INTRODUCTION

The Toronto Pan Am Sports Centre is a legacy of the 2015 Toronto Pan Am Games. The Centre and the organization that operates it, Toronto Pan Am Sports Centre Inc., is co-owned by the City of Toronto and the University of Toronto.

The primary purpose of this Strategic Plan document is to outline the vision, mission and values of the Toronto Pan Am Sports Centre and set organizational goals and directions for the next five years.

This document starts with the philosophy for the Centre that establishes who we are and why we do what we do. We follow that with an explanation of the four key differentiators that will allow us to be successful in achieving our goals.

The document concludes with the Vision, Mission, and Values for the facility and the Goals and Directions for 2023-2027.
At the Toronto Pan Am Sports Centre we dream big.

We are a community of neighbours, students, and athletes.

We come together to compete, to train, and to play.

Our ages, backgrounds and abilities differ, but our goal is the same: to pursue our passion for sport and recreation.

Through respect and collaboration, we are partners in one another’s success.

We are a place for health and wellness.

We are a place to teach and a place to learn.

We are a place for everyone.

This is our journey, from puddle to podium.

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FROM PUDDLE TO PODIUM

Vision

The Toronto Pan Am Sports Centre is recognized for providing world-class and lifelong experiences in sport and recreation for all its communities.

Mission

To support and promote collaborative, inclusive, and world-class sport and recreational experiences.

<table>
<thead>
<tr>
<th>Value</th>
<th>Values in Action</th>
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<tbody>
<tr>
<td>Equity, Diversity, Inclusion &amp; Belonging</td>
<td>Ensuring a barrier-free experience, inviting everyone in, making everyone feel welcome, respecting differences, and treating people fairly.</td>
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<tr>
<td>Active Collaboration</td>
<td>Working collaboratively with owners and stakeholders to plan and make decisions, understanding each other’s needs and priorities, and supporting each other to be successful.</td>
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<td>Service Excellence</td>
<td>Ensuring a positive and integrated client experience, being responsive to client needs, and attracting and developing great people who take pride in their work.</td>
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<td>Initiative &amp; Innovation</td>
<td>Encouraging innovation and creativity, seeking to continuously improve, empowering people to express their thoughts and make decisions, seeking feedback on how to improve, and seeing change as an opportunity.</td>
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<td>Stewardship &amp; Accountability</td>
<td>Being transparent in policies and decision-making processes, setting goals and accounting for results, taking great care of the building and equipment, being environmentally responsible, investing for the future, exercising sound financial management, and making best use of resources.</td>
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GOALS AND DIRECTIONS

Cultivate operational excellence to maintain the world-class status of our facility.

- Modernize our physical infrastructure based on our Capital Asset Plan.
- Explore innovative revenue models and diversified funding.
- Proactively identify and prepare for external challenges that could impact our facility.
- Continue to build and grow our collaboration and alignment with the city, the university, and high performance sport organizations.

Enhance access to and engagement in physical activity, sport, and recreation.

- Increase our reach, support and services to local, marginalized and underrepresented communities through outreach and provision of a welcoming space.
- Provide relevant sport, recreation and fitness opportunities to the communities we serve through innovative programming.
- Optimize utilization of the facility in collaboration with our traditional communities and newer communities.

Maximize the impact and innovation of our staff through empowerment and engagement.

- Enhance internal career management and succession planning strategies.
- Deliver on our retention and recruitment strategies to grow our own team.
- Foster our culture of operational excellence with new opportunities for innovation and inclusivity.
- Provide development and potential employment opportunities to grow and nurture the next generation of sport leaders.

Promote and build the reputation of our unique model of sport and recreation.

- Tell our story to ensure TPASC remains a place for everyone to grow, play, and succeed: from puddle to podium.
- Lead the development of relationships and partnerships through leveraging TPASC’s strengths.