

Attachment D

Traffic Management Plan



Organic Food Markets, Potts Point, NSW, Traffic Management Plan

Traffic Management Plan Review

P1820

Prepared for
Organic Food Markets

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1 Introduction

Greys Consulting has been engaged by Organic Food Markets to develop a Traffic Management Plan (TMP) for their weekly markets located at Fitzroy Gardens in MacLeay Street, Potts Point NSW. Figure 1-1 shows the location of the markets.



Figure 1-1 Site Location

1.2 Scope of Work

The purpose of this TMP is to safely manage stall holders and patron arrivals and departures to/from the site on event days through the recommended implementation of specific traffic management strategies, signage as well as managing the internal flows of stall holders' vehicles during bump-in/bump-out periods. Specifically, this TMP recommends to:

- > Onsite hazard identification of the trafficable area during bump-in/bump-out periods through observation and consultation;
- > safely manage the traffic entering the Fitzroy Gardens site via MacLeay Street during the bump-in (event preparation);
- > safely manage the traffic departing the Fitzroy Gardens during the bump-out (event dismantling);
- > minimise the risk of local traffic disturbance before and after events;
- > safely manage pedestrian movements on-site (i.e. non-patron pedestrian movements during bump-in and pedestrian movements within the site during bump-out).
- > Evaluation of the effectiveness of current traffic control measures;
- > Assessment of the risks associated with identified traffic management hazards;
- > Develop a Traffic Management Plan (marked on aerial photo) of any mitigation measures identified; and;
- > Document the investigation, consultation, risk assessment and recommended mitigation measures.

