VISION OF TORONTO PAN AM SPORTS CENTRE

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

MISSION OF TORONTO PAN AM SPORTS CENTRE INC.

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

<table>
<thead>
<tr>
<th>VALUE</th>
<th>VALUES IN ACTION</th>
</tr>
</thead>
<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>
</tr>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<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 the best use of resources.</td>
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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. The Canadian Sport Institute Ontario (CSIO), located at the Toronto Pan Am Sports Centre, provides world-leading sport science and sport performance services to identified high performance athletes.

We are committed to accessibility under 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.

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The 2023 fiscal year was our first full year without interruptions since the onset of the COVID-19 global pandemic. As we fully returned to regular operations, we had a successful year in many ways.

The Centre had over 1.5 million visitors in 2023, matching a pre-pandemic high. Facility membership also grew steadily throughout the year, edging closer to pre-pandemic levels with a total of 2,593 members by the end of 2023.

The Community Council continued to facilitate their annual community support programs and funded 10 groups through the Toronto Pan Am Sports Centre Community Fund.

During the month of December, we completed work on three major maintenance projects: new flooring and equipment in the Fitness Centre, floor resurfacing and the installation of new divider curtains in the Field House, and a full deep cleaning of the training pool.

We were able to over deliver on our cost recovery budget and had our best net operating results in the Centre’s short history.

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 in such a successful year.

Sincerely,

Robert Singleton
Managing Director
Toronto Pan Am Sports Centre Inc.
### 2023–2027 Strategic Goals & Directions

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Strategic Direction</th>
</tr>
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<tbody>
<tr>
<td><strong>Enhance Access to and Engagement in Physical Activity, Sport, and Recreation.</strong></td>
<td>Increase our reach and service to local, marginalized, and under-represented communities through outreach and provision of a welcoming space.</td>
</tr>
<tr>
<td></td>
<td>Provide relevant sport, recreation, and fitness opportunities to the communities we serve through innovative programming.</td>
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<td></td>
<td>Optimize utilization of the facility in collaboration with our traditional communities and newer communities.</td>
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<tr>
<td><strong>Cultivate Operational Excellence to Maintain the World-Class Status of Our Facility.</strong></td>
<td>Modernize our physical infrastructure based on our Capital Asset Plan.</td>
</tr>
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<td></td>
<td>Explore innovative revenue models and diversified funding.</td>
</tr>
<tr>
<td></td>
<td>Proactively identify and prepare for external challenges that could impact our facility.</td>
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<tr>
<td></td>
<td>Continue to build and grow our collaboration and alignment with the City of Toronto, the University of Toronto Scarborough (UTSC), and high performance (HP) sport organizations.</td>
</tr>
<tr>
<td><strong>Maximize the Impact and Innovation of Our Staff Through Empowerment and Engagement.</strong></td>
<td>Enhance internal career management and succession planning strategies.</td>
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<tr>
<td></td>
<td>Deliver on our retention and recruitment strategies to grow our own team.</td>
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<td></td>
<td>Foster our culture of operational excellence with new opportunities for innovation and inclusivity.</td>
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<tr>
<td></td>
<td>Provide development and potential employment opportunities to grow and nurture the next generation of sport leaders.</td>
</tr>
<tr>
<td><strong>Promote and Build the Reputation of Our Unique Model of Sport and Recreation.</strong></td>
<td>Tell our story to ensure TPASC remains a place for everyone to grow, play, and succeed, from puddle to podium.</td>
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<td></td>
<td>Lead the development of relationships and partnerships through leveraging TPASC’s strengths.</td>
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### 2023 Organizational Priorities

