MARKHAM

2015 Pan Am/Parapan Am Games
Markham Host Advisory Committee

Terms of Reference
June 2014

Background

The TO2015 Organizing Committee has identified that a high priority of the games is to engage the local community in the celebration of sport and culture. Each municipality that is a venue partner has been encouraged to establish a plan to activate and engage their residents and businesses . TO2015 are partnering with local municipalities to ensure that residents of the host communities truly embrace the games and understand the value of the games from a sport, cultural and legacy perspective. Municipalities are key partners to the TO2015 Pan Am/Parapan Am Games from both delivery and community engagement aspects.

The City of Markham is committed to creating a **MARKHAM PAN AM COMMUNITY ACTIVIATION STRATEGY** to facilitate the active engagement of our residents and business in the planning, execution, and post game legacy. Our key objectives are to generate the following outcomes: **high resident participation and knowledge of the games, positive profile of Markham, reputation as a Sport Destination, youth engagement, legacies for sport , business and culture, and contribute to a successful TO2015 Games.**

The City of Markham will establish two citizen committees to assist in the achievement of our Pan Am objectives:
- **Markham Host Advisory Committee**
- **Markham Community Engagement and Legacy Committee**

The Markham Host Advisory Committee will work in coordination with the Games organizing committee to ensure that Markham residents and businesses have the opportunity to celebrate the games through sport and culture.

"Ignite the spirit through celebration of sport and culture."
TO2015 Community Engagement Mission Statement

Purpose
The TO2015 Pan Am/Para Pan Am Games - Markham Host Advisory committee is a multi-sectoral, leadership team representing the community, that will work with the City of Markham to leverage human and financial resources, build partnerships, and increase the profile of the Pan Am/Para Pan Am events in Markham leading up to and during the TO 2015 Pan Am/Para Pan Am Games.

The mission of Markham's Pan Am Community Activation Strategy is to involve the Markham Community in leadership, volunteerism, sport and cultural program development, legacy building, healthy active living, business development/tourism and celebration for the Toronto 2015 Pan Am/Parapan Am Games.

The committee will be chaired by the Mayor, vice-chaired by Elizabeth Plashkes and the composition will consist of top level executives/leaders from corporate, business, education, sport, culture and social service sectors and community leaders.

Overall Objective:

- To leverage resources, build partnerships, and increase profile of Markham's Pan Am/Parapan Am events leading up to the 2015 Games.
- To plan for the creation of legacies in sport, culture and recreation.
- To provide leadership and expertise in the planning and undertaking of programs/events leading up to, and during the Pan Am Games and following the Games in a manner that maximizes citizen engagement and participation.

Markham Host Committee Outcomes:

The Markham Host Advisory Committee will:

- Ensure that the residents of Markham **are fully informed and engaged** in the 2015 Pan Am/Parapan Am Games by ensuring the Community Activation Strategy is developed and implemented.
- Ensure that **legacy** programs developed in sport and culture will be sustainable within our community.
- Ensure that the City of Markham leverages all opportunities during the pre-game, games and post-games times to **profile the City of Markham**.
- **Build partnerships** within community to help support the games, and ongoing sport tourism in our community.
- Ensure that the residents of Markham are fully informed and engaged in the 2015 Pan Am /Parapan Am Games by ensuring the Community Activation Strategy is implemented.
- Ensure that legacy programs developed in sport and culture will be sustainable within out community.
- Ensure that the City of Markham leverages all opportunities during the pre-games, games and post-games times to profile the City of Markham.
- Build partnerships within existing sport, culture and community associations to help support the games, and ongoing sport tourism in our community.
- To develop programs and celebrations in the following areas;
  - The Games Legacy
  - Rewarding Volunteer Activiation
  - Communication & Staying Connected
  - Cultural Celebrations
  - Community hosting
  - Sport Development

Mandate

The mandate of the 2015 Pan Am/Parapan Am Games – Markham Host Advisory Committee will be to identify opportunities to create and activate residents of Markham to embrace the games, and to understand the value of the games from a sport, cultural and legacy perspective. To provide oversight and guidance to the development of the Markham Pan Am Community Activation Strategy and to form subcommittees as required to achieve the overall implementation of the strategy.

The following are the key components that will be the responsibility of the Markham Host Advisory Committee to address:

- **Development of the Markham Pan Am Community Activation Strategy**
- **Marketing & Tourism**
- **Municipal Designation Program – look of the games in Markham**
- **Sponsorship**
- **Sport Development and Legacy**
- **Cultural Legacy**
- **Volunteer Program**
- **Markham Community Pan Am Events**

Deliverables:

1. Provide leadership and advice to the City of Markham in the implementation of the Pan Am Community Activation Strategy (PACAS)
2. Development of Sport Legacy Program
3. Development of Culture Legacy Program
4. Development of Volunteer Program
5. Provide quarterly report to Markham Council on the progress of the Markham Community Activation Strategy.

Term:

September 2013 – July 2015

Membership

Composition:

The 2015 Pan Am/Parapan Am Games - Markham Host Advisory Committee is composed of the following members:

Membership:

Name	Corporation	Title
Mayor Frank Scarpitti-chair	City of Markham	Mayor
Elizabeth Plashkes- Vice Chair	Resident	Community Leader
Carolina Moretti	City of Markham	Councillor
David Black	The Monopoly Group	President
Pat Horgan	IBM Canada Ltd	Vice President- Manufacturing Development & Operations
Christopher Bratty	The Remington Group	President
Richard Cunningham	Markham Board Of Trade	President & CEO
Colin Wood	CAA South Central	Manager, Travel Marketing
John Willems	MetroLand/Markham Economist & Sun	Regional General Manager
Shakir Rehmatullah	Flato Development Inc.	President
Deborah Justin	Library Board	Chair
Bill Crothers	York Region School Board	Retired
Cailey Stollery	Angus Glen Golf Club	President
Brad Morris	CWHL	Chairman of the Board
Robert Kadlovski	Nicholby's	President
Bill Fisch	The Regional Municipality of York	Chairman & CEO
Angela Zigras	School Of Tourism/School Of Marketing and E-Business	Seneca College - Academic Chair
Emily Vanderheyden	TO2015 Youth Committee	Bill Crothers' Student
Brian Kevens	York District, CIBC	District, Vice President
Ron Anderson	Resident	
Judi McIntyre	Resident	
Mary Pan	Resident	
Derrick Stryker	Bill Crothers School	Sports Coordinator
Andy Taylor	City of Markham	CAO
Brenda Librecz	City of Markham	Commissioner, Community and Fire Services

Staff Support/Coordinator:

Name	Corporation	Title
Laurie Rose	City of Markham	Markham Pan Am Strategic Activation Team Lead
Mary Creighton	City of Markham	Director of Recreation
Moe Hosseini Ara	City of Markham	Director of Culture
Dennis Flaherty	City of Markham	Director of Corporate Communications

Sub Committees:

Community Activation Sub Committee	Chair
Strategic Plan Development	Deb Jestin
Events	Judi McIntyre
Sponsorship	Cailey Stollery
Marketing , Tourism & Business	David Black
Volunteers	Derrick Stryker
Culture Legacy	Mary Pan
Sport Development & Legacy	Ron Anderson

Meeting Schedule and Decision Making

Meeting Schedule:

The 2015 Pan Am/Parapan Am Games - Markham Host Advisory Committee meetings will be conducted monthly but there may be occasions, such as at the project start-up, whereby additional meetings will be needed. Meeting schedules will be prepared in consultation with the members.

Staff support to the Committee will be undertaken by the Clerks department for meeting management and Recreation Services and Corporate Communications and Community Engagement Departments for community engagement planning.

Reporting Requirements and Methods

Formal, written communication from and about this Committee will come from the Chair.

Reports, minutes, and decision are to kept and filed in accordance to City practices. Minutes, reports and documentation will be recorded and distributed to all members of the Advisory Panel.

Test for Completion

The Committee will have submitted a wrap-up report to Council following the 2015 Games.

Let's GO! Toronto 2015 Pan Am / Parapan Am Games Strategic Framework for Transportation Version 4.2 – February 2014

Executive Summary

NOTE: This Strategic Framework is a technical working draft developed in cooperation with municipal transit and security planners and is subject to revision based on changes to competition schedules, venue operations, security requirements and non-competition events.

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LET'S GO! ALLONS-Y! VAMONOS!

In 2015, Toronto will host the XVII Pan American Games and the V Parapan American Games (together as "the Games" or "Toronto 2015"), a celebration of sport and culture from nations across the Americas. The Games will be the largest ever Pan Am/Parapan Am Games and the largest multi-sport event ever held in Canada, with 7,700 athletes from 41 nations, 51 competitive sports, and 1.4 million ticketed spectators at over 500 sessions.

"Let's Go!" is the theme behind the Strategic Framework for Transportation ("the Strategic Framework") for the Games. It is a call to action to ensure a positive transportation experience for Games Family (athletes, team officials, accredited media, dignitaries and Games' sponsors), spectators, Games workforce, other fans, visitors, residents and businesses. The Strategic Framework's theme complements the Toronto 2015 story "United We Play," and it reflects the key Games themes of extraordinary spirit, legacy building, accessibility and sustainability.

READY!

A. Introduction

Purpose and Objectives

The development of the Toronto 2015 Pan Am/Parapan Am Games Strategic Framework for Transportation is the first phase of transportation delivery for the Games. It provides a framework of policies and strategies to guide planners, decision-makers and the public in supporting effective Games-time transportation. Its objectives are to:

- Set the context and describe the challenges for Games-time transportation;

- Establish concepts and strategies to meet Games-time transportation needs;

- Provide input for more detailed planning and refinement of concepts and strategies; and,

- Establish next steps and frameworks for the transition from planning to operations.

Development of the Strategic Framework was led by the Ministry of Transportation (MTO) with coordination, engagement, and input from the Pan Am/Parapan Am Transportation Team (PATT) members. It followed an iterative process, as shown in Exhibit 1, with three draft versions being developed and reviewed by PATT members.