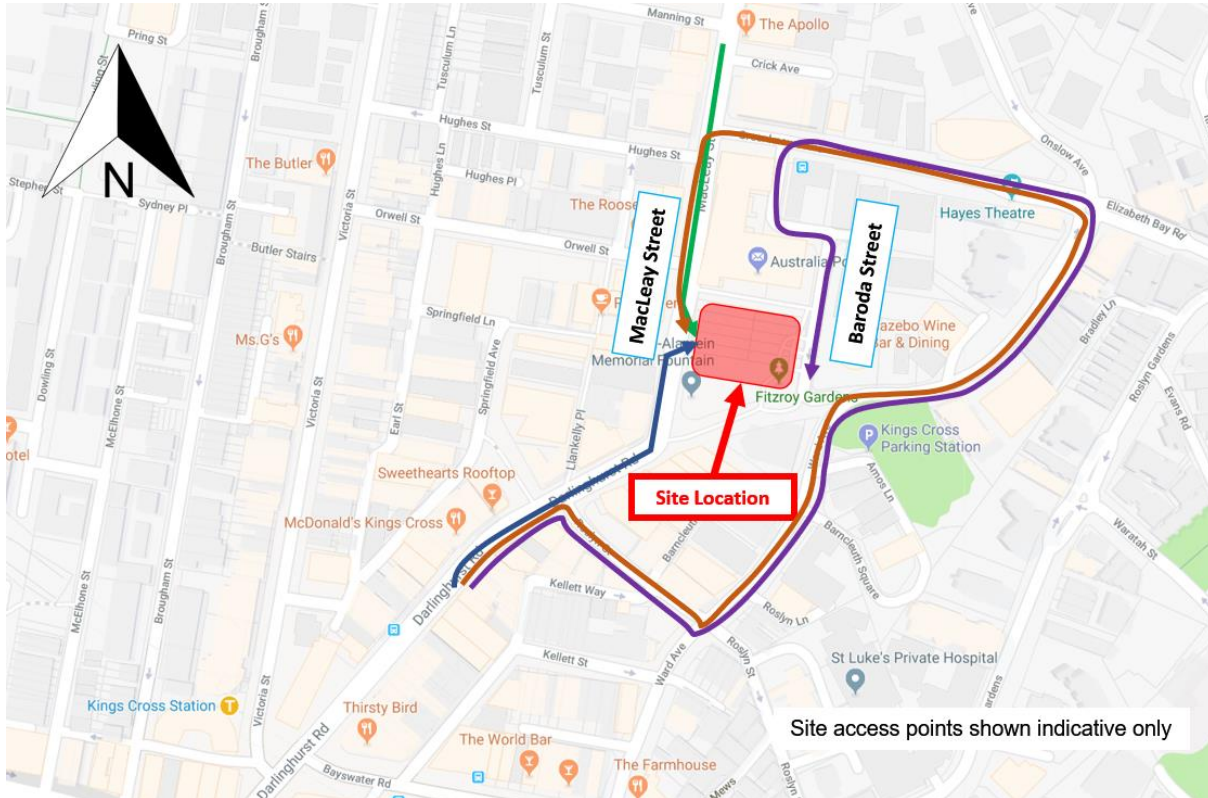
1.3 EVENT DESCRIPTION

The main purpose of this event is the operation of a market area which includes a number of temporary food, fruit and vegetable stalls predominantly offering a range of street food, beverages, fresh meat, vegetable and fruit. Up to 60 stall holders are expected to attend the market. The following are the event details of Kings Cross Organic Food Markets:

- > Markets (stalls) are expected to open every Saturday morning on permanent basis;
- > the typical operating hours and bump-in/bump-out times for the Saturday events include:
 - typical operating hours are between 9:00am – 2:00pm on Saturdays; and
 - typical bump-in/bump-out hours are 7.00am-8.00am and 2:00pm-3.00pm accordingly on Saturdays.
- > The vehicles accessing the site were predominantly observed to be vans, wagons and a few small trucks.

2 ACCESS LOCATION

The entry/exit to the Fitzroy Gardens is located off MacLeay Street which can be accessed via north and south routes. Alternative routes to/from the event have been identified in Figure 2.1 below showing the potential for spreading stall holders traffic and alleviating the pressure placed on MacLeay Street.



SOURCE: Google Maps

Figure 2-1 Fitzroy Gardens Access Routes

It is expected that majority of the stall holders arrive from New South Head Road and William Street from south; However, many stall holders opt to turn onto Roslyn Street and take Ward Avenue to enter from the northern kerb crossing entry to Fitzroy Gardens.

The event organisers are to further promote alternative access routes from Darlinghurst Road south and Macleay Street north to aid in alleviating the traffic congestion and pressure placed on MacLeay Street during the market bump-in and bump-out times.

These alternative routes are to be provided as information to stall holders via market operations manual.

3 Parking Provisions

3.1 Patrons Car Park

Surveys have shown that over 80% of patrons are locals and therefore most of them walk to the market. All on-street kerbside parking spots in the surrounding roads are restricted, however, those patrons arriving by car can find a space in Ward Avenue public car park.

3.2 Stall Holders Parking

No kerbside parking along Baroda Street or Macleay Street is encouraged by the event organisers. Stall holders enter Fitzroy Gardens through three kerb crossing points at MacLeay Street during the AM bump-in and PM bump-out for loading and unloading purposes. These three entrance points generally accommodate access requirements for central, western and southern stall holders.

Two entries via MacLeay Street are currently promoted and managed by the event organisers. Some stall holders who install their gazebos along southern edge of Fitzroy Gardens opt to enter via a third entry point (right next to the fountain) which is normally used for police and emergency vehicles access. Application of further traffic management by the event organisers would be desirable at this location. Some other stall holders choose Baroda Street for stopping their vans/truck for loading and unloading purposes.

The sections of the Fitzroy Gardens adjacent to Baroda Street cannot be accessed by car, therefore stall holders park their vans/trucks on Baroda Street during loading and unloading times.

Stall holders are instructed to park their vehicles in Kings Cross public car park located at Ward Avenue during market operation hours. Plenty of parking spaces were available in Kings Cross public car park on the day of survey at the rate of \$15 per day which is constant during the year.

