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Provincial
Police

Police
provinciale
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23 March 2016

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Ref: CCMTA-POLICE PARTNERSHIP AWARD

Please find attached documentation in support of the nomination of:

Superintendent Alison Jevons: Ontario Provincial Police
Inspector Andrew Norrie: Toronto Police Service
Martin Maguire: City of Toronto Transportation
Jamie Austin: Ministry of Transportation
Andrew Beal: Ministry of Transportation
Doug Spooner: Toronto 2015 Organizing Committee

Nomination prepared by:

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This nomination is supported and endorsed by Commissioner J.V.N. (Vince) Hawkes of the Ontario Provincial Police. In support of this nomination, I offer the following information to the Awards Committee.

The Nomination Report

Introduction

The 2015 Pan & Parapan Am American Games and was the largest event in the history of the Greater Toronto Area (GTA). The traffic associated with the Games was anticipated to put a tremendous strain on the transportation infrastructure and resources of the Greater Golden Horseshoe, a highway network that includes the provincial and 400 series highways; infrastructure already overwhelmed by congestion on a daily basis.

In order to deliver the most efficient and reliable network for the Games transportation possible, a dedicated working group of various agencies and municipalities was formed. The size and complexity of the Games Route Network (GRN) created a task for this group that was unprecedented in Canada, and as such demanded the highest level of communication and coordination amongst its members.

The Games Route Network (GRN), spanning 1,500 kilometres across the Greater Golden Horseshoe, was comprised of roads specially selected from the existing GTA road system to transport the Games Client Group (athletes, team officers, technical officials) safely, quickly and reliably between the Games' competition venues, accommodation sites and other key locations, such as Pearson Airport. The network was divided into a number of sections based on municipality, county or region, as well as by the authorities responsible for enforcement.

Police services directly impacted by the GRN were Niagara Regional Police, Hamilton Police, Halton Regional Police, Peel Regional Police, Toronto Police, York Regional Police, Durham Regional Police, South Simcoe Police and the Ontario Provincial Police. The police agencies were supported by the Games Organizing Committee, Ontario Ministry of Transportation, Municipal Road Authorities and Regional Transit Authorities.

Joint Mission

The joint mission was to provide a safe and secure environment for the Toronto 2015 Pan/Parapan American Games, while maintaining an open, accessible and authentic experience for athletes and attendees; aiming to minimize disruptions to residents, businesses and visitors.

Structure

The cooperation of the different working groups within the Pan/Parapan American Transportation Team (PATT) was crucial to the establishment of the GRN. Through the development of the communication strategies between them, ideas and suggestions from experts within the GRN Working Group shaped the network as a whole.

The PATT program operated within a two-tiered planning structure, which consisted of the PATT Steering Committee and the PATT Program Team. As a whole, the program's role was to develop and communicate the integrated transportation working plan for the Games, and to ensure that coordination existed between key transportation partners.

The GRN Working Group was established to concentrate on the development of the Games Route Network in order to plan and deliver the routes for Games Family members during the Games.

The Integrated Security Unit (ISU) was established by the OPP in October 2010 and included representation from eight municipal police services. The ISU coordinated security operations for all the event venues across the Greater Golden Horseshoe and on the GRN. The GRN is made up of provincial and municipal roadways, which cross over the partner agencies' respective jurisdictions. Therefore, those agencies had the responsibility for the safety and security of the Games Family, athletes and general public, as well as traffic management on their section of the GRN during the operational period.

While the ISU was dedicated to the security of the GRN, the Ministry of Transportation (MTO) was responsible for the transportation infrastructure itself. As the lead agency for the overall coordination of spectator transportation and provincial highway operations, MTO played a crucial role that relied on a highly interoperable relationship with GRN Working Group members. MTO provided a steady stream of traffic data and video to the Unified Transportation Coordination Centre, allowing other agencies to fulfill their responsibilities of maintenance and rapid clearance of all GRN routes.

The regions and municipalities involved in the GRN Working Group are those affected by the GRN Priority Lanes. These regions saw the highest traffic during the Games, and their inclusion within the group was vital to the success of Games Family transportation.

Toronto 2015 (TO2015) was the organizational committee for the Pan Am/Parapan Am Games and worked towards delivering a safe and secure transportation system for the Games Family. TO2015 provided the vehicles for the Games Family, the athletes, team officials and the media. As the lead organization, it was imperative that communication with other agencies and working groups was strong, in order to guarantee a successful project overall.

Venue Transportation Working Groups (VTWGs) were working groups that focused on the Last Mile of transportation operations surrounding a venue. They developed the Venue Transportation Operations Plan for each venue to make sure the flow of traffic (both vehicular and pedestrian) remained efficient and obstruction free in the immediate area surrounding each Games venue.