<table>
<thead>
<tr>
<th>2023 Goals and Directions</th>
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</thead>
<tbody>
<tr>
<td>Increase presence in the local community in order to attract more people to the facility.</td>
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<tr>
<td>Continue to promote and implement initiatives to support marginalized and under-represented communities.</td>
</tr>
<tr>
<td>Create and implement relevant sport, recreation, and fitness opportunities to the communities we serve through innovative programming.</td>
</tr>
<tr>
<td>Continue to work with the City of Toronto, UTSC, and HP sport organizations to optimize utilization with our current communities and to identify under-represented communities.</td>
</tr>
<tr>
<td>Update the capital and major maintenance plan and ensure it includes plans to modernize the physical infrastructure where appropriate to maintain the world-class status of our facility.</td>
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<tr>
<td>Continue to explore innovative revenue models to diversify funding sources.</td>
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<tr>
<td>Review risk assessment plan and update and adjust where necessary.</td>
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<tr>
<td>Collaborate with the tri-party for the benefit of the owners and stakeholders.</td>
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<tr>
<td>Review our process that allows staff to thrive and achieve targeted goals through staff development training that would assist with succession planning.</td>
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<tr>
<td>Review and update our People Plan with a focus on retention and recruitment strategies.</td>
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<tr>
<td>Review and update our salary equalization policy.</td>
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<td>Add new training modules to Learning Management System (LMS).</td>
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<tr>
<td>Encourage staff to advance their careers internally or externally.</td>
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<tr>
<td>Create opportunities for effective communication within the organization top to bottom.</td>
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<tr>
<td>Offer co-op and intern opportunities at the Centre.</td>
</tr>
<tr>
<td>Continue to share stories of our unique model about our communities and interactions with the Centre.</td>
</tr>
<tr>
<td>Lead development and foster current relationships by leveraging TPASC’s strengths.</td>
</tr>
</tbody>
</table>

### Ongoing Assumptions

1. Achieve a minimum target of net zero-based budget.  
3. Provide best-in-class health and safety policies, procedures, and practices to ensure Toronto Pan Am Sports Centre serves as an environment for safe use.
WE ARE A COMMUNITY OF NEIGHBOURS, STUDENTS, AND ATHLETES

WE COME TOGETHER TO COMPETE, TO TRAIN, AND TO PLAY

Ontario Basketball Association League

Basketball played a big role in bringing our communities together with national, local, amateur and high performance levels all finding a home at the Centre.

TPASC hosted Raptors 905, the Ball Don’t Stop Pro Am with six NBA players. The Scarborough Shooting Stars played their home games at the facility and won the Canadian Elite Basketball League (CEBL) Championship in just their second season. From May 19-21 the Filipino Centre Toronto hosted their 2023 Victoria Day basketball tournament, which drew 64 teams to the event.

The University of Toronto Varsity Blues played a non-conference game at the facility.

UTSC also ran interhouse leagues for seven different sports with a total of 1,517 participants. In addition, UTSC offered 32 unique instructional classes for 901 participants.

UTSC also partnered with Parents Engaged in Education again this year, offering basketball and soccer programs that saw 40 and 35 participants, respectively. Pathway sport groups and recreational clubs saw the highest levels of utilization since the facility opened in 2014.

The Centre also hosted community scholastic sport, with championships taking place at the elementary and high school level in badminton, swim, and volleyball.

“Working with the Toronto Pan Am Sports Centre has been a pleasure for Ontario Basketball. As partners in sport development, they have consistently demonstrated a commitment to excellence and a passion for growing the game. Whether it’s hosting games, provincial training camps, or high performance programs, their dedication to supporting the Ontario Basketball membership shines through.

With our partnership with the Toronto Pan Am Sports Centre, Ontario Basketball has been able to elevate our mission to promote and develop basketball across the province. We look forward to continuing our partnership and achieving even greater success together in the future.”

Mike Barbin
Senior Director, Basketball Operations
Ontario Basketball Association

UTSC Intramural Women’s Basketball

UTSC had 29 intramural teams with 834 athletes that played their games at the Centre.

Their 2023 Victoria Day basketball tournament, which drew 64 teams to the event.

The University of Toronto Varsity Blues played a non-conference game at the facility.

UTSC also partnered with Parents Engaged in Education again this year, offering basketball and soccer programs that saw 40 and 35 participants, respectively. Pathway sport groups and recreational clubs saw the highest levels of utilization since the facility opened in 2014.