Exhibit 1: Development of the Strategic Framework for Transportation
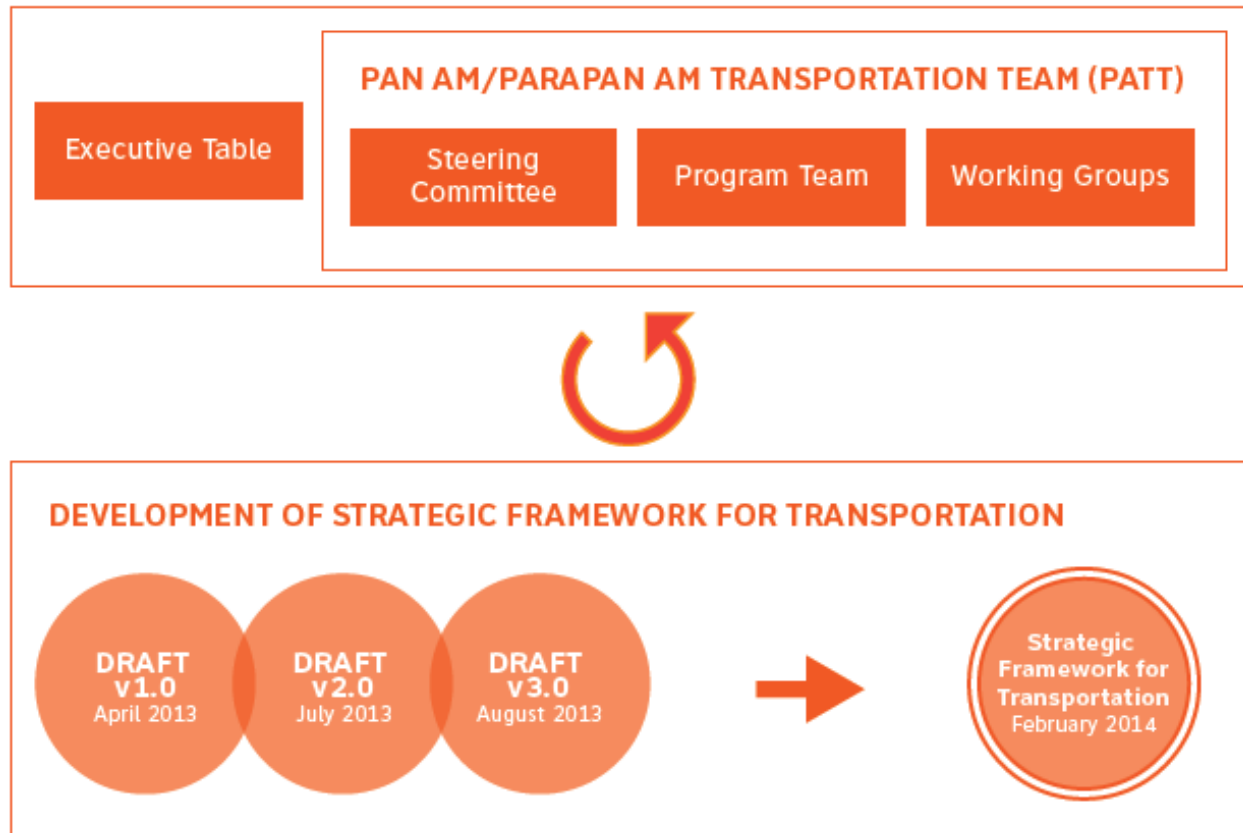
Exhibit 1 Description: Iterative development and review carried out by Executive Table and three PATT members (Steering Committee, Program Team and Working Groups). Three draft versions were developed: version 1 in April 2013, version 2 in July 2013 and version 3 in August 2013. Final Strategic Framework for Transportation has been developed in February 2014.

Transportation Commitments

The bid book submitted on behalf of the Games partners makes specific commitments regarding Games transportation to be delivered through the Strategic Framework for Transportation, as summarized below:

- Providing all accredited athletes and officials with safe, secure and reliable transportation services;

- Making it easy and cost effective to get around during the Games;

- Creating a single coordinating agency responsible for delivering integrated road, rail and bus transportation services to ensure the effective management of transportation operations; and,

- Providing comprehensive and coordinated transportation services for the PASO family between the opening of the Pan American Village (The Pan American Village is now known as the CIBC Pan Am/Parapan Am Athletes Village) and three days after the close of the Games. All PASO officials, accredited athletes, team officials and technical officials will be provided with safe, secure and reliable transportation services that ensure timely delivery to and from all accommodations and Games venues. Priority transportation may be provided along designated Pan American Lanes (Pan American Lanes in the Strategic Framework for Transportation are referred to as "Priority Lanes") linking Toronto Pearson International Airport, the Pan American Village, the host hotel, and sport venues.

Strategic Framework Structure

This Executive Summary summarizes the Toronto 2015 Pan/Parapan American Games Strategic Framework for Transportation, which identifies concepts and strategies to guide the development of Games transportation operations in consultation with PATT members, service providers, and other network operators during the delivery planning phase. Exhibits and tables reflect the most recent Pan Am and Parapan Am sport competition schedule available.

All figures and diagrams in this document are accurate as of February 2014 and are subject to change.

The Strategic Framework for Transportation is organized into three sections:

- **READY**: this section outlines the organizational structure for Games transportation delivery; provides background on the Games; summarizes the existing transportation system; and, presents preliminary projections of Games-time travel demand.

- **SET**: this section establishes the overall Games transportation concept; identifies the client groups; and, outlines objectives, needs, and strategies for Games-time transportation in each topic area.

- **GO**: this section provides a framework for the delivery path and transition from planning to Games-time operation.

Games Transportation Roles and Responsibilities

The Games are overseen by the Pan American Sporting Organization (PASO) and are being locally organized by the Toronto 2015 Organizing Committee ("TO2015"). The Pan Am/Parapan Am Transportation Team (PATT) includes more than 30 organizations and has reporting responsibilities to the government oversight and approval authorities (Exhibit 2). It has overall responsibility to deliver the client group travel needs and achieve the transportation goals set out for the Games. Members and roles include:

- **Ministry of Transportation (MTO)** is responsible for the overall coordination of spectator transportation services and the operation of the provincial highway network;

- **Toronto 2015 (TO2015)**, the Games Organizing Committee, is responsible for planning and delivering safe, secure and reliable transportation services for the Games Family (including athletes, technical officials, dignitaries, etc.). In most cases, these transportation services will be in official vehicles using the Games Route Network;

- **Pan Am/Parapan Am Games Secretariat (PPAGS)** is accountable for financial oversight, cross-government coordination and delivery of provincial responsibilities;

- **Integrated Security Unit (ISU)** is established and led by the Ontario Provincial Police, consisting of seven other partner municipal police services, and will lead the security coordination and planning for the Games;

- **Toronto Transit Commission (TTC)** operates the subways, Scarborough RT, streetcars and buses within the City of Toronto;

- **Accessibility Directorate of Ontario, Ministry of Economic Development, Trade and Employment** manages implementation of the Accessibility for Ontarians with Disabilities Act (AODA), 2005 by developing and enforcing accessibility standards;

- **Metrolinx** plans and delivers regional transportation in the Greater Toronto and Hamilton Area (GTHA); operating divisions and programs include: GO Transit regional rail and bus services, Union Pearson Express, PRESTO, Smart Commute and the Transit Procurement Initiative; and,

- **City of Toronto, City of Hamilton and other Games municipalities** have responsibilities for roadway operations, and coordinating these with policing and the delivery of transit services and other municipal services.

Responsibilities

As per the terms of the Pan Am/Parapan Am Games Multi-Party Agreement (MPA) and related Municipal Service Agreements (MSAs), local municipalities are responsible for:

- Working with MTO to deliver the Games Route Network (GRN);

- Managing and operating their respective road networks to support the Games, including the GRN, as well as managing transportation issues related to city celebration events, and spectator travel;

- Working with MTO to coordinate, plan, and deliver the Games Transit Network for spectator travel;

- Working with the Venue Transportation Working Groups (VTWGs) to manage traffic around venues;

- Appointing a Last Mile Coordinator for each site;

- Engaging with local cycling groups to manage bicycle parking where needed; and,

- Identifying and managing off-site parking.

PATT members are responsible for:

- Developing and maintaining their respective plans for delivering Games transportation on their portion of the transportation network;

- Contributing to the operation of the Unified Transportation Coordination Centre (UTCC);

- Managing their respective Games workforce and, where applicable, volunteer programs; and,

- Implementing Games-related wayfinding & signage on their part of the network for a consistent Games look across the region.

MTO will take a leadership role, working closely with the respective municipalities, to deliver the GRN. TO2015 will operate its Games Family vehicle fleets on the GRN to provide the required level of transportation service to and from each venue.

Exhibit 2: Games Transportation Planning Organization Structure
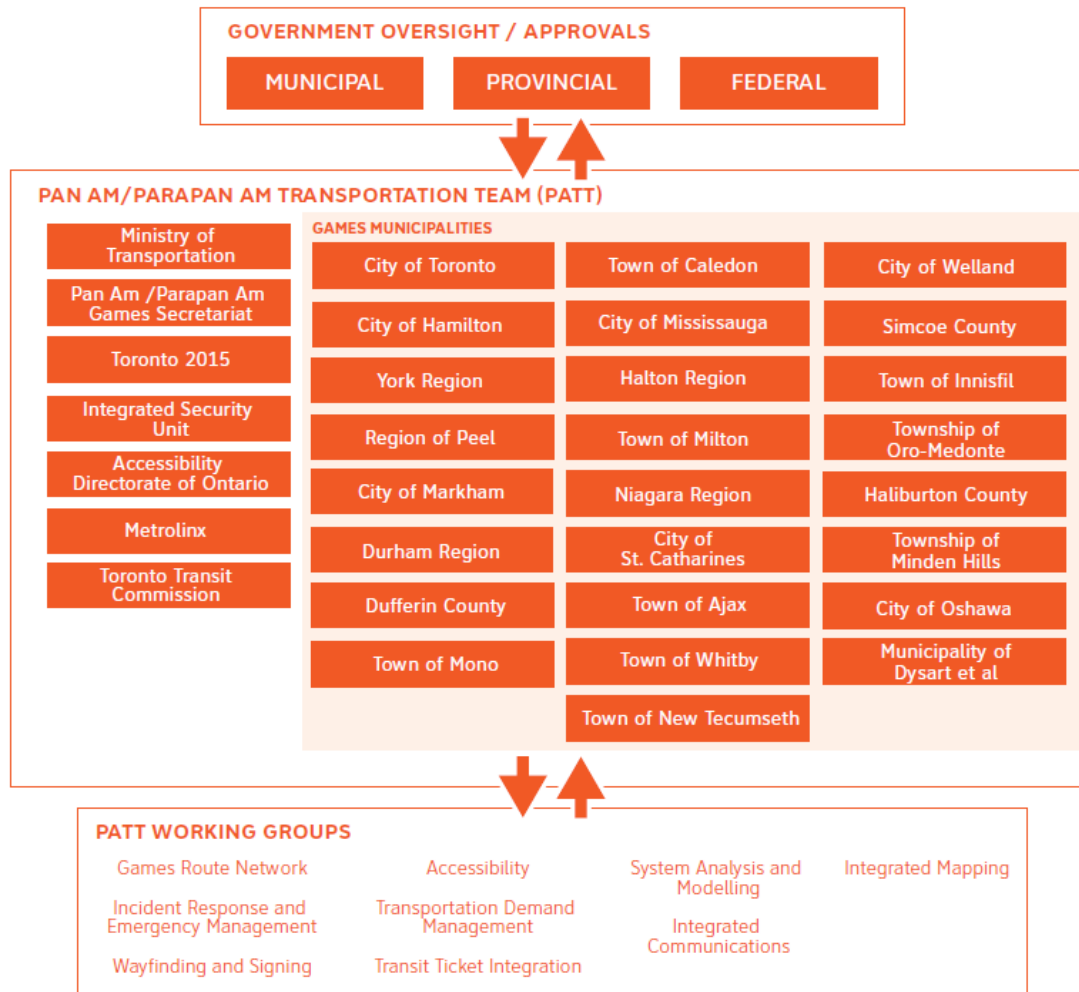
Exhibit 2 Description: Games Transportation Planning Organization Structure groups.

