VISION OF TORONTO PAN AM SPORTS CENTRE
The Toronto Pan Am Sports Centre is recognized for providing world-class experiences in sport and recreation, for all, for life.

MISSION OF TORONTO PAN AM SPORTS CENTRE INC.
To deliver an inspirational and responsive experience in recreation and sport to communities through collaboration among the City, the University, and high performance sports. We will do this by ensuring service excellence and sustainable stewardship.

VALUE VALUES IN ACTION
Active Collaboration Working collaboratively with stakeholders to plan and make decisions, understanding each other’s needs and priorities, and supporting each other to be successful.

Service Excellence Ensuring a positive and integrated client experience, being responsive to client needs, and attracting and developing great people who take pride in their work.

Respect Ensuring a barrier-free experience, inviting everyone in, making everyone feel welcome, respecting differences, and treating people fairly.

Initiative and Innovation 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.

Stewardship and Accountability 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 the best use of resources.

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ABOUT THE TORONTO PAN AM SPORTS CENTRE
A legacy of the 2015 Toronto Pan Am and Parapan Am Games, Toronto Pan Am Sports Centre is co-owned by the City of Toronto and the University of Toronto and operated by a corporation named Toronto Pan Am Sports Centre Inc.

This world-class facility was the largest sport new-build for the 2015 Toronto Pan Am and Parapan Am Games and the largest infrastructure investment in Canadian amateur sport history. Toronto Pan Am Sports Centre opened to community users; University of Toronto faculty, staff, and students; City of Toronto program users; the high performance sport community; and fitness members in September 2014.

The 312,000-square-foot Toronto Pan Am Sports Centre includes two internationally sanctioned 10-lane, 50-metre pools, a world-class dive pool and dryland dive training facilities, a four-court gymnasium, an indoor running track, a high performance testing centre, studio spaces, and a state-of-the-art fitness centre for members.

We are committed to accessibility under the Accessibility for Ontarians with Disabilities Act (AODA) requirements and, upon request, this document is available in different formats to ensure persons with a disability have access to the information. Please contact info@tpasc.ca for further information.
MESSAGE FROM THE CHAIR, TORONTO PAN AM SPORTS CENTRE INC.

On behalf of the Board of Directors, I’m pleased to present the Toronto Pan Am Sports Centre’s 2021 Annual Report.

Although the COVID-19 pandemic continued to challenge us in 2021, I’m proud that we have continued to live up to the legacy and vision set out for this facility following the Pan Am/Parapan Am Games. I’m proud to see how we have adapted, despite these challenges, to continue to provide a world-class facility for communities, UTSC students, and high performance athletes.

In the lead-up to the Tokyo Olympics, comprehensive health and safety protocols were developed in order to provide a safe environment for training for high performance athletes. And this work paid off. An astonishing 19 out of the 24 medals Canada won in the Tokyo Olympics were connected to TPASC, either through daily training or through services provided by the Canadian Sport Institute Ontario (CSIO).

I would like to thank my fellow Board members for their continued engagement and commitment. I’d also like to extend my thanks to all those who walked through our doors this past year. It’s clear that the diversity of uses of and users at TPASC, from the most elite athlete to the spectator watching their neighbour compete, is what makes it so special. I’m proud that we continue to provide world-class experiences in sport and recreation, for all, for life.

Sincerely,

Janie Romoff
Chair, Board of Directors
Toronto Pan Am Sports Centre Inc.

MESSAGE FROM THE MANAGING DIRECTOR, TORONTO PAN AM SPORTS CENTRE INC.

Fiscal 2021 was another challenging year for Toronto Pan Am Sports Centre, with the facility having been closed to our communities from January to July. Despite the closure and continued impacts of COVID-19, we were able to adapt and pursue our mission of delivering an inspirational and responsive experience in recreation and sport through collaboration among the City of Toronto, the University of Toronto, and high performance sports.

In 2021, we worked hard to continue to safely engage our communities both virtually and in-person by making adjustments to our program offerings.

We continued to offer virtual programming from January to June. We reopened for in-person programming in July, albeit with capacity limits. We also safely hosted the Swimming Canada and Diving Plongeon Canada Olympic Trials.

Keeping with our practice of prudent financial management, we were able to minimize any negative financial impact due to the pandemic restrictions. This is evident in our net operating income, which can be seen in this report.

I would like to thank staff for their commitment and resilience over the past year. I would like to thank the Board of Directors for their guidance and support. I would also like to thank the City of Toronto, the University of Toronto Scarborough, our high performance sport partners, and Canadian Sport Institute Ontario for their collaboration during these uncertain times.

