely affected by the proposed works. Any changes to access will be communicated in advance, and alternative routes will be clearly signposted where necessary.

4.6 Event and peak period management

Given the proximity of CommBank Stadium and the frequency of major events in the Parramatta CBD, particular attention will be given to managing traffic during event and peak periods. Construction activities will be scheduled, as far as practicable, to avoid coinciding with high-traffic event times, especially during evenings and weekends when stadium events are held. On event days, access to the Eat Street Car Park will be maintained, with temporary traffic management measures such as the implementation of a counterflow lane on Horwood Place under traffic control where required.

Traffic controllers and signage will be deployed to direct both vehicular and pedestrian flows efficiently, minimising congestion and ensuring public safety. Coordination with event organisers and Council will be ongoing to ensure that the construction program remains responsive to the city's event calendar, and that any necessary adjustments to traffic arrangements can be made promptly.

5 Construction Impact Mitigation Measures

The following section outlines the broader construction traffic management approach, impact and likely mitigation measures required to support the construction works associated with Block 3 of the Parramatta Civic Link.

Further documentation will be developed to manage related traffic impacts as required.

5.1 Management principles

The primary objectives of this CTMP are to:

- Maximise public safety
- Minimise disruption to pedestrians, cyclists and motorists
- Ensure construction traffic accesses the arterial network as soon as practicable on route to, and immediately after leaving, the construction site
- Ensure buses services run on time with no disruption to routes and stops, where possible
- Minimise changes to traffic operation and kerbside access
- Minimise construction traffic generation during network peak periods
- Maintain access to properties and businesses
- Work collaboratively with other stakeholders and other major projects to mitigate traffic and transport impacts
- Incorporate innovative and improved approaches to minimise the impact of construction traffic.

5.2 Traffic management approach

5.2.1 Construction hours

Construction would largely be carried out during standard construction working hours in accordance with the Interim Construction Noise Guideline (DECC, 2009) and the Transport Guidelines on Noise Management and Noise Mitigation:

- Monday – Friday 7am – 6pm
- Saturday 8am – 1pm
- Sunday No work.

The construction hours above are indicative and are to be confirmed upon the appointment of a construction contractor and agreement with Council. Temporary halts in construction works may be required on particular event days at CommBank Stadium.

5.2.2 Cranage and materials

Delivery of materials, equipment, machinery, etc will be always undertaken within the confines of the project site boundary. Although it is likely to be unnecessary for the scope of construction works, if the site is required to use a mobile crane (or equivalent), these will also need to be contained within the site, along with any storage of equipment and materials.

5.2.3 Works zone

In the event that the implementation of any temporary traffic control measures on public road/ road related area, the contractor will obtain a Road Occupancy Permit (ROP) from the relevant road authority. If excavation and/or road opening works on a public road is required, the contractor will obtain a Road Opening Permit.

5.2.4 Worker induction

All workers and subcontractors engaged on-site would be required to complete a site induction. The induction should include permitted access routes to and from the construction site for all vehicles, as well as standard environmental, work, health and safety (WHS), driver protocols and emergency procedures.

Any workers required to undertake works or traffic control within the public domain would be suitably trained and covered by adequate and appropriate insurances.

5.2.5 Signage and delineation

From 1 month prior to closure, there will be a requirement for the construction contractor to install variable messaging systems (VMS) to advise the surrounding community and motorists of the closures / alternate access arrangements. A minimum of three VMS are to be installed on the following roads:

- Wilde Avenue
- Smith Street
- George Street

Signage where required, should be displayed during both daytime and at night with the retroreflective material used for the signs meeting the requirement for Class 1W sheeting as specified in AS1906.1. Additional to the requirement for the Class 1W retro-reflectivity all signs shall be free from defects, such as being bent or broken, and be kept free from accumulated dirt, road grime and other contaminants. Only "B" size signs should be used for the T-Series signs where there are both sizes "A" and "B" available. This should be updated during further documentation once Traffic Guidance Schemes (TGSs) are developed for the works.

Advisory truck turning signage shall be installed at the site area access locations where heavy vehicle turn movements would occur.

Prior to commencement of each construction stage, detailed Traffic Guidance Schemes (TGS) and Traffic Control Plans (TCP) will be developed and submitted to Council and TfNSW for approval. These documents will specify proposed work zones, signage locations, pedestrian and cyclist detours, and traffic controller positions.

5.2.6 Authorised traffic controllers

Authorised traffic controllers are to be present throughout construction hours when construction works are causing alterations or temporary lane closures at the Horwood Place / Phillip Street and Horwood Place / George Street intersections. The responsibilities include:

- Implementation of the relevant Traffic Control Plan.
- Pedestrian and cyclist management, to ensure that adverse conflicts between vehicle movements and pedestrians do not occur
- Supervision of all vehicle movements across pedestrian footpaths at all times

- Supervision of all loading and unloading of construction materials during the deliveries in the construction phase of the project.

Traffic Control Plans (TCP) will be prepared prior to the commencement of works, which will detail any proposed work zones, location of traffic controllers and associated traffic management measures.

5.2.7 Access and safety measures

Provision for service and emergency vehicles will be an integral part of all traffic management measures implemented during construction. A site-specific Incident and Emergency Response Plan will be established prior to works commencing that details the procedures for responding to accidents, medical emergencies, and traffic incidents within the construction zone. The Plan will include emergency contact numbers, designated assembly points, and a protocol for immediate notification of emergency services. All site personnel will be trained in these procedures prior to commencement of works.