4 Kings Cross Organic Food Market Traffic Management Plan

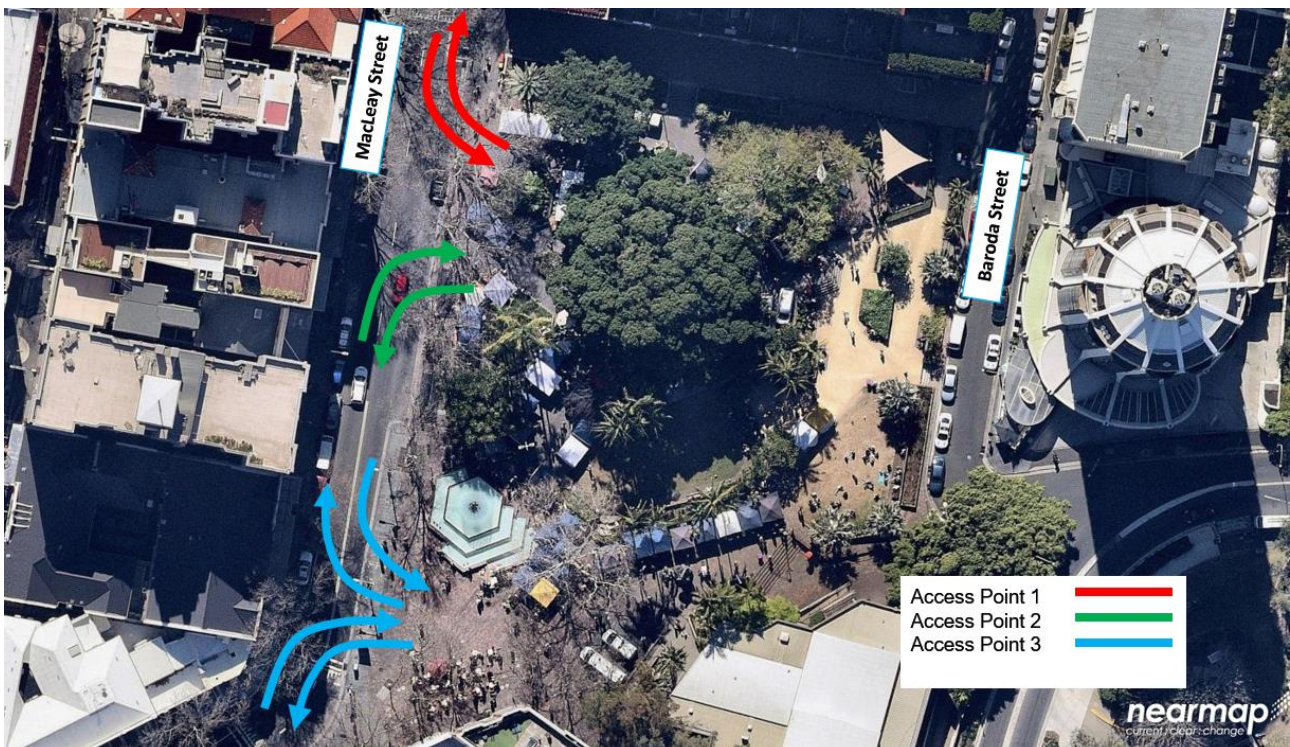
4.1 Statement of Commitment

The operators of the Kings Cross Organic Food Market are committed to providing a Traffic Management Plan (TMP) that is effective and review periodically to ensure it is appropriate and is being implemented effectively. The operators will continue to consult with Council and other government agencies at regular intervals and as necessary to ensure the following tasks will be followed:

- > ensure that each event is properly planned, organised, directed and controlled;
- > ensure that each event is resourced with people, equipment and facilities;
- > TMP is achieving its objectives;
- > TMP is periodically reviewed to ensure the continuing suitability and effectiveness of the TMP;
- > ensure that the requirements of the TMP are properly implemented;
- > maintaining positive community relations including assisting Council with addressing complaints; and
- > ensuring that processes and systems needed for an event are established, implemented and maintained.

4.2 TRAFFIC MANAGEMENT

The event has been observed to increase right turn and left traffic movements in and out of Fitzroy Gardens at the kerb crossing points specified in Figure 4-1.