The Centre also hosted community scholastic sport, with championships taking place at the elementary and high school level in badminton, swim, and volleyball.

“I am grateful for the programs held at TPASC, and they have positively contributed to my university experience. The facility and its amenities are world-class, and the staff are very personable and friendly!”

Shaun Sebastian
Fifth Year Student
University of Toronto Scarborough
### PROGRAMMING HIGHLIGHTS

**OUR AGES, BACKGROUNDS, AND ABILITIES DIFFER, BUT OUR GOAL IS THE SAME: TO PURSUE OUR PASSION FOR SPORT AND RECREATION**

The TPASC Community Council continued to work in the community with three initiatives once again in 2023:

1. **Food drive benefiting the Scarborough Food Security Initiative.**
2. **School supply drive benefiting Parents Engaged in Education – Education Bank.**
3. **Toy drive benefiting the East Scarborough Boys and Girls Club and Malvern Family Resource Centre.**

Swim Ontario and the Coaches Association of Ontario opened new offices at the Centre. TPASC, UTSC, and CSIO staff participated in a pickleball tournament. To enter the event, individuals donated food items in support of the Scarborough Food Security Initiative.

The Centre held its 9th Annual Family Day in 2023, seeing over 3,800 local community participants come together for a variety of complimentary programs.

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### PROGRAMMING HIGHLIGHTS

**THROUGH RESPECT AND COLLABORATION, WE ARE PARTNERS IN ONE ANOTHER’S SUCCESS**

“The ‘Pink Panthers’ program that Toronto Pan Am Sports Centre was able to provide for our school was exceptional. As a program trying to promote strong, confident, healthy females, the different opportunities that TPASC provided allowed our girls to be exposed to different activities and opportunities that they normally may not be exposed to in their community. We had girls trying new sports, some learned to swim for the first time, others pushed themselves beyond their limits on the rock climbing wall, and many enjoyed learning new healthy recipes in the nutrition session. Rafael, Stephanie, and Elizabeth were excellent to work with and were very accommodating to make sure our girls got the most out of this program. This program not only helps girls get involved in sports but also allows them to build confidence that many teenage girls lack.”

Amanda Pantaleo
Special Education Teacher
St. John Paul II C.S.S.

“The Community Fund gave our students the opportunity to participate in new and exciting experiences that many would have never attempted. With the support of the amazing staff at TPASC, they conquered new heights, both figuratively and literally, used the professional gymnasium, and opened their eyes to the amazing programs that were available to them. With the very busy lives that our students lead, giving them the chance to build their confidence and explore new, potential passions as an extension of the classroom holds unmeasurable value.”

Kristian Owens
Teacher
Hunter’s Glen Junior Public School
The City of Toronto hosted their Hall of Honour celebration with their new class of honourees.

The TPASC Academy also continued to grow, offering sport science to pathway clubs and individual pathway athletes.

The Academy also continued to support TPASC’s partnership with Jumpstart.

UTSC students participated in drop-in programming, such as badminton, basketball, climbing wall, pickleball, soccer, and table tennis. There were 10,196 unique students who visited the Centre a total of 233,091 times in 2023.

City of Toronto Parks, Forestry and Recreation (PFR) programming continued to have a strong presence at the Centre. The City offered 771 swimming-related courses attended by 5,374 participants. They also ran their SPLASH Meet, a mini meet in the competition pool for 80-100 City lesson swimmers.

Family Fun Day Community Open House

“We are a place for health and wellness, teaching and learning.”

TPASC’s partnership with Jumpstart.

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“Every swimmer dreams of competing at TPASC. Our Scarborough Swim Club athletes are the lucky ones that get to call it home.”

Christina Kalcevich
President
Scarborough Swim Club

During the summer the Centre continued its summer camp programming, offering 17 sessions of camps attended by 463 participants.

In partnership with Swimming Canada, TPASC delivered a Swim to Survive introduction program to 14 students from David & Mary Thomson Collegiate Institute. The outreach program aimed to ensure students would be safe when going out on the water.