Strategies Developed

Advanced Public Awareness - Sufficient timing and volume of warning notices provided the public an opportunity to become familiar with the changes, and to fully comprehend how the Games would impact their lives during operations. This understanding allowed the public to make alternate plans for the period of disruption (change in route/hours of work/holidays), and ultimately contribute to the safety of both background and Games traffic.

A grace period in advance was beneficial to the education of motorists and keep collisions to a minimum. A grace period of one week prior to the 'opening' of the GRN provided an opportunity for officers to promote compliance by education rather than enforcement.

Marketing and Communication Plans - Effective marketing and communications plans were also fundamental and involved joint information sessions conducted by MTO and TO2015. It was crucial that motorists understood the purpose and operation of the GRN, as this effectively minimized the likelihood of violations.

The media was engaged in advising the public ahead of time on the by-laws and other issues related to the obstruction of the GRN. Businesses and industry were provided advance notice to develop alternative plans for the period giving them some control in mitigating the impact of the Games. MTO standard traffic management tools such as traffic signs and road markings were used, which road users were already familiar and observed

daily. Motorists were encouraged to carpool by assigning additional carpool lots across the regions where the Games will take place. Information was provided on the location of the busiest parts of the GRN, and motorists were encouraged to pre-plan their trips around the GRN, whenever possible.

Dedicated Priority Lanes - Priority Lanes were a vital traffic management strategy for the Pan/Parapan Am Games, which involved the temporary designation of one existing lane in each direction on limited sections of multi-lane roads and highways on the GRN. It also involved the modification of existing High Occupancy Vehicle (HOV) lanes. These lanes were utilized for Games Family vehicles, single occupant vehicles with permits, emergency vehicles, high occupancy vehicles (3+) and transit. These new and modified lanes were intended to be a temporary measure to improve the reliability of travel during the Games.

In keeping with the Advance Public Awareness strategy, and prioritizing public safety, a three week advance awareness campaign for the Priority/HOV Lanes was used.

During Week 3, infrastructure (signage/pavement markings) was put in place.

Week 2, lanes were revealed but not active - drivers still have the ability to use them. A significant public education campaign was commenced at this point to advise people of the "go live" date. There was expanded use of changeable message signs (MTO and City of Toronto) and other signage to advise drivers in the Priority Lanes of the restrictions during the Games. This gave habitual route users time to acclimatize to the new conditions, and adjust their route/transportation mode accordingly.

Week 1 was the "Go live" date of June 29, 2015. This was the driver "behaviour modification period" where police used the traditional three step approach of high police visibility, public education campaign, awareness and enforcement to introduce new legislation. Advance public messaging indicated when the Priority Lanes are "live" and that the police were conducting both education and enforcement as the Games draw closer.

And finally at the start of the Games-Week Zero targeted enforcement commenced, as required.

Maximizing Police Visibility and Enforcement - Dedicated uniformed police and by-law officers constantly patrolled the GRN using cruisers, motorcycles, and bicycles, deployed to strategic areas increasing police presence and visibility thus increasing voluntary compliance. Strict enforcement of the Highway Traffic Act, Criminal Code, the respective municipal by-laws and other acts where applicable, helped maximize compliance of the GRN road users. The issuance of a violation ticket to offenders was a general practice adopted by municipalities and/or police services. Enforcement tools are one of many options that police relied on to facilitate the safe and effective movement of traffic. Police presence and enforcement activities, whenever possible, did not hinder traffic movements on the GRN.

Rapid Incident Detection - Another strategy layer adapted was a proactive approach in addition to reactive responses. It is more efficient to be vigilant and able to detect potential occurrences before they take place; and the amount of resources and time required to deal with an incident is minimized. Several key points that facilitated proactive enforcement included: Deployed officers in a strategic way to areas known for having high rates of collisions. The officers were able to monitor these hot spots and address the issues that contributed to serious incidents before they occurred.

A proactive approach that relied on intelligence-led policing principals, in which issues were identified by officers on the ground, quickly communicated to the Unified Transportation Coordination Centre (UTCC), to be diffused before it causes disruption to the GRN.

Working with stakeholders and partners to communicate transportation challenges, and advise how businesses could help keep the GRN free from obstructions, i.e. stopping in live lanes of city streets to unload, blocking the GRN, may result in fines.

Managing background freight and goods movement operation demands during the Games. The strategy included proactive/reactive operations to encourage out-of-hours delivery and providing information on GRN operation peak hours.

Rapid Incident Response Clearance - The responsibility of keeping the GRN clear for traffic falls under several authorities, but only the police service of jurisdiction was able to expedite the clearance of obstructions when they occurred.

This was facilitated with dedicated officers deployed along the GRN, resulting in enhanced officer visibility, and provided proactive efforts and quick reactive measures when required.