Sincerely,

Robert Singleton
Managing Director
Toronto Pan Am Sports Centre Inc.
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<th>Strategic Goal</th>
<th>Strategic Direction</th>
<th>2021 Organizational Priorities</th>
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<tr>
<td><strong>MAINTAIN A WELCOMING CULTURE THAT INSPIRES PEOPLE TO BE THEIR BEST SELVES</strong></td>
<td>Create a welcoming space of social inclusion for people of all ages, backgrounds, abilities, and identities to pursue their passion for sport and recreation</td>
<td>Deliver Safe Sport Training to staff to ensure all users of the facility feel safe, respected, and considered</td>
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<td>Develop equity and diversity training in sport</td>
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<td>Ensure all COVID-19 safety protocols, policies, and TPASC operating procedures are maintained and adjusted based on the current COVID-19 restrictions to ensure all users feel informed and safe.</td>
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<td>Utilize the customer experience plan to engage with our communities to attract them back to the facility</td>
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<td>Continue to collect and analyze data trends from users that will be utilized for decision making to improve customer experience.</td>
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<td>Use the knowledge gained through feedback from our members and analyze industry behaviours to create a membership model that best serves our communities.</td>
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<td>Support high performance athletes, staff, and users by keeping food and beverage services open and providing healthy food options during facility closure</td>
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<td>Be an anchor in the community and provide opportunities for employment and personal growth</td>
<td>Offer job training and certification opportunities in order to invest in staff, have a robust knowledge base at the facility, and help advance careers.</td>
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<td>Promote a positive workplace experience to continue making TPASC a preferred and positive place for employment</td>
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<td>Ensure that the integrated program model serves the needs of our diverse communities</td>
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<td>Be a facility that not only hosts sport but advances sport</td>
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<td>Ensure the Centre maintains its world-class status through capital improvements and replacement while staying consistent with the capital model and maintaining positive cash flow</td>
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<td>Work collaboratively with the tri-party to ensure all parties are aligned on health and safety protocols and procedures during COVID-19</td>
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<td>Offer flexible programming during COVID-19 and continue to find innovative ways to deliver on the health and wellness needs of our communities</td>
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<td>Assist in the recovery of amateur sport post pandemic</td>
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<td>Lead, develop, and implement health and safety protocols that allow National Sport Organizations a safe return to train and compete ahead of the Tokyo Olympics</td>
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Track walking resumed October 12 with a mixture of morning, midday, and evening options available. Lane swim also expanded capacity.

On November 1, the Fitness Centre expanded its hours of operation and increased capacities. Additional cycling and Zumba classes were added.

Deep water aquafit classes relaunched in November and three new classes were added: Aqua Power, Aqua Motion, and Aqua Core.

In collaboration with the City of Toronto and University of Toronto Scarborough, Toronto Pan Am Sports Centre Inc. updated its Community Strategy, which incorporated insights from the 2020 Toronto Strong Neighbourhood Strategy. The updated Strategy added support to groups and schools in priority neighbourhoods. The aim of the Community Strategy is to provide programs that meet the physical activity priorities of the neighbourhoods served by
In November, 475 student athletes registered to tryout for UTSC intramural teams. Participants were excited about returning to compete and represent UTSC against other University of Toronto colleges & faculties in a variety of sports including basketball, indoor soccer, ultimate frisbee & volleyball to name a few. Rock climbing was one of the most successful UTSC drop-in programs in 2021. 642 students attended UTSC drop-in hours at the Climbing Wall.

During the winter, UTSC Athletics & Recreation programming was conducted virtually, taking advantage of the Studios in the Centre to film online instructional programming.

After missing the 2020–2021 season due to COVID-19 restrictions, the Ontario Basketball Association returned in November to host their Ontario Basketball League at the Centre.

Following the progression of Swim Ontario’s return to racing plan, a successful series of time trials for resident clubs was hosted at the Centre in order to provide racing opportunities for their respective swimmers.

"Play from Home: Girls in Sport" video series. These videos are targeted at girls 6 to 10 years old with limited experience in sport. Each video features a Toronto Pan Am Sports Centre staff coaching drills that can be done at home with minimal equipment. The Centre created videos for running, basketball, soccer, and volleyball.