CSIO hosted a Young Presidents’ Organization (YPO) event in the facility. Business owners from YPO came in to do testing with CSIO.

The Fitness Centre saw 2,004 new memberships in 2023, resulting in 2,897 community members. Group fitness classes had over 45,114 participants in 2023.

The Centre also focused on offering over 20 different programs for seniors.

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

CampTO Participants

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The Centre also focused on offering over 20 different programs for seniors.

“Each and every staff member I have encountered at TPASC has been cheerful and helpful, including the front desk and the lifeguards! When we leave the pool the lifeguards are all quick to say ‘Have a great day’ or something similar while at the door to the pool. I walk in with a smile, and I walk out with a smile. I hope to continue my fitness journey with the Toronto Pan Am Sports Centre being the main part of my quest.”

Carol Norris
Aquafit Participant
PROGRAMMING HIGHLIGHTS

WE ARE A PLACE FOR EVERYONE

KISS 92.5’s the Roz & Mocha Show filmed their Runner Runner Winner promotion at the Centre. The 100-metre sprint race between co-host Mocha and producer Shem was selected as the Roz & Mocha Fans’ Choice TOP moment for 2023. City of Toronto PFR had 10,728 participants in registered programs at the Centre in 2023. Of those participants, 1,961 utilized the City of Toronto’s Welcome Policy to access programs.

EVENTS (ABRIDGED)

Community Events
- Ball Don’t Stop Basketball Pro-Am
- CEBL: Scarborough Shooting Stars Home Games
- City of Toronto Hall of Honour
- CSIO & Young Presidents’ Organization Corporate Event
- Filipino Centre Toronto Victoria Day Basketball Tournament
- NextGen Brazilian Jiu Jitsu Toronto Open
- North York Aquatic Club Cup Swim Meet
- North York Aquatic Club Mayor’s Cup Swim Meet
- North York Aquatic Club Murray Drudge Invitational Swim Meet
- Ontario Scholastic Basketball Association Prep Nationals
- Raptors 905 Open Practice
- Scarborough Swim Club Pan Am Invitational Swim Meet
- Scarborough Swim Club Winter Classic Swim Meet
- Shadow Cup Invitational Water Polo Tournament
- TDSB City Volleyball Championships (Boys)
- TDSB Swim Meet
- TDSSAA City Swimming Championships
- TDSSAA City Volleyball Championships (Girls)
- Ukraine National Artistic Swimming Team Camp
- University of Toronto Varsity Basketball Game
- UTSC Donor Announcement
- UTSC Orientation
- Whitby Swimming Pan Am Open Swim Meet

High Performance Events
- Canoe Kayak Ontario Time Trial
- Diving Plongeon Canada Summer Senior National Championships
- Judo Ontario Open
- Swimming Canada Canadian Swimming Championships
- Swimming Canada Canadian Swimming Trials
- Swim Ontario Ontario Junior International
- Swim Ontario Summer Swimming Championships
- Swim Ontario Winter Swimming Championships
- Wheelchair Basketball Canada Hoopfest
- Wheelchair Basketball Canada Men vs. Japan
- Wheelchair Basketball Canada Tournament
- Wheelchair Rugby Canada Exhibition w/Great Britain
FISCAL 2023 REVENUE

Total operating revenues for 2023 were $19,491,244. This is 13 percent higher than 2022 values. Included in the revenue is the Legacy Fund contribution that provides support for high performance sport utilization of the Facility as well as a dedicated 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. The revenue breakdown highlights the different sources of revenue earned by Toronto Pan Am Sports Centre Inc. during the year and is shown in the pie chart above. City of Toronto and UTSC revenue includes their annual field of play contributions and office space revenue. The High Performance Sport component includes revenue from high performance partners, CSIO’s annual licence fee, and the Legacy Fund contribution.

FISCAL 2023 EXPENSES

Total operating expenses for 2023 were $18,822,226. This is 9 percent higher than the 2022 values. 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 2023 operating results showed a profit of $669,018. On December 31, 2023, there was a capital reserve balance of $23,873,425, which is on budget and supports the 50-year capital replacement and major maintenance plan.
In 2023 Toronto Pan Am Sports Centre hosted high performance national championships in multiple aquatic disciplines.