- Government oversight / approvals include Municipal, Provincial and Federal organizations. Bilateral relationship with PATT members.

- PATT members include those mentioned in the body text and lists 25 Games municipalities: cities of Toronto, Hamilton, Markham, Mississauga, St. Catharines, Welland, and Oshawa; regions of York, Peel, Durham, Halton, and Niagara; counties of Dufferin, Simcoe and Haliburton; towns of Mono, Caledon, Milton, Ajax, Whitby, New Tecumseth, Innisfil, Oro-Medonte; Township of Minden Hills and Municipality of Dysart et al.

- PATT Working Groups: Games Route Network, Accessibility, System Analysis and Modelling, Integrated Mapping, Incident Response and Emergency Management, Transportation Demand Management, Integrated Communications, Wayfinding and Signing, and Transit Ticket Integration. Bilateral relationship with PATT Team.

B. Planning for Success

What's at Stake?

In considering a framework for the success of Games transportation, several basic attributes and outcomes rise to the top: safety, efficiency, reliability, accessibility and sustainability.

Keep Sport on the Front Page

What matters most is that sport, not transportation, is the headline that people around the world will read and remember. Transportation at the Games should be consistent and dependable. It should simply work, so that athletes can focus on competing and spectators and the media can focus on the athletes.

Get Athletes to Their Scheduled Events On Time

Timely, reliable transportation for athletes and their support teams is absolutely essential. Some delays are inevitable, but they need to be kept within acceptable limits that avoid interfering with the preparation of the athletes or the conduct of their events.

Help Visitors Do What They Came To Do

Many visitors will have travelled a long way to experience the Games and enjoy what the Greater Golden Horseshoe has to offer. A successful transportation effort will help make sure that they remember the "magic moments" of the Games, the welcoming atmosphere and great customer service, and the friendly and helpful volunteers.

Legacies of the Games

Successfully hosting the Games will benefit our region's residents for years to come. It will elevate the region's reputation for hosting world-class events and help attract more of them, raise the level of cooperation and public spirit throughout the region, and leave the region a better place to live, work and play. More specifically, it could leave a number of transportation legacies.

The reality of this delivery context is that initiatives will be developed over a condensed timeframe and innovative, collaborative and robust solutions will emerge and be implemented, providing a sound platform by which to consider continuing to use these initiatives and/or build from them post-Games.

The following are examples of the type of legacy opportunities available. It is not an exhaustive list, and it is recommended that the delivery phase provides more concentrated effort to understanding and developing the legacy opportunities.

Physical Legacies

New transportation infrastructure to be completed on time for the Games will have a lasting effect on the region's future growth.

- **Public transit** – The Union Pearson Express, a rail link between Toronto Pearson International Airport and downtown Toronto, the extension of streetcar infrastructure into the West Don Lands on Cherry Street, a new GO Transit rail station at James Street North in Hamilton, and greater public awareness of recent investments;

- **Roads** – Priority Lanes will be a temporary measure to improve the reliability of travel for Games Family, transit, and high-occupancy vehicles during the Games. The proposed Priority Lane network will build upon existing HOV lanes and create a network for region-wide travel on major corridors such as the QEW/Gardiner and DVP/Highway 404 combinations. The Games provide an opportunity to test and assess the network impacts of a more complete network of designated lanes for transit and high-occupancy vehicles, while raising public awareness of potential benefits and effectiveness; and,

- **Active travel** – Initiatives to encourage active travel during the Games include expanded bicycle parking at some venues, improved sidewalk and bicycle linkages to transit, linking the Trans Canada Trail Ontario to key Games venues, and a cycling skills training strategy to promote cycling and increase safety. The proposed Pan Am Path would connect over 80 kilometres of trails across Toronto, and bring together residents, local organizations, artists, and businesses to create vibrant public spaces.

Operational Legacies

This includes strategies that will be employed for the Games to deliver transportation services more efficiently.

- **A regional coordination and communication system** – Providing better collaboration and communication among transportation agencies;

- **Improved customer experience** – Agencies working together more effectively to coordinate efficient operations and provide better information for travellers so they can experience a more seamless journey throughout the region;

- **Lessons from pilot/demonstration projects** – Demonstrated feasibility of innovative projects (e.g. road incident 'Quick Clearance' initiative, freight off-peak delivery, cross-boundary accessible travel); and,

- **Improved inter-agency operations** – Better coordination of routes, services and ticket integration; pursuing additional common procurements; and, exploring other measures to reduce overlap and duplication.

Behavioural Legacies

This includes travel demand strategies that will be employed for the Games and, going forward, can continue to be used to encourage behaviour change. It also considers how the Games can provide an opportunity to build on a positive image for persons with disabilities and how improved accessibility can support this.

- **A lasting shift to sustainable transportation modes** – Increased use of public transit resulting from transportation demand management shifts or promotion of transit routes to Games venues and zones; making walking and cycling more attractive;

- **Transportation demand management** – Influencing travel behaviour and retaining this for ongoing use to spread or reduce demand (e.g. flexible working) through Smart Commute, public engagement and marketing and communication; and,

- **Accessibility** – Greater awareness of issues for persons with disabilities and heightened levels of confidence in the accessibility of the public transit network.

C. Key Challenges

A Summer of Celebration

In an already busy summer calendar, the 2015 Pan Am/Parapan Am Games will be the largest event in both scale and duration in the Greater Golden Horseshoe. As such, it will have the greatest transportation needs and impacts. Minimizing the risks to reliable travel across the region requires us to clearly understand Games travel needs, predict and plan effective mitigation of impacts on residents and businesses, and coordinate effective responses.

Scope and Scale of the Games

The region has never hosted such a large event. There are 31 Games competition venues, 13 non-competition venues and 15 training sites spread across the Greater Golden Horseshoe from Welland to Oshawa, and from Lake Ontario to Georgian Bay. These venues are diverse in their transportation, land use, and travel demand contexts. This poses a significant challenge to the efficiency and reliability of travel.

Duration of the Games

The Pan Am Games will feature 20 consecutive days of events, followed by 9 days of Parapan Am Games. Events will take place from early morning to late at night every day during the Games - a persistent level of intensity different from past major events in the region. Ensuring adequate capacity, workforce, and resources to respond to travel needs over such an extended period will be a major challenge, as will be the need to maintain a consistent quality of travel experience. Most venues will be active in the days

leading up to, and following, scheduled competition days, with impacts on residents and businesses.

Road Races

The Pan Am and Parapan Am Games include 11 days of on-road sporting events that will close or restrict the use of major roads like Lake Shore Boulevard, making getting around a greater challenge for everyone. Race routes will need to be well planned and supported by comprehensive operational strategies, local engagement, and communications.

Travel Reliability

Over 23,000 Games Family members will need to move between villages, venues, accommodations, and other Games facilities and they will need to get there on time. Achieving this on an already congested road network will be a major challenge. Public understanding and support will be needed to create a Games Route Network (GRN) and other priority measures that will allow Games Family members to travel reliably across the region.

Moving Spectators

A central challenge will be the movement of more than 1.4 million ready-to-cheer ticketed spectators and many more at non-ticketed sessions and celebrations. The busiest day of the Games will see over 90,000 ticketed spectators on the move, participating in festivities across the region. Making this travel both easy and sustainable is a challenge. Complications include the fact that venues will not be operating as they usually do for other events (e.g. limited or no parking), and the fact that many visitors will be unfamiliar with the region and its transportation system, as well as the venues themselves.

Getting to Work

Members of the Games workforce will need to move to and from various sites, and will face constraints including parking and access restrictions. They will need public transit options and other travel alternatives.

Supporting Business-as-Usual

Even with the added travel demands of the Games, the region needs to continue to operate normally. This will be possible only with strong transportation demand management strategies and public support.

Transportation Network Considerations

Road Network

- **Weekday peak** period traffic, during which congestion levels are at their maximum and travel times will be longest throughout the highway network.

- **Freight movements** that could be impacted by Games-time transportation measures.

- **Weekend travel demands** that create congestion on major highways to cottage country, outbound on Friday afternoons and inbound on Sunday afternoons.

- **Road restrictions** that result from Games road events and cultural celebrations, as well as from non-Games activities.

Transit Network

- **Union Station**, the busiest transportation hub in Canada, is being expanded. Congestion during peak periods is still likely due to daily commuter travel.

- **Major downtown subway interchanges** – Bloor-Yonge Station and St. George Station – are congested throughout the day and particularly in peak periods.

- **Opportunities for counter-peak GO Transit rail service** will be limited due to rail corridor availability, equipment utilization, and crewing constraints.

- **Hours of operation** – Sunday subway service typically begins operation at 9:00 a.m., compared to 6:00 a.m. on all other days.