City of Toronto Parks, Forestry & Recreation hosted eight camp sessions with a total of 159 participants in 2021, and City drop-in programs had a combined 66,328 visits for the year, with fitness and wellness being the most popular program at 35,790 visits, followed by swimming with 27,713 visits.

In addition, we partnered with Jumpstart to create instructional videos for their “Play from Home: Girls in Sport” video series. These videos are targeted at girls 6 to 10 years old with limited experience in sport. Each video features a Toronto Pan Am Sports Centre staff coaching drills that can be done at home with minimal equipment. The Centre created videos for running, basketball, soccer, and volleyball.

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"There is no doubt that the Toronto Pan Am Sports Centre (TPASC) when it opened was a world-class facility for performance and recreation. The true appreciation of this standard is the leadership team and people of TPASC that continues and creates that world-class environment since opening.

March 12, 2020 marked the day the doors closed at TPASC as the global pandemic hit – it seemed TPASC the next day was working to provide the safest return-to-play plan to reopen. This proactive attitude set the standard for sport organizations and facilities in Ontario – perhaps Canada – on how to reopen with the confidence of being a safe place to be. Swim Ontario and the Ontario swimming community is very grateful and fortunate to have TPASC as a performance facility partner.”

Dean Boles, CEO, Swim Ontario
For the seventh consecutive year, TPASC welcomed the community on Family Day, but in 2021 Fun Day was delivered virtually. Participants accessed a self-service portal account to participate in the activities, which included family-oriented group fitness classes, interactive cooking with Chef Mike, arts and crafts activity, and an outdoor scavenger hunt. All group fitness classes from the online video library were also available to everyone for free for the day.

The TPASC Community Council hosted its third annual Holiday Toy Drive over the course of two weekends in December 2021. Recipients as identified by the Community Council were the East Scarborough Boys and Girls Club, the Toronto Police Auxiliary, and the Malvern Family Resource Centre. The initiative was able to collect over 100 toys for each group. The Community Council also hosted its first Halloween-themed food drive in 2021.

Programming ranged from running tournaments and learn to play a new sport, to fun drop-in activities. A total of 95 participants registered from October to December.

The Fitness Centre launched a series of progressive group fitness classes available on our online platform in 2021. Each series consisted of six classes that progressed in intensity towards a specific goal over a six-week period. The classes offered were Pilates; Yoga for Hips, Hamstrings, and Back Progression; Core Progression; and BrainFit.

UTSC Athletics & Recreation ran regular programming to engage residence students. Programming ranged from running tournaments and learn to play a new sport, to fun drop-in activities.

The TPASC Community Council Halloween Food Drive

UTSC Instructional Program

Virtual Family Day Baking Class with Chef Mike and Sophia

Events (Abridged)
- Alzheimer Society Toronto Zoom Class
- Scarborough Center for Healthy Communities Zoom Class
- Virtual TPASC Family Day
- Wrestling Canada, Wrestle Off
- Office of MPP Vijay Thanigasalam Zoom Class
- Swim Ontario, Trials Test Event
- Diving Plongeon Canada, FINA Diving Grand Prix (Canada Cup)
- Swim Ontario, HP Take5 Event
- Swimming Canada, Olympic Trials
- Diving Plongeon Canada, Olympic Trials
- Diving Plongeon Canada, Olympic Staging Camp
- University of Toronto Scarborough, Student Orientation
- CSIO Tokyo Celebration
- Swim Ontario, Time Trial
- Swim Ontario, Ontario Junior Internationals
FISCAL 2021 REVENUE

Total operating revenues for 2021 were $14,931,993. This is 7 percent higher than 2020 values. As a result of public health restrictions put in place by the Government of Ontario, Toronto Pan Am Sports Centre was closed from January through to July 15, 2021 to all but Tokyo-idented high performance sport athletes. When the centre was able to reopen, it did so at limited capacity in both programming and attendance while adhering to public health guidelines. Included in the revenue is the Legacy Fund contribution that provides support for high performance sport utilization of the facility as well as a contribution to the Major Maintenance and Capital Replacement fund. The Legacy Fund contribution is transferred by the co-owners to Toronto Pan Am Sports Centre Inc. by means of share purchases. Accordingly, the transactions are recognized during the year as shareholder contributions.

Also included in the revenue are the supports received by Toronto Pan Am Sports Centre Inc. from the federal government for COVID-19 relief. Specifically, the Canada Emergency Wage Subsidy and the Canada Recovery Hiring Program. The revenue breakdown is shown in the pie chart above. City of Toronto and University of Toronto Scarborough revenue includes their annual field of play contributions and office space revenue.