The Diving National Championships were held in May.

Swimming Canada hosted the 2023 Speedo Canadian Swimming Championships in August. Nine new Canadian Para records and two new Canadian Age Group records were set at this event. The Bell Canadian Swimming Trials were hosted in March–April. A total of 623 athletes from 148 clubs across the country were at TPASC competing for spots on the summer 2023 national teams. Teams were selected for:

- World Aquatics Championships in Fukuoka, Japan
- World Para Swimming Championships in Netanya, Israel
- World Junior Swimming Championships in Manchester, England
- Pan American Games in Santiago, Chile
- World Junior Swimming Championships in Manchester, England

Sixty records were set in the pool in 2023:

- 2 World Senior records
- 5 World Junior records
- 15 Canadian Para records
- 11 Canadian Senior records
- 19 Canadian Age Group records
- 8 British records

During the Bell Canadian Swimming Trials, TPASC partnered with Swimming Canada, Bell, Speedo, and the Lifesaving Society to deliver a Swim to Survive program as part of their Bell for Better Water Safety Program. The program saw over 180 participants from the local community. The participants were provided with the opportunity to learn essential swimming safety skills and how to survive in deep water.

Swim Ontario hosted their winter and summer championships at the Centre as well as a revamped Ontario Junior International (OJI). The 2023 edition of OJI included the integration of para swimming.

“Our athletes, coaches, officials and the Swim Ontario swimming community as a whole fully acknowledge how special TPASC is and the tremendous impact it has had on our performances around the world for Canada. ‘This is our journey, from puddle to podium’ is so telling season and after season. Coming up on 10 years, the care and presentation of the facility very much delivers what it did when the doors opened to the world in 2015. Very few world class facilities carry that high quality care. We are so grateful for this care and forward thinking. We also recognize the culture that TPASC strives for each day. We know its the TPASC people! They make it a welcoming experience. They are all part of the successes our sports achieve each season.”

Dean Boles
Chief Executive Officer
Swim Ontario

“TPASC has been an amazing high performance partner with Wheelchair Basketball Canada. The facilities and staff compare to the best in the world and truly assist in our national team’s preparation for major competitions and the development of our Next Gen athletes.”

Jeff Dunbrack
Director, High Performance
Wheelchair Basketball Canada
The Ukrainian National Artistic Swimming Team held a five-day staging camp at the Centre in preparation for the World Cup held in Markham in March.

We also saw the return of water polo competitions in 2023, with multiple events hosted at the Centre.

The presence of high performance sport increased in 2023 with the addition of the Canada Basketball Junior Academy and Ontario Basketball Association (OBA) high performance programs.

Wheelchair Basketball Canada hosted Japan for a series of friendly matches. A domestic competition was also hosted at the Centre.

Wheelchair Rugby Canada hosted Great Britain for a series of friendly matches.

Judo Ontario hosted their annual general meeting at the Centre. The Judo Open was also hosted in October.

The Ontario Amateur Wrestling Association hosted an event at the Centre that included a wrestling camp and a coaching course. Wheelchair Rugby Canada hosted Great Britain for a series of friendly matches.

The Ontario Amateur Wrestling Association hosted an event at the Centre that included a wrestling camp and a coaching course.

“Swimming Canada is deeply appreciative of the relationship we have with TPASC and with their leadership team and staff. From the High Performance Centre–Ontario daily training environment to the hosting of our major events. TPASC staff are valued partners and friends. We can always count on them to be solution-oriented in working with us to deliver the highest standard of programming and national events that our swimming community expects. They are always looking for a way to say ‘yes.’”

Suzanne Paulins
Active Chief Executive Officer
Swimming Canada

“Summer McIntosh’s world records, Kylie Masse’s exceptional swims, and Josh Liendo’s world number one. We are fortunate to be able to train and compete at the Centre on a regular basis.”