- **Transit service gaps in suburban areas.**

- **Venues with no local transit service**.

Accessible Transit

- **Limited available capacity on specialized transit providers.**

- **Limited service integration between municipalities, particularly for cross-boundary trips.**

- **Lack of centralized dispatch and trip booking.**

Exhibit 3: Pan Am/Parapan Am Games Competition Venues

Let's Go: Toronto 2015 Pan Am/Parapan Am Games Strategic Framework for Transportation
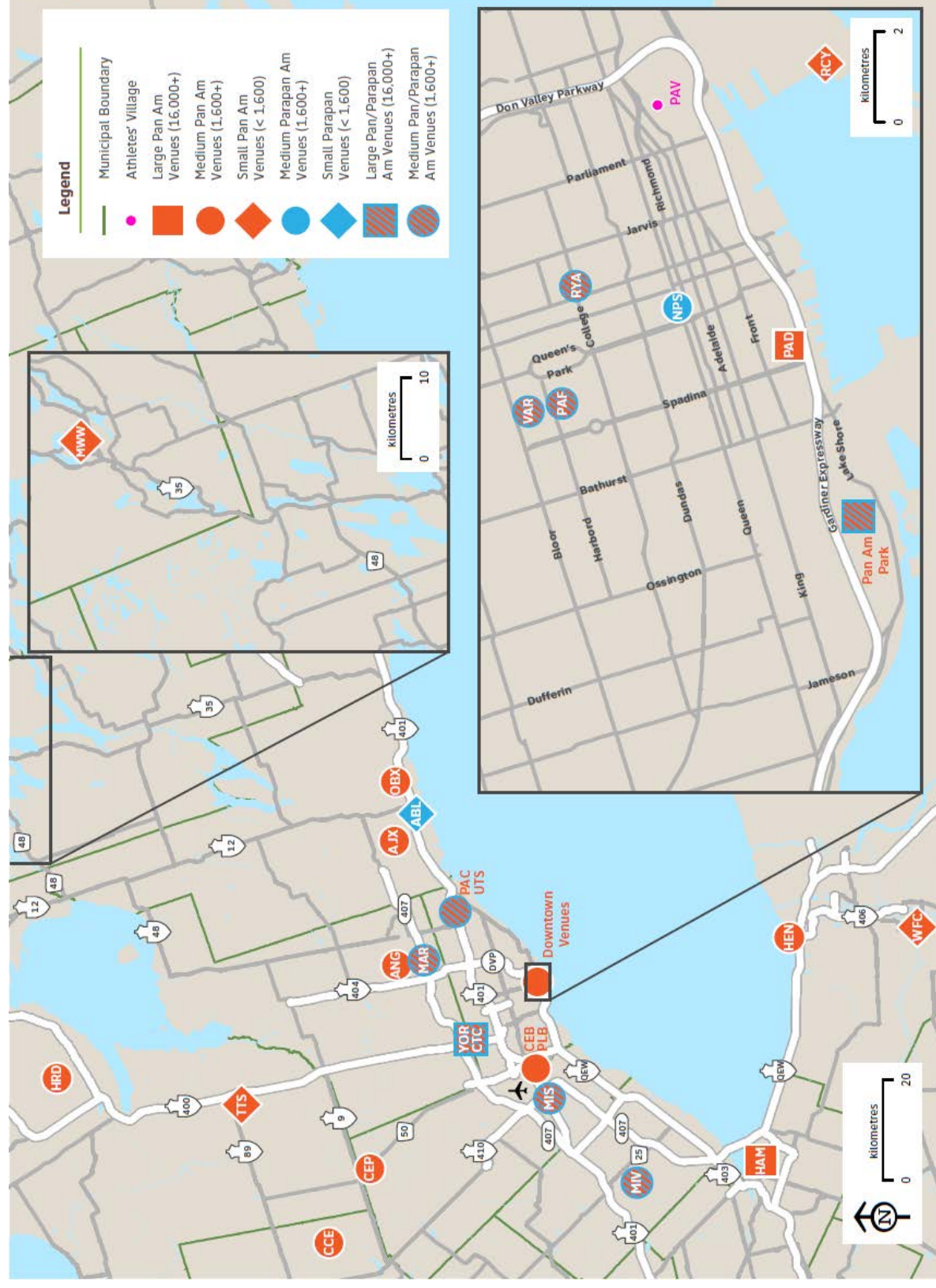
Exhibit 4: Existing Highways and Rapid Transit

Version 4.2 – February 2014

SET!

D. Overall Strategy

Guiding Principles

The following principles have shaped the strategies in this section. They reflect the spirit and priorities of the partners responsible for planning and operating transportation for the Games.

BE BOLD

The Games are an opportunity to be bold in the way we think about moving around our region.

CREATE A POSITIVE TRAVEL EXPERIENCE

Games travel will be easy and understandable, building excitement and spirit.

PROVIDE SAFE AND EFFICIENT TRAVEL

Games transportation will be safe and efficient for athletes, officials, spectators, volunteers, businesses and visitors.

KEEP THE NETWORK MOVING

The Games will add demand to roads that are already busy, and will benefit from measures that minimize or mitigate impacts on daily traffic.

SHOWCASE THE REGION

Create opportunities to showcase the region to the world and build its reputation as an attractive location for international events.

DEMONSTRATE SUSTAINABILITY

Use existing transportation resources and infrastructure to the fullest extent, while expanding and encouraging sustainable and active travel choices.

ENSURE ACCESSIBILITY

The travel needs of people with accessible needs will be considered in all aspects of Games transportation planning.

COMMUNICATE CLEARLY

Build support, awareness, and understanding of the Strategic Framework through effective communication, engagement, and collaboration.

BE COST EFFECTIVE

Maximize use of existing transportation infrastructure and services, and prioritize new investments that can provide lasting legacies and benefits.

DEMONSTRATE CAPACITY FOR INTER-AGENCY COOPERATION

Provide processes and frameworks for regional agencies to work together seamlessly and effectively.

CREATE LEGACIES

From lasting travel behaviour change to an enhanced capacity for hosting large events, the Strategic Framework will leave enduring legacies for the region.

Key Strategy Elements

1. Understand the travel needs of the client groups and identify targets for spectator travel.

Each client group's unique travel needs during the Games must be understood. Achievable mode share targets for spectator transportation will guide planning for more efficient use of transportation network capacity.

2. Welcome the world with efficient and friendly arrivals and departures.

Preparing for visitor arrivals and departures will ensure a warm welcome and a positive final impression.

3. Ensure reliable Games Family transportation with the Games Route Network and Priority Lanes.

Helping athletes and Games Family get to where they need to be, on time and reliably, is one of the biggest challenges of the Games. Establishing a Games Route Network (GRN) will be supported by Priority Lanes, where needed, that expedite the movement of Games Family members through congested locations.

4. Provide a transit-first approach to spectator transportation with the Games Transit Network.

Transit will carry about half of all spectator trips during the Games. It will reduce traffic and parking around venues, and help contain demand on the greater road network. Transit use during the Games can contribute to lasting behaviour change.

5. Integrate accessibility into all aspects of Games transportation.

An accessible Games means everyone can travel and cheer together. Measures will leverage investments in the accessibility of conventional systems while preserving the quality of specialized services for community residents.

6. Promote active transportation as a viable way to travel during the Games.

Walking and cycling can play a major role at many Games venues, especially those that are reachable using existing networks in urban areas. Measures to improve walking and cycling to venues could reduce demand on road and transit networks.

7. Manage parking at and around venues for spectators and other client groups.

There will be no spectator parking at many venues during the Games, including those where parking is usually available. Any available parking at or near the venue will be managed to minimize impacts on traffic and the surrounding community.

8. Provide wayfinding and signage to help travellers move around.

With the Games spread across a large region, and with many visitors unfamiliar with both venues and access routes, a wayfinding and signage program for both roads and transit is essential to help travellers reach their final destinations.

9. Offer spectators seamless "last mile" access from the transportation system to their venue entrance.

Easy navigation during the last part of spectators' journeys, from parking spaces and transit stops to venue entrances, will be an essential part of the Games experience. The orderly and efficient movement of thousands of people will help keep spirits high.

10. Use transportation demand management strategies to keep the region functioning.

Measures that shift the travel behaviour of residents and businesses will free up road capacity and avoid delay and frustration. Other measures will encourage Games spectators to make efficient and sustainable travel choices while creating a positive Games experience.

E. Games Transportation Strategies

1. The Client Groups

People using the transportation network during the Games can be classified into various client groups, based on their travel needs. Four client groups form the basis of Games-time transportation planning:

- Games Family;
- Spectators;
- Workforce; and,
- Residents and businesses.

Exhibit 5 summarizes the client groups' size, travel needs, transportation objectives and key strategies to meet these travel needs and objectives.

Exhibit 5: Games Client Groups

Client group	Description	Approximate number	Travel Needs	Objectives	Key Strategies
Games Family	Pan Am/Parapan Am athletes and team officials; international federations and dignitaries; technical officials; accredited media, including press & broadcast; Games partners who provide sponsorship and marketing.	23,000+	Reliable, timely, safe, secure, and accessible travel to/from venues, from arrival at port of entry (e.g. airport), during stay in the GGH region (e.g. Athletes' Village) and departure from port of entry.	• Provide reliable, timely and safe travel • Minimize travel reliability risks • Maintain efficient transportation during road race disruptions • Build public, business, and political understanding and support for Games Family transportation requirements	• A Games Route Network (GRN) to improve travel time reliability • An operational plan for the GRN with clear and achievable Games-time performance targets • Monitoring key sections of the GRN • Priority Lanes for the use of Games Family vehicles • Use of satellite accommodations

Let's Go: Toronto 2015 Pan Am/Parapan Am Games Strategic Framework for Transportation

Client group	Description	Approximate number	Travel Needs	Objectives	Key Strategies
Spectators	People that attend a Pan Am/ Parapan Am hosted event, including ticketed and non-ticketed competition and ceremony events.	Ticketed Spectators: 1.2 million (Pan Am) 200,000 (Parapan Am) Unticketed Spectators: Number Unknown	Get to their event on-time; be informed of the transportation choices and accessibility requirements; be provided with transportation information tools to help them plan their travel, both pre-trip and en-route.	• Create a positive travel experience • Provide a transit-first spectator transportation strategy • Encourage sustainable travel choices • Provide reliable travel times to help spectators plan their trips • Provide accessible transportation options • Be cost-effective	• Games Transit Network to link venues to transit • Event ticket integration with transit • Management of auto access, local traffic impacts and venue parking • Travel planning tools