The high performance component includes revenue from high performance partners, the CSIO annual licence fee, and the Legacy Fund contribution. The revenue breakdown highlights the different sources of revenue earned by Toronto Pan Am Sports Centre Inc. during the year.

FISCAL 2021 EXPENSES

Total operating expenses for 2020 were $15,026,370. This is 3 percent higher than the 2020 values. Management was diligent in monitoring expenses for fiscal 2021 in order to minimize the negative financial impact of COVID-19. The expense breakdown by area of business is shown in the pie chart above. The largest expense category is building operations, which includes utilities, information technology, grounds keeping, cleaning, and snow removal. The capital contribution expense represents a transfer of funds from the operating fund to the capital reserve fund. This fund is restricted for major maintenance and capital replacement expenses projected over specific life spans of assets.

Overall, the fiscal 2021 operating results showed a deficit of $94,000. At December 31, 2021 there was a capital reserve balance of $19,539,104, which is on budget and supports the 50-year capital replacement and major maintenance plan.
In accordance with the provincial government guidelines from January 14 to June 11, the only programming allowed at the Centre was high performance sport training for athletes who qualified for an exemption under Ontario Regulation 82/20. This exemption allowed for athletes training to be part of Team Canada at the Olympic or Paralympic Games to have access to train or compete at the facility.

The following high performance eligible groups accessed the facility under this exemption:
- Swimming Canada High Performance Centre – Ontario (HPC-Ontario)
- Swim Ontario HP eligible athletes
- Tokyo long-listed athletes identified by Swimming Canada
- Swimming Canada’s High Performance Centre – Vancouver (May training camp)
- Diving Plongeon Canada
- Wheelchair Basketball Canada
- Wheelchair Rugby Canada
- Tokyo long-listed athletes

In addition to training, high performance sport groups needed competition opportunities in preparation for Tokyo. The need to “race” was integral not only from a performance standpoint, but also to provide opportunities for athletes to qualify for the Tokyo Olympics. These sanctioned events served as test events for the venue and the local organizing committee in preparation for hosting Olympic Trials during a pandemic.

Toronto Pan Am Sports Centre “Race Day” had the competition pool set up in full race mode with athletes racing in a series of events designed by Swimming Canada. Following “Race Day,” the facility hosted FINA-sanctioned meets, providing a vital pathway to provide and prepare swimmers with opportunities to have official sanctioned times that could qualify them for the Tokyo Olympics. These sanctioned events served as test events for the venue and the local organizing committee in preparation for hosting Olympic Trials during a pandemic.

After three postponements, Toronto Pan Am Sports Centre hosted the Swimming Canada Olympic Trials from June 16 to 23. These trials were held without spectators, with a decreased field of swimmers, and with comprehensive COVID-19 safety protocols in place.

During the trials, three Canadian records were broken: men’s 100-m butterfly (Josh Liendo, 51.40), women’s 100-m backstroke (Kylie Masse, 57.70), and men’s 200-m individual medley (Finlay Knox, 1:58.07). All three swimmers were TPASC-based athletes with Josh Liendo completing the transition from being a TPASC-based club swimmer with North York Aquatic Club to joining Team Canada and qualifying for his first Olympics. “Puddle to Podium.”

Of the 26 swimmers selected to Team Canada, 10 spent the better portion of the five years preparing for their Olympic dream at Toronto Pan Am Sports Centre. HPC-O swimmers Yuri Kisil, Finlay Knox, Josh Liendo, Kylie Masse, Summer McIntosh, Penny Oleksiak, Sydney Pickrem, Taylor Ruck, Kayla Sanchez, and Rebecca Smith all secured their selection to the Canadian Olympic Team. They were joined in Tokyo by HPC-Ontario Head Coach Ben Titley and Associate Head Coach Ryan Mallette, who were both selected as members of the Canadian team’s coaching staff. Johnny Fuller, Swimming Canada’s Manager of Paramedical Services who

“Since its opening, the Toronto Pan Am Sports Centre has been a valued partner in the delivery of the Swimming Canada High Performance Program. This strong partnership has proven to be critical during the pandemic and specifically to the preparation for the Tokyo Olympic Games. Throughout the pandemic, TPASC has worked to find solutions to keep High Performance Centre – Ontario in the water training. While the Centre had numerous medal potential athletes in the program in 2020, the number of key athletes moving into the program to train continued to grow into early 2021 because of the consistent training environment that TPASC was able to offer that was not available elsewhere.”