Javier Acevedo
Canadian National Swim Team/Swimming Canada High Performance Centre – Ontario

2023 Swimming Canada Para National Team

Wheelchair Rugby Paralympian Travis Murao

“We are fortunate to be able to train and compete at the Centre on a regular basis.”

Javier Acevedo
Canadian National Swim Team/Swimming Canada High Performance Centre – Ontario

HIGH PERFORMANCE CAMPS IN 2023
Canadian Sport Institute Ontario is proud to be celebrating 25 years of excellence delivering best-in-class sport science, sport medicine, and pathway support to its high performance partners and their athletes and coaches.

On the international stage, CSIO was pleased to support over 60 percent of Team Canada athletes who competed at the Santiago 2023 Pan Am Games. Team Canada delivered inspiring and captivating performances, collectively bringing home 164 medals – 46 gold, 55 silver, 63 bronze. It was the best non-home Pan Am Games for Team Canada since 1995 in Mar del Plata, Argentina.

Whether competing in the water or on the court, track, or field, CSIO-affiliated athletes won an impressive 61 medals at the Santiago Pan Am Games – 23 gold, 18 silver, and 20 bronze. Further, an astounding 85 percent of athletes (34 of 40) who had been supported by CSIO’s Ontario High Performance Sport Initiative Program (OHPSI) earlier in their careers brought home medals at the Games.

Highlights from Santiago include a powerhouse performance from swimmer Maggie Mac Neil, who won seven medals at the Games (five gold, one silver, and one bronze) and is the only Canadian athlete across all sports to win five golds at a single Pan Am Games. CSIO-affiliated beach volleyball duo Melissa Humana-Paredes and Brandie Wilkerson won silver in Women’s Beach Volleyball, while athletics athlete Sarah Mitton was golden in the Women’s Shotput event. Canada’s Track Cycling Teams supported by CSIO also dominated in team sports winning medals in five team events:

- Wheelchair Basketball (M) – bronze
- Wheelchair Basketball (W) – silver
- Wheelchair Rugby – silver
- Goalball (M) – bronze
- Goalball (W) – gold

Back at home, CSIO was proud to cheer on swimmer, and CSIO-affiliated athlete Summer McIntosh as she set a world record in the Women’s 400m Individual Medley during National Swim Trials at TPASC. CSIO was pleased to host government officials and dignitaries throughout the year to tour CSIO and TPASC’s world-class daily training environments available to athletes, coaches. This included Carla Qualtrough, Minister of Sport and Physical Activity of Canada, and Neil Lumsden, Ontario Minister of Tourism, Culture and Sport. CSIO also welcomed Coaches Association of Ontario into its new home within CSIO’s administrative space this past year, offering a collaborative work environment and meeting space for its staff.

Looking ahead, CSIO is excited to continue elevating people and performances in its headquarters at TPASC, as well as at its two Regional Training Centres in Milton and Niagara, the Mattamy National Cycling Centre and Canada Games Park, respectively. CSIO looks forward to continuing to support Team Canada athletes as they prepare for the upcoming Paris 2024 Olympic and Paralympic Games this summer, and those training for the Milano Cortina Olympic and Paralympic Games in 2026!
**INTERNATIONAL HIGH PERFORMANCE SPORT ORGANIZATIONS THAT HAVE UTILIZED TORONTO PAN AM SPORTS**