Let's Go: Toronto 2015 Pan Am/Parapan Am Games Strategic Framework for Transportation

Client group	Description	Approximate number	Travel Needs	Objectives	Key Strategies
Games Workforce	TO2015 staff, contractors and volunteers that support the operation of the Games.	Approximately 550 staff 17,500 Pan Am volunteers 13,000 Parapan Am volunteers	Travel to various venue locations within the GGH; understand what transportation options are available to them.	• Confirm Games workforce travel needs and services with TO2015 • Coordinate with strategies for other client groups • Encourage travel by Games workforce on public transit and maximize use of existing services	• Workforce will be encouraged to use the Games Transit Network to travel to and from venues wherever possible • Workforce accreditation will allow use of transit services for travel to and from work shifts • Additional services and other details to be finalized by Toronto 2015

Stakeholder	Description	Number	Needs	Goals/Objectives	Actions
Residents	People that live, work and play in the GGH and who continue to go about their daily lives during the Games.	8.8 million	Continue to carry out daily activities; understand if their travel will be affected by the Games and know what they need to do to get around any disruptions; understand what transportation options are available to them; maintain accessible services.	• Maintain the ability of residents and business to operate during the Games • Elevate the level of engagement and awareness of Games-time transportation challenges and strategies • Encourage travel behaviour change during the Games to maximize efficiency of the transportation network • Create opportunities for lasting behaviour change and operational legacy	• Public engagement, awareness, and communications campaigns • Eligibility of carpooling commuters to make use of HOV Priority Lanes • Engage business and freight stakeholders to ensure day-to-day operations can continue as normal as possible • Localized campaigns for residents and businesses who will be impacted most greatly • Mitigation of local traffic and parking impacts • Tools and information to help residents and businesses to understand impacts and plan around disruptions • Regional Smart Commute Workplaces to adopt and promote transportation behaviour change
Businesses	Large and small organizations; includes the freight industry.	4.8 million workers	Continue to carry out daily activities; understand if they will be affected by the Games and know what they need to do to get around the problem; understand what transportation options are available to their employees & customers; understand how their business may be affected (e.g. road closures).		

2. Arrivals and Departures

Thousands of visitors will enter through various ports-of-entry to the region. These ports-of-entry include Toronto Pearson International Airport, Union Station, Billy Bishop Toronto City Airport, among others. Coordination of multi-modal transportation to and from these facilities as well as navigation within the facilities will play a key role in ensuring a positive first and last impression for visitors to the region. Special welcoming and customs/immigration services for Games Family members will be provided at Toronto Pearson International Airport and their travel to/from the airport will be expedited by the Games Route Network. The Union Pearson Express rail link to downtown Toronto and the region's extensive road and transit network will serve all client groups arriving and departing through Toronto Pearson International Airport and other ports-of-entry.

3. Games Route Network

The **Games Route Network (GRN)** is a system of roads connecting the Pan Am/Parapan Am competition, non-competition and training venues. The Games Family will rely on the GRN for reliable, timely and safe travel between venues and their accommodation (Exhibit 6 and Exhibit 7). It is absolutely vital that athletes and their support teams have certainty of travel times, so they can properly prepare and perform. Some delays are likely inevitable, but steps to keep them within acceptable limits are critical to avoid interfering with athletes' training or competition.

The GRN includes four categories of roads:

1. **Core Games Route Network** – Main roads between the airport, the CIBC Pan Am/Parapan Am Athletes' Village, and the larger, most frequently used competition venues. This includes all parts of GRN within downtown Toronto. This section of the GRN will be heavily used by Games traffic throughout the Games. Much of it may also be required for the arrival and training periods prior to the Games, and for departure to the airport after the Games. The Core GRN will remain in place during the Parapan Am Games, with some reductions to reflect the smaller number of venues.

2. **Venue Games Route Network** – Routes to more distant venues such as Welland Pan Am Flatwater Centre and Minden Wild Water Preserve. This will include routes from satellite accommodation to venues. These GRN routes will only operate while the relevant venues are in use.

3. **Training Games Route Network** – Extension of GRN routes to training venues. Besides security and traffic monitoring measures, no additional traffic management measures are planned for these road sections, as, compared to competition venues, it is not as time-critical to get to these venues.

4. **Alternative Routes** – Short-term contingency routes that will maintain reliable journeys if a primary GRN route is disrupted. These will only be used as needed,

depending on the circumstance of the disruption. Some Alternative Routes will be used on road race event days.

In addition to connecting competition and training venues, the GRN will also be in operation during the Opening and Closing Ceremonies of both the Pan Am and Parapan Am Games. It will serve Pan Am Ceremonies Venue (Pan American Games Opening Ceremony and Closing Ceremony), CIBC Pan Am/Parapan Am Athletics Stadium (Parapan American Games Opening Ceremony) and Nathan Phillips Square (Parapan American Games Closing Ceremony).

Traffic management tools will be required to optimize the use of limited road space, and provide a balance between the needs of the Games, and the needs of the region. Games-related traffic management measures will be temporary. They may last the entire period of the Games, or only for the few days a particular venue is in operation and may include:

1. **Parking and loading restrictions** will improve general traffic flow by restricting vehicles from stopping or parking in strategic locations.

2. **Control of road closures** such as restricting daytime lane closures for construction and maintenance activities on or near the GRN.

3. **Priority (HOV) Lanes on Core GRN** will be introduced ahead of the Games giving priority to Games Family and multi-occupancy vehicles, including public transit.

4. **Traffic signal control** along the GRN will improve Games Family traffic flow.

5. **Traffic regulation** such as turn restrictions will be implemented at key points along the GRN to improve traffic flow.

6. **Incident Response Teams** will provide quick removal of roadway blockages due to collisions and breakdowns.

Priority Lanes

Priority Lanes will be a vital traffic management tool for these Games. Priority Lanes involve the temporary designation of one existing lane in each direction of some sections of multi-lane roads and highways on the GRN as a Priority Lane for Games Family vehicles, single-occupant vehicles with permits, and high-occupancy vehicles (HOVs) including transit. They would be similar to HOV lanes that already exist in the GTHA.

The availability of Priority Lanes will be critical to provide reliable travel for Games Family on the most congested parts of the GRN, from early morning to late evening. However, the volume of Games Family vehicles would be too low to justify dedicating an existing lane solely for their use. Opening Priority Lanes to non-Games HOVs and transit could make best use of their capacity while also preserving service for Games

Family members. This would extend the benefits of improved travel time to more travellers and encourage HOV and transit travel during the Games.

The proposed Priority Lanes, which align with most of the Core GRN, are shown in Exhibit 6 and Exhibit 7. They were identified using both a strategic approach, aiming for a cohesive system connected to existing HOV lanes and supporting established policy objectives, and a more tactical, bottom-up approach that identified hot spots in view of likely travel demand.

> Priority Lanes represent an opportunity to explore and test a regional network of lanes dedicated for high-occupancy vehicles, transit, and Games Family. The lanes will provide more reliable and timely travel during the Games.

More detailed analysis will be conducted in the Delivery Planning phase to decide what level of HOV occupancy is appropriate for eligibility to use the Priority Lanes. If the results of detailed traffic modelling and analysis confirm that 2+ occupancy lanes will attract too much traffic over large parts of the day, and would negate any benefits for either Games Family users or HOV occupants, 3+ occupancy (i.e. at least three occupants) will be considered for HOVs using the Priority Lanes, even on existing 2+ HOV lanes. Other parameters including time of day will also be investigated. Detailed traffic analysis conducted in the next phase will also identify pinch points in the Priority Lane network and any required mitigating measures.

The timing for introduction of the Priority Lanes will be decided in the Delivery Planning phase, and may include opening in advance of the Games to provide an opportunity for road users to adjust their travel patterns and for transportation agencies to monitor impacts.

Let's Go: Toronto 2015 Pan Am/Parapan Am Games Strategic Framework for Transportation

Exhibit 6: Games Route Network and Priority Lanes - Pan American Games
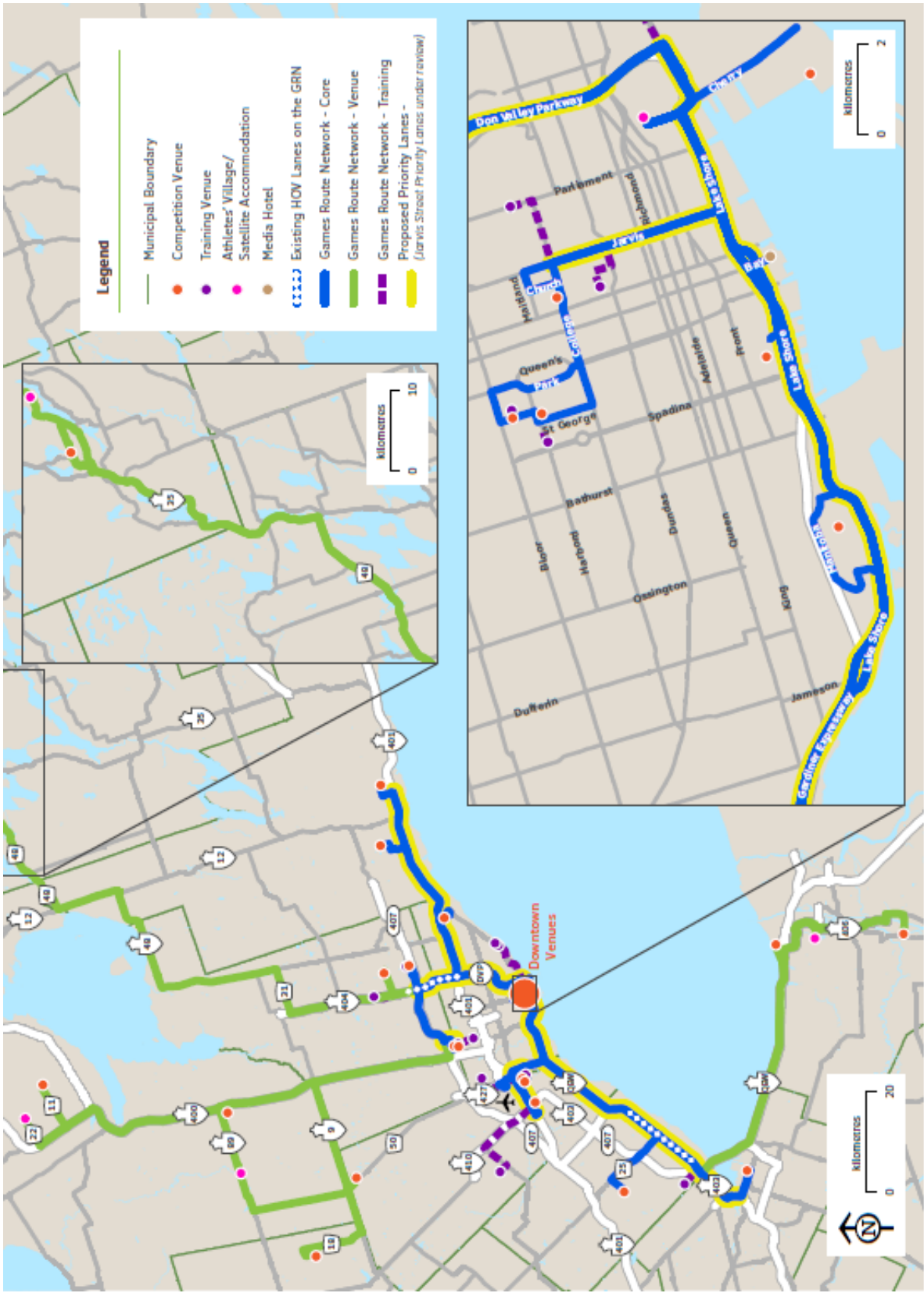
Exhibit 7: Games Route Network and Priority Lanes - Parapan American Games