Iain McDonald, Associate High Performance Director, Olympic Program, Swimming Canada
TPASC based para-athletes also prepared for the Tokyo Paralympics at the Centre. Wheelchair Basketball Canada centralized both the Men’s and Women’s Paralympic Teams at the Centre. Wheelchair Rugby Canada maintained its Regional Training Centre at TPASC until August 9. Four athletes from the training group based out of the Centre represented Canada at the Paralympics.

Diving Plongeon Canada also completed much of its Olympic preparation at the Centre. The facility hosted the Canada Cup (virtual), a FINA Grand Prix event, May 27–30. Toronto Pan Am Sports Centre also hosted the Diving Plongeon Canada Olympic Trials from June 24 to July 2. Olympic Trials were followed by the Diving Plongeon Canada Staging Camp (July 5–16) until the athletes’ departure for Tokyo.

While the path may have been challenging and complicated in getting to Tokyo, the Olympics themselves proved to be incredibly successful, with 79 percent of all Canadian medals at the Tokyo Olympics supported by Toronto Pan Am Sports Centre and Canadian Sport Institute Ontario. Of the 24 medals Canada won in Tokyo, 19 of them have an affiliation with the Centre either through daily training at TPASC or through services provided by CSIO.

Post-Olympics and Paralympics, a new training cycle for high performance sport commenced in early September with the return of our core group of resident high performance partners. Swim Ontario ran a sanctioned long-course time trial on October 16. This event marked the return of spectators and served as a test for their hosting of the Ontario Junior International swim meet, which ran December 9 to 12.

The following high performance camps took place:

- October 16–17, Ontario Volleyball Association Team Ontario Training Camp
- November 6–7, Canada Artistic Swimming National Team ID Camp
- November 19, Swim Ontario Youth Stroke Camp
- November 29, Swim Ontario Para Camp

TPASC also hosted the Wheelchair Basketball Canada Men’s Team vs Japan at Tokyo 2021 Paralympics.

“I thought someone was joking, didn’t see it happening because things often don’t work that fast,” said MacDonald. “When the other team members around the table, one by one, said they could make it work, I was quite impressed and knew we were very fortunate and proud to be a Canadian.”

Ryan MacDonald, High Performance Manager (Beach), Volleyball Canada

“The decision to go to Toronto was a no-brainer. For 20 years, I have proudly represented Canada. With all of this happening, it speaks volumes – people caring about us and other athletes. So many (people) believed in us and would go to this extent, wanting us to succeed – it’s incredible. In all my years of sport, I have never seen something like this happen. I was shocked to get that level of love and support.”

Sarah Pavan, Beach Volleyball Olympic Team, Volleyball Canada
Over the past year, Canadian Sport Institute Ontario has continued to deliver best-in-class programs and services to high performance athletes, coaches, and sport organizations. Operating under the province’s high performance exemption during lockdowns, CSIO provided athletes preparing for the Tokyo 2020 and Beijing 2022 Olympic and Paralympic Games access to training and sport science and sport medicine services while following strict health and safety protocols. CSIO partnered closely with TPASC, Own the Podium, the Canadian Olympic Committee, the Canadian Paralympic Committee, all levels of government, and many other organizations to create sport-specific, secure training bubbles at TPASC. This included Volleyball Canada’s beach volleyball training bubble; dedicated access for sitting volleyball, wheelchair basketball and wheelchair rugby national team athletes to train at CSIO and on court in the TPASC Field House; and facility access for many other Games-bound training groups and athletes.

CSIO also held a series of COVID-19 vaccine clinics for those travelling to Tokyo for the Olympic and Paralympic Games – a donation through the agreement between Pfizer-BioNTech and the International Olympic Committee. Through these clinics, CSIO facilitated over 550 vaccinations for athletes, coaches, and support staff, with over 400 of those vaccines given at CSIO’s office at TPASC.

The rescheduled Tokyo 2020 Olympic and Paralympic Games saw CSIO-affiliated athletes shine on the international stage, bringing home 19 Olympic medals – 6 Gold, 4 Silver, and 9 Bronze. This included another awe-inspiring performance from Swimming Canada High Performance Centre – Ontario, which calls CSIO and TPASC home: six Olympic medals and Penny Oleksiak becoming the most decorated Canadian Olympian of all-time! CSIO was proud to host an in-person Tokyo Celebration after the Games, emceed by legendary broadcaster Scott Russell.