- Afghanistan - 2017
- Algeria - 2022
- Argentina - 2019
- Australia - 2022, 2017
- Belgium - 2022
- Bermuda - 2015
- Brazil - 2022, 2018, 2015
- Chinese Taipei - 2022
- Colombia - 2017, 2015
- Cuba - 2014
- Czech Republic - 2022
- Denmark - 2017
- Egypt - 2022
- El Salvador - 2022
- Estonia - 2022, 2017
- France - 2022, 2017
- Georgia - 2017
- Ghana - 2022
- Guam - 2015
- Hong Kong - 2022
- Hungary - 2022
- Iceland - 2022
- Iraq - 2017
- Ireland - 2015
- Israel - 2022
- Italy - 2022, 2017
- Jamaica - 2022, 2015
- Jordan - 2017
- Lebanon - 2022, 2015
- Lithuania - 2022
- Macau - 2022
- Mexico - 2022, 2015
- Moldova - 2022
- Pakistan - 2022
- Palestine - 2022
- Philippines - 2022
- Poland - 2022, 2015
- Puerto Rico - 2022, 2015
- Romania - 2017
- Russia - 2016
- Scotland - 2018, 2016
- Serbia - 2022
- Sierra Leone - 2022
- Slovenia - 2022, 2015
- South Africa - 2022
- Spain - 2016
- Sudan - 2022
- Sweden - 2022
- Switzerland - 2018
- Trinidad and Tobago - 2022, 2015
- Ukraine - 2023, 2017
- United Kingdom - 2023, 2022, 2018, 2017
- Yemen - 2015

*Not including the 2015 Toronto Pan Am and Parapan Am Games.*

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**THE YEAR IN NUMBERS**

**2023 VISITS**

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Visits</th>
</tr>
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<tbody>
<tr>
<td>2022 JAN 1-30: CLOSED</td>
<td>JAN 31-DEC 1: 993,141</td>
</tr>
<tr>
<td>2021 JAN 1-JULY 1: CLOSED</td>
<td>JULY 2-DEC 1: 263,061</td>
</tr>
<tr>
<td>2020 JAN 1-MAR 13: 369,895</td>
<td>MAR 14-DEC 1: 160,065</td>
</tr>
<tr>
<td>2019: 1,500,000 +</td>
<td></td>
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<tr>
<td>2018: 1,400,000 +</td>
<td></td>
</tr>
<tr>
<td>2017: 1,200,000 +</td>
<td></td>
</tr>
<tr>
<td>2016: 1,000,000 +</td>
<td></td>
</tr>
<tr>
<td>2015: 800,000 +</td>
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</tbody>
</table>

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**INTERESTING NUMBERS**

- **233,091** Total UTSC student visits
- **32,080** Booster Juices sold
- **5,374** Registered for swim lessons
- **4,318** Lane swim hours
- **5,437** Track walking hours
- **60** Swimming records set in the pool

*Not including the 2015 Toronto Pan Am and Parapan Am Games.*
THE YEAR IN PICTURES

Bell Canadian Swimming Trials / Photo by Michael P. Hall for Swimming Canada

UTSC Women’s Intramural Volleyball

Toronto Sport Hall of Honour Inductees

Bell Swim to Survive Program
THE YEAR IN PICTURES

UTSC Interhouse Cricket

University of Toronto Varsity Blues Non-Conference Game

Raptors 905 Open Practice and Intrasquad Game

The Sam Ibrahim Building Naming Announcement
THE YEAR IN PICTURES

UTSC Archery

Wheelchair Basketball Canada Hoopsfest

Alexander Sterling Public School Learn to Climb

UTSC Professors vs. Students Olympics Event
THE YEAR IN PICTURES

UTSC Men’s Intramural Basketball

St. Mother Teresa Catholic Academy at Learn to Train Program

2023 TORONTO PAN AM SPORTS CENTRE INC.
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Cathy Vincelli
((as of September 2023)

Gigi Pang

Janie Romoff
(until September 2023)
STAFF BASED AT TORONTO PAN AM SPORTS CENTRE

<table>
<thead>
<tr>
<th>Staff Type</th>
<th>Number</th>
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<tr>
<td>Part-Time Staff</td>
<td>491</td>
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<tr>
<td>Full-Time Equivalent</td>
<td>341</td>
</tr>
<tr>
<td>Full-Time Staff</td>
<td>201</td>
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<tr>
<td><strong>Total</strong></td>
<td>692</td>
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Facility Staff Pickleball Tournament

OFFICES AT TORONTO PAN AM SPORTS CENTRE

RESIDENT HIGH PERFORMANCE SPORT ORGANIZATIONS

TRAINING AT TORONTO PAN AM SPORTS CENTRE

Facility Holiday Party Trivia Contest