Legend

	Municipal Boundary
●	Training Venue
●	Competition Venue
●	Athletes Village
●	Media Hotel
●	Parapan Am International Broadcast Centre
	Existing HOV Lanes on the GRN
	Games Route Network - Core
	Games Route Network - Training
	Proposed Priority Lanes - (Jarvis Street Priority Lanes under review)

Downtown Venues

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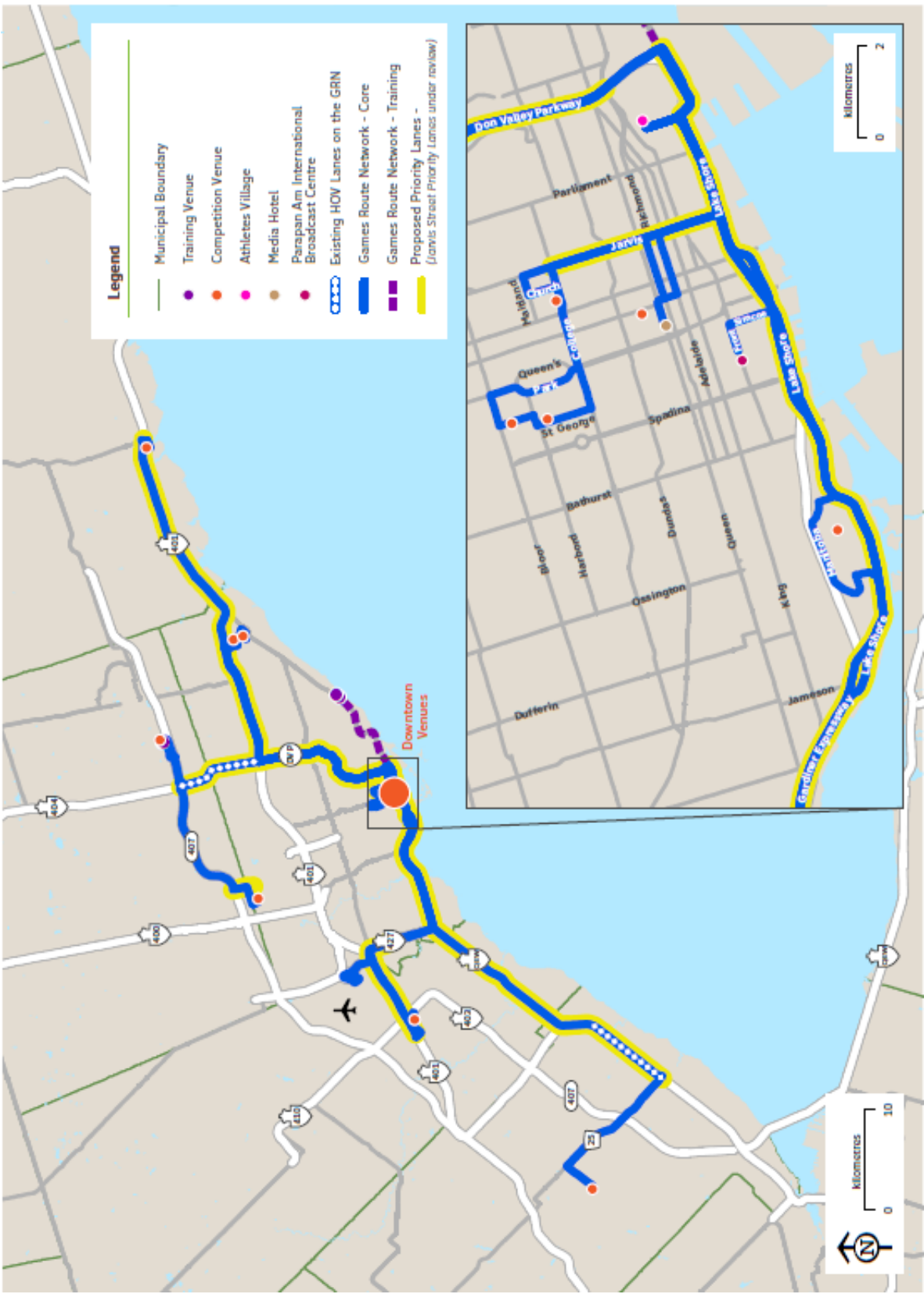
4. Games Transit Network

A Games Transit Network (GTN) will be established to provide effective transit service during the Games. This will be organized around the core rapid transit network, composed of the TTC subway system and GO Transit rail services. The GTN is illustrated in Exhibit 9 and Exhibit 10 which also shows how the transit network is connected to venues by existing transit services. At event times, service may be increased on existing surface transit routes that link the rapid transit network to Games venues. Supplemental Games transit routes may be established to venues where direct transit service is not available.

At points where these existing and supplemental routes intersect with the core rapid transit network, Games Mobility Hubs (also shown in Exhibit 9 and Exhibit 10) will be established that will serve as gateways for transit services to Games venues. The Hubs will form a part of the Games-time travel experience, providing a clear location on event days through which Games travellers can reach venues, supported by a common look-and-feel (e.g. signs, flags and banners), volunteers and travel assistance. Games Mobility Hubs may also serve as park-and-ride locations and many will provide connections to other transit services.

Exhibit 8: Games-time Transit Concept
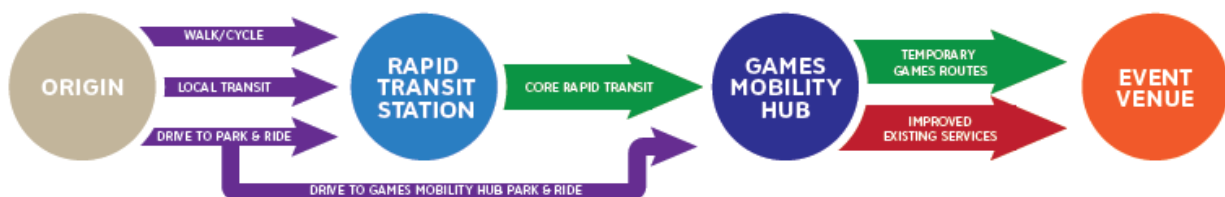
Exhibit 8 Description: The Games-time Transit Concept shows the effective transit network from Origin point to Event Venue. From Origin, connections to Rapid Transit Stations include walk, cycle, local transit or drive to park and ride. Also available from Origin is drive to games mobility hub park and ride to Games Mobility Hub. From the Rapid Transit Station, connection to Games Mobility Hub is through the core rapid transit. From Games Mobility Hub, final connections to Event Venue include temporary games routes or improved existing services.

Exhibit 9: Pan Am Games Transit Network

Let's Go: Toronto 2015 Pan Am/Parapan Am Games Strategic Framework for Transportation
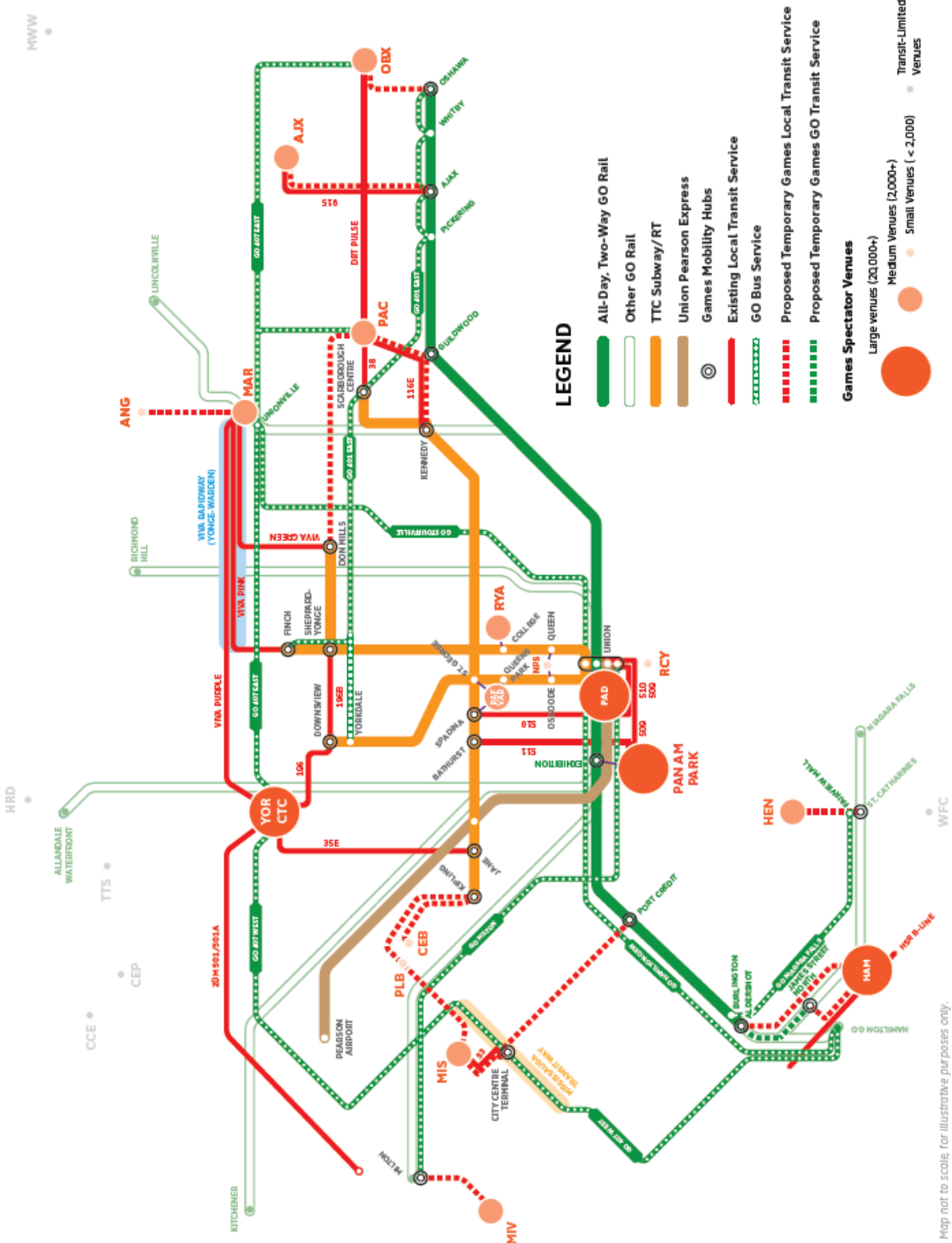
Exhibit 10: Parapan Am Games Transit Network