SOURCE: Nearmap

Figure 4-1 Fitzroy Gardens Kerb Crossing Access Points

Queueing along MacLeay Street during bump-in and bump-out periods could occasionally impact the operational capacity of the Macleay Street and the adjacent signalised intersection 100m north of access point 1 for a few seconds (less than 30 seconds).

Whilst no event traffic count data was available at the time of writing this TMP, site observations indicated that left turn movements to access Fitzroy Gardens during the AM bump-in and PM bump-out, occasionally block back and affect MacLeay Street southbound through traffic. This issue will likely not be improved without providing pedestrian detour during bump-in and bump-out periods and providing short term waiting bays for the stall holders' vehicles. In addition, a staggered access arrangement (for stall holders who bring their vehicle inside Fitzroy Gardens for loading/unloading) is proposed to divide the market into two zones (primary and secondary) whereby the stall holders attending the primary (yellow) zone will set up in the first half hour (7.00am-7.30am) and dismantle in the last half hour of dismantling (2.30pm-3.00pm).

It is also recommended to restrict access/ingress to Fitzroy Gardens to left-in/left-out manoeuvres.

The remaining stall holders (secondary red zone) will setup and dismantle in the other half hour of these phases (i.e. 7.30am-8.00am and 2.00pm-2.30pm accordingly). This will facilitate the proposed staggered entry and exit arrangement to minimise congestion during bump-in and bump-out periods.



Figure 4-2 Kings Cross Organic Food Market Staggered Loading/Unloading Scheme

Providing detailed information to stall holders on alternative access routes and proposed loading/unloading scheme arrangements ahead of time – as outlined within this TMP– will aid in ‘spreading the load’ of traffic to surrounding streets rather than generating increased impacts on MacLeay Street and at the MacLeay Street/Greenknowe Avenue intersection.

Traffic movements, queues and issues should be monitored by the event organisers during each event and recorded into a log sheet, including any remedial action for reference and future TMP revisions. Providing stall holders with sufficient information on alternative routes and staggered loading/unloading scheme (as identified within this TMP) should be maintained to alleviate any potential congestion throughout the bump-in and bump-out periods.

4.2.2 Bump-in Queueing at 7.00 AM

Stall holders should be strictly advised to avoid queuing along MacLeay Street when loading zones or other on-street parking spaces are already occupied before the bump-in kicks off. Stall holders should be instructed to stay clear of surrounding roads and avoid blocking MacLeay Street at all times unless instructed by traffic controllers. Primary zone stall holders should particularly consider this matter as event organisers do not permit vehicle entry to Fitzroy Gardens before 7.00am and before 2.00pm.

4.2.3 Pedestrian Access

Signs will be placed to the North and South Western footpath of Macleay Street advising pedestrians that market vehicles may cross the footpath during bump-in/bump-out periods (7.00 am-8.00 am and 2.00 pm to 3.00 pm) to ensure they are aware of the possible hazard.

A traffic controller onsite must ensure pedestrian safety and stop incoming and outgoing vehicles to let the pedestrians walk safely to the bus shelter. Full closure of Fitzroy Gardens for pedestrian access throughout bump-in/bump-out is almost impossible; however full closure of Fitzroy Gardens to pedestrian (Stall holders excepted) would be desirable. Two traffic controllers should be responsible for pedestrian safety during this period. A Traffic Control Plan is proposed due to observed reversing onto the footpath or driving over the footpath during the site visit. Current on-site hazards and risk assessment has been separately undertaken in Section 5.

4.2.4 Traffic Control

Market organisers should implement traffic control measures to manage stall holders' traffic arriving to the site and exiting the site and provide direction to stall holders, patrons and pedestrians and constantly monitor hazardous movements to prevent incidents during bump-in and bump-out periods. Traffic controllers should enforce the proposed left-in/left-out access arrangement. Stall holders trying to turn onto the site from MacLeay Street northbound should be instructed to access via southbound. Also, right turn out of Fitzroy Gardens should be discouraged by traffic controllers.