In Beijing, CSIO-affiliated athletes won three Olympic medals and six Paralympic medals.

Looking ahead, CSIO is excited to continue elevating people and performances for the 2022 Commonwealth Games, Paris 2024, and beyond!
HIGH PERFORMANCE SPORT

INTERNATIONAL HIGH PERFORMANCE SPORT ORGANIZATIONS THAT HAVE UTILIZED TORONTO PAN AM SPORTS CENTRE

AFGHANISTAN - 2017
ARGENTINA - 2019
AUSTRALIA - 2017
BERMUDA - 2015
BRAZIL - 2018, 2015
COLOMBIA - 2017, 2015
CUBA - 2014
DENMARK - 2017
ENGLAND - 2018, 2016
ESTONIA - 2017
FRANCE - 2017
GEORGIA - 2017
GERMANY - 2017, 2016
GUAM - 2015
IRAQ - 2017
IRELAND - 2015
ITALY - 2017
JAMAICA - 2015
JORDAN - 2017
LEBANON - 2015
MEXICO - 2015
POLAND - 2015
Puerto Rico - 2015
ROMANIA - 2017
RUSSIA - 2016
SCOTLAND - 2018, 2016
SLOVENIA - 2015
SPAIN - 2016
SWITZERLAND - 2018
TRINIDAD - 2015
UKRAINE - 2017
UNITED KINGDOM - 2018, 2017
YEMEN - 2015

* not including the 2015 Toronto Pan Am and Parapan Am Games

THE YEAR IN NUMBERS

2021 VISITS

<table>
<thead>
<tr>
<th>JAN 1–JULY 1: CLOSED</th>
<th>JULY 2–DEC 31: 263,061</th>
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</thead>
<tbody>
<tr>
<td>2019 - 1,500,000 +</td>
<td></td>
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<tr>
<td>2018 - 1,400,000 +</td>
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<td>2017 - 1,200,000 +</td>
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<tr>
<td>2016 - 1,000,000 +</td>
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<tr>
<td>2015 - 800,000 +</td>
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INTERESTING NUMBERS

- 30 MAJOR MAINTENANCE & CAPITAL REPLACEMENT PROJECTS COMPLETED
- 3,000+ FOOD DELIVERY ORDERS
- 19 OLYMPIC MEDALS CONNECTED TO CENTRE
- 30,048 HIGH PERFORMANCE TRAINING HOURS
- 11 MEDIA PRODUCTIONS
- 108,664 TOTAL PROGRAM BOOKINGS
THE YEAR IN PICTURES

SWIM ONTARIO TIME TRIAL

UTSC INTERHOUSE VOLLEYBALL

OUTDOOR FITNESS

SWIMMING CANADA OLYMPIC TRIALS
THE YEAR IN PICTURES

SWIM ONTARIO
HIGH PERFORMANCE TAKES EVENT

UTSC UNDERWATER DRONE TEST

DIVING PLONGEON CANADA OLYMPIC TRIALS

OUTDOOR PERSONAL TRAINING
THE YEAR IN PICTURES

2021 TORONTO PAN AM SPORTS CENTRE INC.
BOARD OF DIRECTORS

CITY OF TORONTO REPRESENTATIVES

Janie Romoff
Chair

Howie Dayton

Andrew Flynn

Brenda Patterson

Leslie Lewis

UNIVERSITY OF TORONTO REPRESENTATIVES

Ira Jacobs
Vice Chair

Desmond Pouyat
(uptil June 15, 2021)

Brent Duguid
Secretary/Acting Treasurer
(uptil June 15, 2021)

Richard Powers
(as of June 15, 2021)

Andrew Arifuzzaman

Tenniel Chu
(as of June 15, 2021)

Bruce Kidd
(uptil June 15, 2021)

Wisdom Tettey
(as of June 15, 2021)

SWIM ONTARIO
JUNIOR INTERNATIONAL

JUMPSTART GIRLS IN SPORT
STAFF BASED AT TORONTO PAN AM SPORTS CENTRE

458
Total

307
Part-Time Staff

239
Full-Time Equivalent

151
Full-Time Staff

at December 31, 2021

SPORTS ORGANIZATIONS AT THE TORONTO PAN AM SPORTS CENTRE

RESIDENT HIGH PERFORMANCE SPORT ORGANIZATIONS

TRAINING AT TORONTO PAN AM SPORTS CENTRE

OFFICES AT TORONTO PAN AM SPORTS CENTRE

Canadian Olympic Swimming Trials
Facility Holiday Party