Access routes for waste collection, utility maintenance, and emergency response vehicles will be maintained at all times, with priority given to these movements in the design of temporary traffic arrangements. Where necessary, temporary access points or alternative routes will be established, and these will be clearly signposted and communicated to relevant stakeholders.

Traffic controllers will be stationed at key locations to facilitate the swift passage of emergency vehicles through or around construction zones, particularly during periods of high activity or restricted access. Regular consultation with Council waste services and emergency agencies will ensure that operational requirements are understood and planned for, with any emerging issues addressed promptly. Documentation of all access provisions and any changes will be maintained and made available to service providers as required.

All pedestrian and cyclist detour routes will be designed in accordance with Disability Discrimination Act (DDA) requirements. Tactile guidance, step-free access, and additional assistance will be provided where necessary to ensure safe passage for people with disabilities, older persons, and other vulnerable users.

5.3 Construction mitigation measures

A range of mitigation and management measures would be needed to manage the impacts to traffic and transport during construction. These include:

- For each stage of construction, Traffic Guidance Schemes would be prepared and implemented in accordance with the Traffic Control At Work Sites (TCAWS), version 6.1 (TfNSW, 2022) by suitably qualified personnel
- Dilapidation surveys of roads around the proposal area would be undertaken prior to their use for construction as well as after construction is complete. Any damage to roads will be repaired
- Traffic controllers are to guide contraflow traffic on Phillip Street when required as part of the construction staging works.
- All vehicles accessing the site for the purpose of material delivery and construction works would be fitted with safety flashing lights located on the top of the vehicle and functioning reverse beepers. All operators will be licensed for the particular item of plant/ equipment and will demonstrate competence in the use of the plant/ equipment as part of the site management and safety plan.
- Traffic management measures will be supported by environmental controls to minimise impacts such as noise, dust, and vibration. This may include use of dust suppression on detour routes, scheduling of noisy works to avoid sensitive periods, and regular monitoring of environmental indicators.

5.4 Monitoring and review

5.4.1 Work site inspections, recording and reporting

To inspect, review and audit the temporary traffic management (TTM) arrangements implemented on site, the following actions are to be undertaken by suitably qualified personnel in accordance with TCAWS 6.1 requirements during all phases of construction, being:

- Shift TTM inspections to be undertaken twice per shift by site personnel
- Monthly TTM inspection to ensure the TMP and relevant TGSs are appropriate and operating in a safe and effective manner.

Key Performance Indicators (KPIs) will be established prior to works commencing and included in an updated CTMP, including maximum allowable vehicle queue lengths, pedestrian delay times, and incident response times. Performance against these KPIs will be reviewed monthly, with adaptive management measures implemented as required to address any shortfalls.

5.4.2 Stakeholder coordination and communication:

The appointed construction contractor is to ensure:

- Liaison with Council and adjacent Parramatta Powerhouse project team(s) to coordinate deliveries, access, and activities
- Regular communication with affected businesses, residents, and the public, including updates on timing, access changes, and mitigation measures
- Construction activities to be managed around CommBank Stadium event scheduling.

A dedicated public information and complaints management system will be established. Stakeholders and community members will be provided with contact details (phone and email) for lodging enquiries or complaints related to construction traffic. All complaints will be logged, investigated, and resolved within specified timeframes, with outcomes communicated to the complainant and Council as appropriate.

6 Summary

Based on the assessment and measures outlined in this CTMP, the following conclusions are made:

- The proposal involves the staged construction and delivery of Parramatta Civic Link Block 3, including the full pedestrianisation of Horwood Place between Phillip Street and George Street.
- Vehicular access to the Eat Street Carpark will be maintained via George Street and Erby Place during the interim stage, with revised access arrangements to be implemented in the end state as per Council's design.
- A temporary closure of the northern end of Horwood Place at Phillip Street will be implemented from the commencement of works.
- Construction activities, including pavement reconstruction, installation of new pedestrian crossings, and service relocations, have been planned to minimise disruption to surrounding access and operations.
- Impacts to the local road network are expected to be minimal, as through traffic will be redirected to alternative routes and access for waste collection, service vehicles, and emergency services will be maintained.

It is recommended that:

- Ongoing communication and coordination be maintained with City of Parramatta Council, nearby construction projects, and event organisers to manage overlapping activities and access requirements.
- Advance notification and clear signage be provided to inform the public and stakeholders of all traffic changes, including temporary closures and detours.
- Construction vehicle movements be carefully managed using designated entry and exit routes, with Auctioneer Lane and Erby Place remaining accessible throughout.
- All necessary permits and approvals are obtained prior to the commencement of works, ensuring compliance with Council and TfNSW requirements.
- Continuous monitoring of traffic, pedestrian, and cyclist impacts be undertaken during construction, with adaptive management measures implemented as required to minimise disruption and maintain safety.

Appendix A Traffic Impact Assessment

About Arcadis

Arcadis is the leading global Design & Consultancy firm for natural and built assets. Applying our deep market sector insights and collective design, consultancy, engineering, project and management services we work in partnership with our clients to deliver exceptional and sustainable outcomes throughout the lifecycle of their natural and built assets. We are 27,000 people, active in over 70 countries that generate €3.3 billion in revenues. We support UN-Habitat with knowledge and expertise to improve the quality of life in rapidly growing cities around the world.

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