The process of managing the traffic arriving to the site and exiting the site during the bump-in and bump-out will be implemented using a Traffic Control Plan (TCP). Three (3) staff are proposed to implement the measures outlined as follows:

- > Proposed signs for work sites will be positioned prior to kerb crossing entry points at MacLeay Street providing early indication to vehicles of the access locations. The signs should be positioned in accordance with the TCP included in Appendix A;
- > one licensed / qualified traffic controller positioned at MacLeay Street (adjacent to Fitzroy Gardens entrance) to assist with the safe flow of pedestrians and vehicles entering and exiting the market;
- > one licensed/ qualified traffic controller and one internal attendant within the site, safely directing vehicles to ensure designated spaces for loading/unloading are safely utilised to their full potential and to ensure vehicles leave sufficient room for the movement of other vehicles within the site during bump-in/bump-out periods and to attend to the four/five traders who enter from Baroda Street as they arrive and/or leave.

The traffic controllers / site attendants will remain at the entrance points and internal to the site and continue to direct traffic to any spaces that become available internally during bump-in unloading and bump out loading.

Site attendants should provide instructions to vehicles leaving the site in reverse gear so that they enter MacLeay Street safely. Providing instruction to vehicles leaving the site in forward direction should be as important; however, there will be no need to stop MacLeay Street traffic flow as these vehicles can enter MacLeay Street once they find an appropriate gap.

In the event that spaces are not available internal to the site, or if there is conflict between an incoming and an outgoing vehicle, the attendant should instruct the incoming vehicle to stop within a safe distance to provide enough space for the outgoing vehicle to leave the site.

Traffic Control Plan and locations of the traffic controllers / attendants are shown indicatively in 0

In addition, stall holders who temporarily park their vehicles south of the fountains for loading/unloading, should be instructed to keep the access to the police station clear for the emergency vehicles at all times.