In the event of an obstruction (broken down vehicle), officers actively managed the situation and remove the obstruction. Attempts were made to move a blockage for the purpose of continuing with an investigation to other locations, so that the GRN remained clear without compromising the integrity of the investigation. If the obstruction was expected to take an unreasonable amount of time to remove (major collision investigations), authorized rapid deployment units facilitated the movement of the Games vehicles to safely travel around the obstruction. Collision Reconstruction Teams were utilized along with advanced technology, such as Unmanned Aerial Vehicles (UAV), which provided expedient collision investigations, while maintaining high quality, comprehensiveness and investigation efficiency. Specialized Commercial Vehicle investigators were available for quick response and arrangements were made to use accredited towing services readily available; minimizing response times.

The Ministry of the Environment, Ministry of Labour, Coroner, the Special Investigations Unit and the Ministry of the Attorney General all have direct impact on road closure duration. As such, specific plans were developed to address response times in an effort to minimize the overall closure times of the GRN, by way of a mutually agreed upon response strategy.

Communications

ISU Transportation C3: Communication, Command and Control – A Unified Transportation Coordination Centre (UTCC) was established during the Games to coordinate reliable transportation for Games clients and spectators, and to minimize the impact to background traffic.

Each partner organization was responsible for monitoring the transportation network within its jurisdiction and was responsible for dedicated patrol. Police Dispatch contacted the Traffic Leads or emergency services as required for that particular zone, and this information was sent to the UTCC accordingly.

Conclusion

The Pan Am Games involved 364 events in 36 sports and the Parapan Am Games consisted of 317 events in 15 sports. The two games combined involved over 10,000 athletes and team officials from forty-one nations of North America, South America and the Caribbean. Added to those numbers, were approximately 3,000 local and international media representatives.¹

More than twice as many athletes competed at the Toronto 2015 Pan Am/Parapan Am Games than at the Vancouver 2010 Olympic Games.²

Over 95% of the Games Client vehicles completed travel to and from venues within their target travel time, with no athlete arriving late to an event due to transportation issues.³

Transportation represented one of the biggest challenges in the success of the Pan Am/Parapan Am Games. Keeping the GRN obstruction free and traffic moving was a collective responsibility of all the PATT partners. Effective communication, both internally within the UTCC and externally to the motoring public, was crucial to a reliable GRN. The policing partners of the ISU were committed to developing and delivering effective plans to support a successful Pan/Parapan Am Games.

¹Beyond the Finish Line – Transportation Delivery Plan Post-Games Report, <http://www.mto.gov.on.ca/english/panam-games/pdfs/2015-games-transportation-post-games-report.pdf>, page 12

²Beyond the Finish Line – Transportation Delivery Plan Post-Games Report, <http://www.mto.gov.on.ca/english/panam-games/pdfs/2015-games-transportation-post-games-report.pdf>, page 12

³Beyond the Finish Line – Transportation Delivery Plan Post-Games Report, <http://www.mto.gov.on.ca/english/panam-games/pdfs/2015-games-transportation-post-games-report.pdf>, page 44

CCMTA POLICE PARTNERSHIP AWARD

HONOURING
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IN POLICE
PARTNERSHIPS
TO MAKE
CANADA'S
ROADS THE
SAFEST IN THE
WORLD

2015 award recipient,
Inspector Jimmy
Potvin (right) of the
Sûreté du Québec
accepts his award
during a presentation
by immediate
past CCMTA Chair
Vern Janz at the
2015 CCMTA
Annual Meeting in
Whitehorse, Yukon.



MAKING A DIFFERENCE IN ROAD SAFETY

Strategies that reduce road crash injury and death on Canada's roads and highways improve road safety for everyone. The annual CCMTA Police Partnership Award recognizes active individual police officers, or units, who are involved in developing relationships in support of these efforts.

NOMINATIONS

Sworn, full-time Canadian federal, provincial, and municipal police officers or individuals and groups such as divisions, sections, and detachments may apply.

THE AWARD

Acknowledgement by CCMTA at the largest gathering of road safety professionals in Canada. The 2016 Award recipient will be recognized at the CCMTA Annual Meeting Provincial banquet on June 21, 2016 in Halifax, Nova Scotia. CCMTA is pleased to cover any related travel costs.

TO LEARN MORE, PLEASE CONTACT VALERIE TODD AT
VTODD@CCMTA.CA OR VISIT CCMTA.CA.

NOMINATION DEADLINE:
**FRIDAY,
APRIL 8, 2016**



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Canadian Council of Motor Transport Administrators
Conseil canadien des administrateurs en transport motorisé

The Canadian Council of Motor Transport Administrators (CCMTA) is an incorporated non-profit organization in Canada that coordinates all matters dealing with the administration, regulation and control of motor vehicle transportation and highway safety. Membership includes representation from provincial and territorial governments as well as the federal government of Canada.