LEGEND

All-Day, Two-Way GO Rail	
Other GO Rail	
TTC Subway/RT	
Union Pearson Express	
Games Mobility Hubs	
Existing Local Transit Service	
GO Bus Service	
Proposed Temporary Games Local Transit Service	
Proposed Temporary Games GO Transit Service	

Games Spectator Venues

Large venues (20,000+)
Medium Venues (2,000+)
Small Venues (< 2,000)
Transit-Limited venues
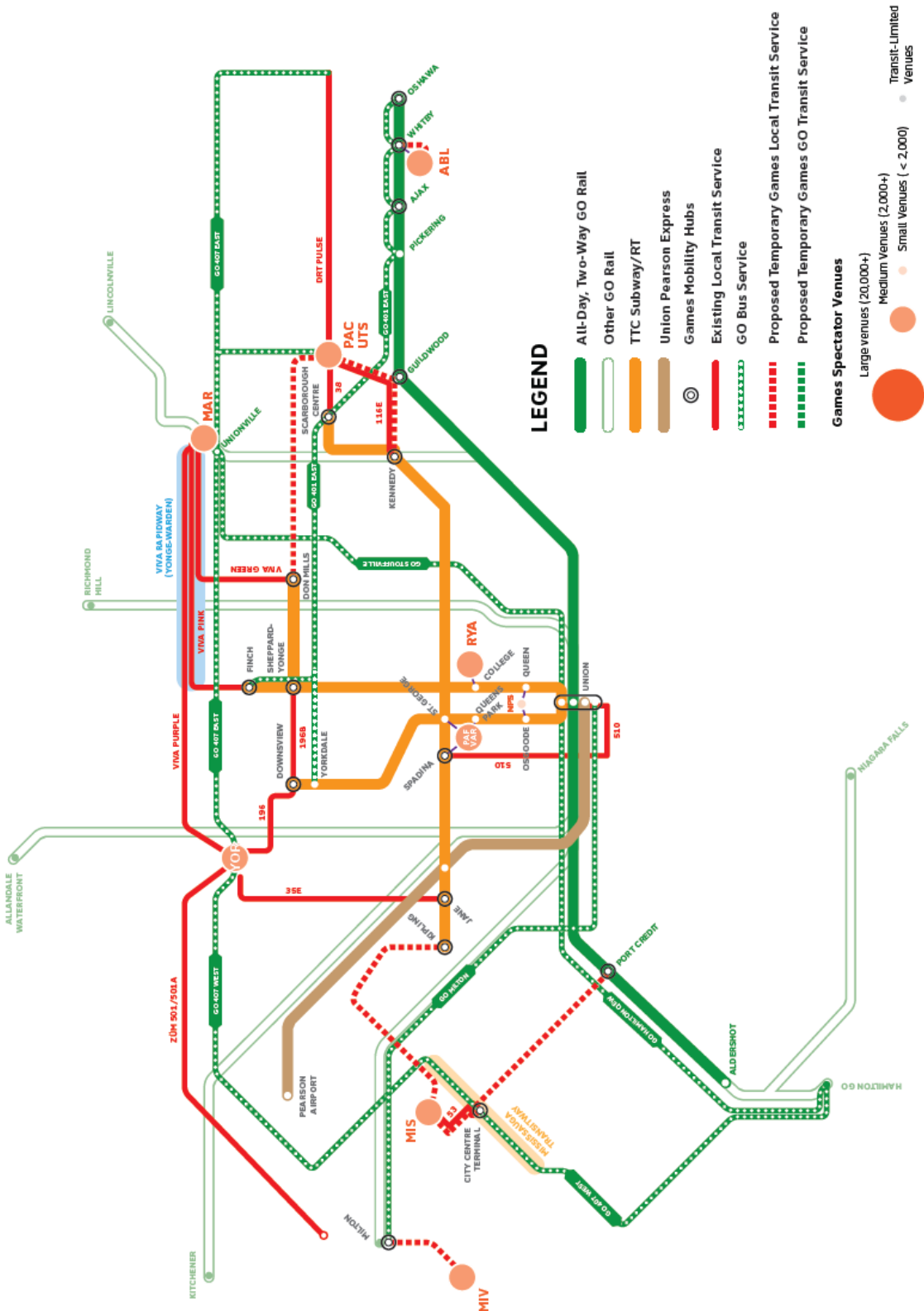
Map not to scale, for illustrative purposes only.

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Transit Ticket Integration

Ticketed spectators will be encouraged to use transit through event-day transit ticket integration. Principles to guide transit ticket integration include:

- On the day of an event, tickets for that event will allow ticket holders to travel to and from the relevant venue on conventional or specialized transit systems;

- Event tickets will act as the fare medium and spectators will present their Games ticket to a bus operator or fare inspector for visual inspection, thus avoiding the need for special equipment on buses or at stations; and,

- Event tickets will be valid for travel on GO Transit and any local operator that connects directly to GO Rail service, including the TTC.

5. Accessible Transportation

The accessible transportation strategies for the Games will focus on the availability of accessible conventional transit services, supplemental specialized transit services and accessible parking spaces. The Games represent an opportunity to raise awareness and increase the profile of accessible transportation in the region.

Existing accessible services will be augmented during the Games by a range of strategies, including:

- **Accessible conventional transit services**: transit services to venues will be provided by accessible vehicles, stops, and access routes;

- **Specialized transit services**: Direct, no-transfer specialized services across municipal boundaries are desirable, either through coordination of services from municipal providers and/or through special contracts;

- **Taxis**: To increase the availability of accessible taxis during the Games, it is recommended that temporary taxi/livery cabs be licensed to for-profit shuttle providers, as a pilot project;

- **Parking**: Pre-booked accessible parking spaces will be provided where possible, limited to spectators who hold a valid Accessible Parking Permit, and only available for the duration of a prescribed event; and,

- **Travel guidance and support**: This will be made available through both pre-event travel information (e.g. spectator guides and website travel information) and en-route information (e.g. mobile travel information, wayfinding and signage, volunteers, travel ambassadors, and customer service personnel).

6. Active Transportation

Walking and cycling will play an important role in moving spectators during the Games. An increase of active transportation to venues will allow for less strain on both the public transit and road network especially in the parking-constrained downtown Toronto venues. Strategies will be required to ensure active transportation plays an important role in spectator transportation include:

- Ensure high levels of pedestrian access to venues, which may include the use of temporary pedestrian or transit malls;

- Use travel demand management strategies to encourage active modes of transportation through communication;

- Encourage cycling by providing routes and parking to the different venues; and,

- Provide secure permanent or monitored temporary bicycle parking for venues with an active mode share over 0%, as close to venue entrances as possible.

7. Venue Parking

There will be limited or no on-site parking available for spectators' vehicles at most Games venues. This is a result of the need to reserve parking for Games operations, such as large operational, broadcast and logistics compounds. There will be parking in the vicinity of most venues, however, either on streets or in other parking lots. Through the Venue Transportation Working Groups, final decisions will be made for each venue based on four parking principles:

- Each competition venue has a variety of parking availability and needs, and plans will vary for each site;

- Travel information and advice will ensure parking information is available to spectators, pre-journey;

- Parking plans will be incorporated into Local Area Traffic Management Plans; and,

- Priority will be given for accessible parking as close to the venue entry as possible.

Arrangements will also be made for bicycle parking and coach parking. A pick-up and drop-off location for high-occupancy vehicles including coaches and, where available, other special transit services, will be established with appropriate signage.

8. Wayfinding and Signage

During the Games the way the region and its transportation networks function will differ from normal owing to security restrictions, route diversions, Priority Lanes, and related initiatives. Venue orientation and, in some cases, names and access points will also differ, and GPS navigation aids and travel planners/maps may not recognize Games-time name changes. Wayfinding and signing, therefore, is an important component of planning for the Games while also providing an opportunity to create a strong brand and enhance the spectators' Games experience. Major planning parameters for signs will include:

- All Games signing will adhere to a standard "look and feel";

- Signing is provided primarily for spectator and workforce travel by road, transit and walking routes to and from venues;

- Signing will be temporary, using recyclable or disposable materials; and,

- Regulatory and informational signs will be used where required to support the operation of the Games Route Network and Priority Lanes.

9. Last Mile and Venue Access

Proper planning and implementation of the "last mile" of trips to and from venues is essential to create a high-quality experience for spectators during the Games. It is also important to ensure the smooth operation of the venue and the surrounding area. The term "last mile" represents the connection between a spectator's transportation node and the venue entrance itself. The exact nature of this connection will depend on the user, their mode of travel, and the venue's layout and facilities. Preliminary work has established common last mile needs at all venues, as well as more specific needs at three types of venues: urban, suburban and exurban.