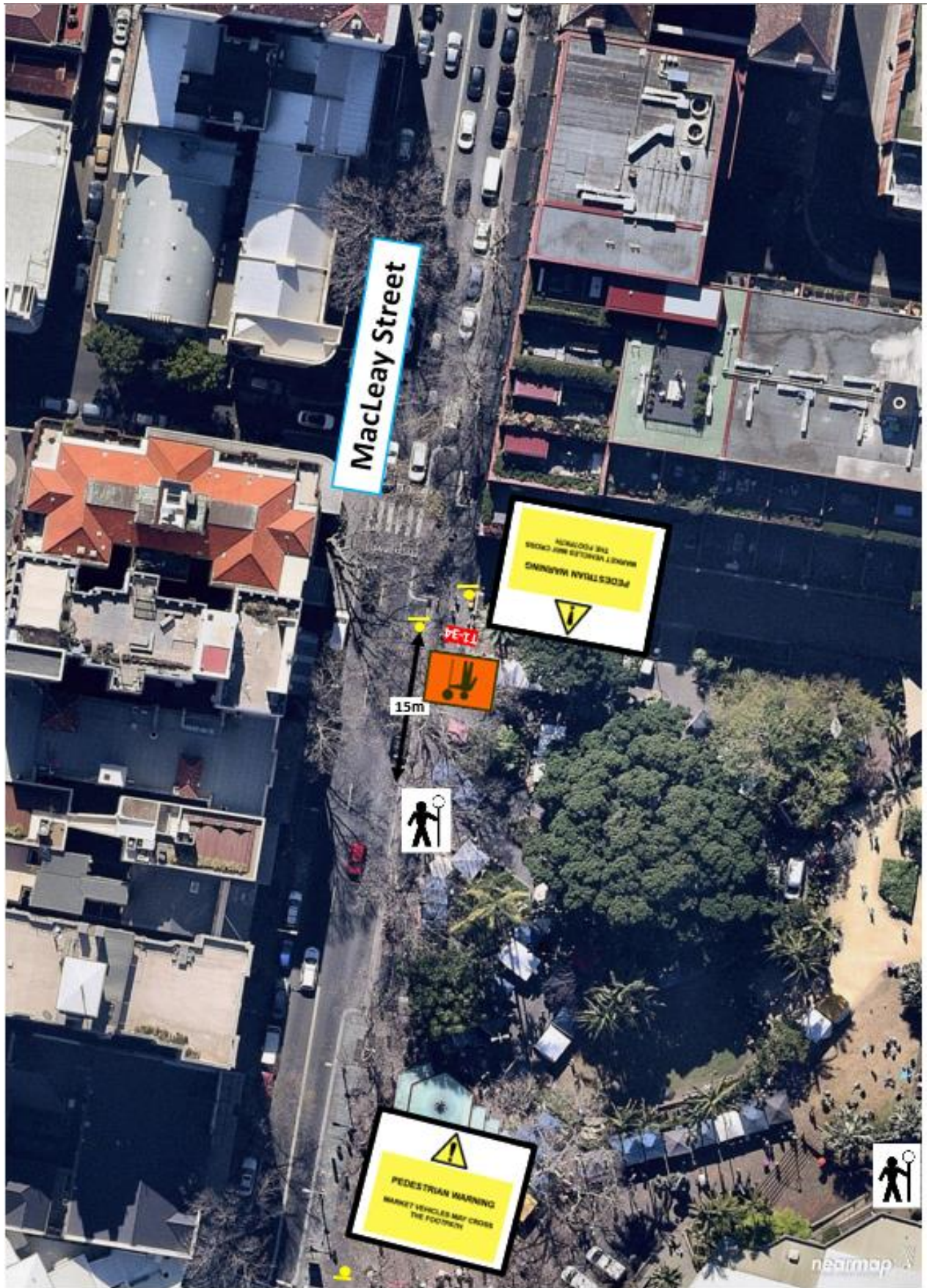


Figure 4-3 Schematic TCP for controlling pedestrian and vehicle conflicts and movements during Bump-in/Bump-out

4.3 TMP SUCCESS AND LEARNING'S

It is likely that the proposed TMP will require further enhancement following review of the first few events. Previous experience in the management of similar events suggests that through data capture of key performance measures, undertaking of event debriefs as well as knowledge sharing forums of key learnings, the TMPs can be continually improved upon and validated with the behavioural aspects of the local community.

The main intent of this TMP is to establish a process that will enable continual improvement to occur.

5 Site Investigation, Hazard Identification & Risk Assessment

A site investigation was undertaken on Saturday 13 October 2018 during AM bump-in and PM bump-out periods between the hours of 06:50 AM – 03:00 PM. The vehicles observed on site were:

- > Light trucks
- > Vans
- > Wagons

The issues identified during the site visit along with suggested mitigation methods are described in Table 5-5

This Risk Assessment adopts the framework as described in Austroads: Guide to Road Safety: Part 6: Road Safety Audit. A summary of the Austroads' Risk matrices are reproduced below.

Table 5-1 Frequency

Frequency	Description
Frequent	Once or more per week
Probable	Once or more per year
Occasional	Once every five to ten years
Improbable	Less than once every ten years

Table 5-2 Severity

Severity	Description	Examples
Catastrophic	Likely multiple deaths	High Speed, multi-vehicle crash on freeway Car runs into a crowded bus stop. Bus and petrol tanker collide. Collapse of a bridge or tunnel.
Serious	Likely death or serious injury	High or medium speed vehicle-vehicle collision. High or medium speed collision with fixed object. Pedestrian or cyclist struck by car.
Minor	Likely minor injury	Some low speed vehicle collisions. Cyclist falls from bicycle at low speed. Left turn rear end crash in slip lane.
Limited	Likely trivial injury or property damage	Some low speed vehicle collisions. Pedestrian walks into object (no head injury). Car reverses into post.

Table 5-3 Risk level matrix

	Frequent	Probable	Occasional	Improbable
Catastrophic	Intolerable	Intolerable	Intolerable	High
Serious	Intolerable	Intolerable	High	Medium
Minor	Intolerable	High	Medium	Low
Limited	High	Medium	Low	Low

Table 5-4 Suggested treatment approach

Risk	Suggested Action
Intolerable	Must be corrected
High	Should be corrected or the risk significantly reduced, even if the treatment cost is high.
Medium	Should be corrected or the risk significantly reduced, even if the treatment cost is moderate, but not high.
Low	Should be corrected or the risk reduced, if the treatment cost is low.