Last mile access strategies and plans will be fully developed through the operational planning process for each venue. The Last Mile Coordinator, on behalf of the municipality, will develop these plans. Known as Local Area Plans (LAPs), each plan will:

- Identify pick-up and drop-off locations;

- Define last mile routes;

- Determine operational needs and responsibilities along last mile routes; and,

- Establish local area traffic management needs and mitigating measures.

10. Transportation Demand Management

Demand on the region's transportation system during the Games will exceed normal background levels due to travel by spectators and Games Family. Transportation demand management (TDM) measures can help influence individual travel choices to make them more sustainable by shifting modes, and to use system capacity more efficiently by shifting trip times or routes.

Games-time travel demand and the temporary changes in the operation of the transportation network will have impacts on congestion and travel times. TDM will play a central role during the Games to encourage changes in travel demand for more efficient use of system capacity. A shift of approximately 20% of trips during the peak hour is estimated to be needed in order to mitigate travel time impacts of Games travel demand and transportation measures.

TDM Objectives

The goal of the TDM strategy is to create reliability for trips by Games Family, spectators, and workforce, while helping regional residents and businesses to continue their daily activities. Objectives of the TDM strategy are to:

- Promote reasonable and achievable expectations for all travel in the region, whether it is for work, school, personal business, Games participation, deliveries or servicing;

- Manage travel demand at hotspots by encouraging non-Games travellers to avoid trips or to travel at a different time, use a different mode, or take a different route;

- Give Games and non-Games travellers guidance and information on the most appropriate routes available, to make the best use of the available transportation capacity, and ultimately achieve a higher transit mode share;

- Work closely with the business community to minimize background traffic demands and support continuity of business requirements;

- Help transportation be a positive part of the Games story, and not the story itself; and,

- Provide a legacy for long-term behavioural change that can be built on in the future.

Audiences

The TDM strategy will focus on influencing the behaviour of two key traveller groups. For the first audience, background demand, the priority focus is to free up capacity on the transportation networks and to use existing capacity more efficiently. This group includes residents of the GTHA making trips through transportation network hotspots, freight and goods movement, and trips generated by businesses. The second audience,

Games spectators, includes GTHA residents and visitors who have purchased Games tickets or plan to attend non-ticketed events. The goal is to help this group plan their travel to and from venues and enjoy the experience of the Games.

TDM Strategy

The TDM program will promote short-term travel behaviour change during the Games, with a goal to promote long-term shifts. TDM initiatives will include:

- Raising awareness of the transportation impacts of the Games and the travel choices available;

- Providing information on the location of the busiest parts of the transportation network;

- Encouraging people to avoid the GRN and the immediate vicinity of venues at certain times, unless necessary;

- Providing travel advice for spectators, regular users of the transportation network, businesses and freight operators; and,

- Encouraging people to pre-plan their trips.

Importantly, the TDM strategies are designed to work alongside more operational strategies and intelligent transportation system applications to help balance road network demands with available capacity.

GO!

F. Delivery Path

Moving from Games planning to operations will be a major effort. Creating a clear path for this transition will be important for realizing the goals and objectives for Games transportation. There are five key phases in delivering the strategy set out in the Strategic Framework for Transportation as follows:

1. Detailing the Strategic Framework (July 2013-December 2013)

Detailed work will be conducted to refine the strategies set out in this Strategic Framework. Individual transportation operators will develop Games-time service plans and the PATT working groups will develop plans for each work stream (where multiple operators need to collaborate and agree on the Strategic Framework).

2. Operationalizing the Strategic Framework/Delivery Plan Phase (November 2013-April 2015)

This phase will shift from planning to preparing for Games operations and ensuring the delivery of all required systems, resources and processes. This needs to be reinforced with organizational plans and protocols to make sure the operation is delivered as efficiently and effectively as possible, and so that every agency understands its role in the wider context of the Games.

3. Testing and Readiness (July 2013-June 2015)

A full program of testing and rehearsing will be delivered across all transportation modes to ensure that the transportation arrangements are being delivered as planned, and that all elements of the transportation system are sufficiently integrated and capable of delivering an effective and efficient service during the Games. A program of increasingly seamless operational trials will be carried out.

4. Games-time Delivery (June 2015-August 2015)

Delivery of the Strategic Framework: Games-time will begin at the start of the Pan Am torch relay and will continue through the departure of the Parapan Am athletes after the Closing Ceremonies of the Parapan Am Games.

5. Decommissioning and Legacy Implementation (September 2015-December 2015)

This phase will formally begin after the end of the Parapan Am Games, although decommissioning will start after completion of events at Pan Am venues that will not be used for Parapan Am events. Legacy implementation will include building on the successes of the Games and documenting the transportation processes and lessons learned for knowledge transfer.

G. Games-time Operations

The delivery of transportation services throughout the Games will require a coordinated effort to maintain acceptable levels of service. Many operating centres throughout the GTHA already provide daily operational management and control centres for their respective transit services, road networks, and emergency services. Though these control rooms and operations centres may vary in their capabilities, a coordinated effort among them is required to ensure smooth delivery of the Games.

An additional Pan Am/Parapan Am operations layer will be added during the Games – the TO2015 Main Operations Centre (MOC) and the TO2015 Transportation Operations Centre (TROC), will be established in downtown Toronto, and the Integrated Security Unit (ISU) Unified Command Centre (UCC), will be established in Brampton, among others. Due to the large number of different operational entities, clear responsibilities and interfaces are required to ensure that the transportation needs of the Games Family, spectators, and background demand are met.

Operating Principles, Roles and Responsibilities

The basic premise for Games-time operation is that, where possible, existing transportation agencies continue to provide road, transit, and pedestrian facilities and services to support the timely movement of Games-related and business-as-usual traffic. TO2015 will provide the Games Family with dedicated transportation services, which will operate over the GRN. Where necessary, the operational agencies will provide supplementary routes and services, and related operational enhancements to help achieve transportation reliability objectives.

The real-time operation of the transportation network and services during the Games will involve many jurisdictions and agencies operating in a multimodal travel environment. Two overarching principles will guide the development of Games-time operation:

- Utilize the existing operational Governance arrangements; and,
- Provide an effective and complementary Games-time overlay.

Operational Enhancements

In the lead up to the Games, a series of enhancements to existing transportation operations will be activated to improve the high quality, reliable transportation service provided to the Games Family, spectators, and workforce. These include:

- Games Route Network roadway management measures;
- Priority Lanes;
- Supplementary transit services;
- Enhanced network monitoring; and,
- Enhanced incident response.

Monitoring and Coordination

Successful Games-time transportation management will require an understanding of local operational responsibilities and clear communication regarding issues affecting multiple modes and jurisdictions. A Unified Transportation Coordination Centre (UTCC) will be developed for this purpose, to be housed in the Ministry of Transportation's new Central Region Traffic Operations Centre being built in Toronto.

Operational Planning

Operational planning for the Games will occur at several levels, including all operational partners in cooperation with the PATT team to ensure that all aspects of transportation operations have been thoroughly reviewed and appropriate actions put in place to support the Games.

Partner Agencies

Each operating agency will:

- Take stock of their current operations and maintenance activities to ensure that their regular activities can still take place during the Games. They will need to manage their networks and services that serve their regular customers and ensure that in so doing, there are no unintended consequences that might adversely affect Games-time operations; and,

- Undertake operational enhancements in support of their Games transportation obligations.

UTCC Operations Planning

The working relationship between the various operating partners will be developed in greater detail to minimize the risk of gaps and overlaps, and provide clarity for Games-time operational roles and responsibilities. PATT will prepare an Operations Plan for the UTCC in cooperation with representatives from the transportation operating agencies and the other Games domains that will participate in the UTCC.

Games Readiness & Testing

Readiness provides confidence that the transportation arrangements are being delivered as planned and that all elements of the transportation system are sufficiently integrated and capable of delivering an effective and efficient service during the Games. A program of increasingly complex operational trials will be carried out, starting with one or two transportation agencies discussing hypothetical situations, leading to larger mock events, gradually building up to employing the UTCC in full trial events.

Attachment 'x' – Markham and Angus Glen Local Area Plans

**Toronto 2015
Pan/Parapan Am Games**

MAR VTOM

Markham Pan Am/Parapan Am
Centre & Bill Crothers School

MAR

BCS

UNIONVILLE GATE

ENTERPRISE BOULEVARD

MAIN STREET

KENNEDY ROAD

HELEN AVENUE

YMCA BOULEVARD

RIVIS ROAD

Unionville

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TO1130PLAN

Legend

- Competition Venue
- Training Venue
- Spectator Entrance/Exit
- Spectator Parking
- Cycle Parking
- Accessible Parking
- Games Family/Ops Entrance/Exit
- Permit Check Point
- Vehicle Screening Area
- Last Mile
- Transport Perimeter
- Games' Route Network

Games Family/Operations Parking & Load Zones

- Games Family/Operations Parking
- T3 Load Zone
- Athlete LZ
- Technical Officials LZ
- Media LZ

Toronto 2015
Pan/Parapan Am Games

ANG VTOM

Angus Glen Golf Club

ANG

Games Family/Operations Parking
- P1 Parking
- T1-T2
- NOC/TC/ADP
- Photo Pool
- Media/Broadcast (VAPP)
- PRS/WHF/OPS/NF

- Competition Venue
- Spectator Entrance/Exit
- Spectator Parking
- Cycle Parking
- Taxi Stand
- Games Family/Ops Entrance/Exit
- Multiple Load Zones
- Games Family/Ops Parking
- Permit Check Point
- Vehicle Screening Area
- Transport Perimeter
- Secure Perimeter
- Games Route Network

KENNEDY ROAD
WARDEN AVENUE
MAJOR MACKENZIE DRIVE EAST

N
Kilometers
0   0.1   0.2

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Attachment 'x'

Let's Go: Toronto 2015 Pan Am/Parapan Am Games Strategic Framework for Transportation

Exhibit 25: Games Route Network - Pan American Games

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Let's Go: Toronto 2015 Pan Am/Parapan Am Games Strategic Framework for Transportation

Exhibit 26: Games Route Network - Parapan American Games

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