Table 5-5 Risk Assessment

Item	Initial Risk				Residual Risk			
	Description	Likelihood	Severity	Risk	Mitigation	Likelihood	Severity	Risk
1	<p>Speeding</p> <p>Stall holders may rush into the site at a travel speed higher than 5km/hr during bump-in period. They may collide with a pedestrian.</p>	Occasional	Serious	High	Provide a copy of traffic management plan and remind the strict maximum speed limit at access and within the Fitzroy Gardens to stall holders at all times.	Improbable	Serious	Medium
2	<p>Pedestrian Movements</p> <p>Pedestrians may enter Fitzroy Gardens by disregarding “Footpath Closed” sign or by illegally crossing MacLeay St during bump-in/bump-out.</p>	Probable	Minor	High	Traffic controllers to stop entering/exiting vehicles and instruct the pedestrian to stay off from vehicular movement path.	Probable	Limited	Medium
3	<p>Reversing</p> <p>Vehicles reverse within the market and along MacLeay Street kerb crossing without being instructed by traffic controllers/attendants.</p>	Frequent	Serious	Intolerable	All stall holders should be instructed to leave the site in forward direction. Otherwise the must seek assistance from one of traffic controllers/attendants.	Occasional	Minor	Low

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Item	Initial Risk				Residual Risk			
	Description	Likelihood	Severity	Risk	Mitigation	Likelihood	Severity	Risk
4	Traffic Controller/attendants stop MacLeay Street traffic during bum-in/bump-out with no protection equipment. The may get injured by passing vehicles particularly during wet weather conditions.	Occasional	Minor	Medium	All traffic controllers/attendants must wear reflective vests and carry a stop/slow bat with them while assisting reversing vehicles.	Improbable	Minor	Low
5	Traffic heading south along Macleay Street should be stopped for the vehicles exiting the market in reverse gear. Vehicles along MacLeay Street may not give way to exiting vehicles and collide with them.	Occasional	Minor	Medium	One traffic controller/attendant equipped with stop/slow bat, stop the traffic along MacLeay Street southbound while vehicles exiting the market in reverse gear and provide instructions to traffic.	Improbable	Limited	Low

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Item	Initial Risk				Residual Risk			
	Description	Likelihood	Severity	Risk	Mitigation	Likelihood	Severity	Risk
6	<p>Kerb crossing occupied by vehicles parked in the “Taxi Zone” in front of the northern entrance.</p> <p>Exiting vehicles may opt to use the footpath and pedestrian crossing to the north to exit the site and may collide with a pedestrian.</p>	Occasional	Serious	High	<p>Implement footpath closure as advised in the TMP. Traffic controllers to ask parked vehicles to leave the taxi zone during bump-in and bump out periods.</p> <p>Stall holders should be instructed to not use the footpath for entering and existing the market at anytime.</p>	Improbable	Serious	Medium

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6 Summary and Conclusions

Greys was engaged by Organic Food Markets to provide Traffic Management Plan for the Saturday Organic Food Market at Fitzroy Gardens, Potts Point. The scope of the advice was to prepare a Traffic Management Plan and identify any traffic management hazards for the operation of the market particularly during bump-in and bump-out periods. A risk assessment was undertaken with mitigation measures recommended and resulting residual risks identified.

The residual risks must be understood and be assigned to the relevant person or persons to monitor and manage on an ongoing basis.

In addition to implementing the recommended Traffic Management Plan signage, delineation and traffic management devices (as illustrated in Appendix A), key risks and mitigation measures should be included in operational guidelines and communicated to all personnel and stall holders through work method statements, regular toolbox talks and included in any site rules or similar.

Appendix A – Proposed Traffic Management Arrangements and Mitigation Measures (TCP 77)

