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TORONTO PAN AM SPORTS CENTRE INC. ANNUAL REPORT 2016



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 best use of resources.

TABLE OF CONTENTS

Vision of Toronto Pan Am Sports Centre	2
Mission of Toronto Pan Am Sports Centre Inc.	2
Values and Values In Action	2
About The Toronto Pan Am Sports Centre	3
Message From The Chair, Toronto Pan Am Sports Centre Inc.	4
Message From The Managing Director, Toronto Pan Am Sports Centre Inc.	5
Toronto Pan Am Sports Centre Inc. 2016-2018 Strategic Plan: Goals and Objectives	6
Toronto Pan Am Sports Centre Inc. 2016 Organizational Priorities	7
Programming Highlights	8
Toronto Pan Am Sports Centre Inc. Financial Overview	10
The Year In Photos	12
City of Toronto Department of Parks, Forestry & Recreation	16
University of Toronto Scarborough Athletics & Recreation	17
High Performance Sport	18
Toronto Pan Am Sports Centre Inc. Board of Directors	20
Toronto Pan Am Sports Centre Inc. Full Time Staff	21
The Year In Numbers	22
Sport Organizations at the Toronto Pan Am Sports Centre	23

ABOUT THE TORONTO PAN AM SPORTS CENTRE

A legacy of the 2015 Toronto Pan Am and Parapan Am Games, Toronto Pan Am Sports Centre (TPASC) is operated by a corporation named Toronto Pan Am Sports Centre Inc. and co-owned by the City of Toronto and the University of Toronto.

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 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 want to extend my congratulations to the staff, volunteers, members and visitors to the Toronto Pan Am Sports Centre on an incredible year.

The Centre has demonstrated, in our first full year of programming, what it means to be a legacy of a major multi-sport games. It was our vision that following the Pan Am/Parapan Am Games, the Sports Centre would be recognized for providing world-class experiences in sport and recreation, for all, for life. And every day we live that legacy in the students, residents, staff, faculty, high performance athletes and spectators who walk through our doors.

Some begin their sport and recreation journey with us in lessons and fundamental movement training, many see us as a destination for their elite training needs, others are following their passion for fitness and athletics through adulthood, and some come just to watch others compete, for a meal, or a place to gather with friends and colleagues. That diversity of space, programming and use is what makes this facility so vital. From playground to podium, from spectator to elite athlete, there is a way to accomplish your sport and recreation goals at the Toronto Pan Am Sports Centre.

As we saw with this past summer's Brazil Olympics, the Toronto Pan Am Sports Centre is fulfilling its mandate to provide high performance sports with the necessary facilities and support services to train and achieve their best performances at the highest level. Canadian swimmers based at the competition pool at the Toronto Pan Am Sports Centre won a historic eight medals in Rio. Penny Oleksiak became the youngest Canadian to become an Olympic champion, the first to win four Summer Olympics medals in the same edition, and has the second most medals for Canada in a single Olympics games. Truly an inspiration, and a tangible one, as kids participating in aquatics lessons need only look across the facility to see what their future could hold.

This 2016 annual report captures highlights of the operations of Toronto Pan Am Sports Centre, but you need to be here to really feel the spirit of the place. We hope your sport and recreation journey brings you through our doors again, and again, in 2017.

Sincerely,

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

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



As we review our first full year of uninterrupted programming following the Pan Am and Parapan Am Games I am proud to say that we have continued to deliver on the legacy plan for the facility and have also seen the launch of several exciting new initiatives in 2016.

During the spring and summer of 2016 we were the site of the Swimming Trials and Staging Camps for both the Canadian Olympic and Paralympic teams. Our Canadian swimmers went on to have several medal performances at their respective games and they frequently recognized the Toronto Pan Am Sports Centre as an important part of their ability to excel on the international stage.

Our programming continues to grow both in diversity of programs being offered and in the participation in these programs. In 2016 we had over 1 million visits through multiple pathways that are available to experience the Toronto Pan Am Sports Centre.

In the past year our Toronto Pan Am Sports Centre basketball league grew significantly, expanding to 32 teams in the summer league and 16 teams in the fall/winter season. The summer league is now the largest basketball league in the City of Toronto. Toronto Pan Am Sports Centre was also the home court to the Scarborough Basketball Club franchise for the inaugural season of the Canadian Basketball League.

We also revised our membership rate structure and, since our launch of the new structure in September, we have subsequently seen an increase in our total membership base to over 2500 community members.

We are proud of the People Plan that we implemented in 2016 to support our goal to hire, develop and retain highly competent and motivated staff.

We will build upon our achievements in 2016 to ensure we continue the legacy by delivering on our vision as being recognized for providing world-class experiences in sport and recreation, for all, for life.

Sincerely,

Robert Singleton, Managing Director
Toronto Pan Am Sports Centre Inc.

TORONTO PAN AM SPORTS CENTRE INC. 2016-2018 STRATEGIC PLAN: GOALS AND OBJECTIVES

1 A WELCOMING AND EXCELLENT CLIENT EXPERIENCE

- 1.1 Facilitate integration of client-related systems and business processes.
- 1.2 Develop client service standards.
- 1.3 Optimize the facility to ensure the best client experience.

2 A COORDINATED BRAND STRATEGY FOR TORONTO PAN AM SPORTS CENTRE

- 2.1 Develop a coordinated brand strategy.
- 2.2 Implement the results of the brand strategy.

3 ENGAGED, COMMITTED AND SUCCESSFUL STAKEHOLDER COMMUNITIES

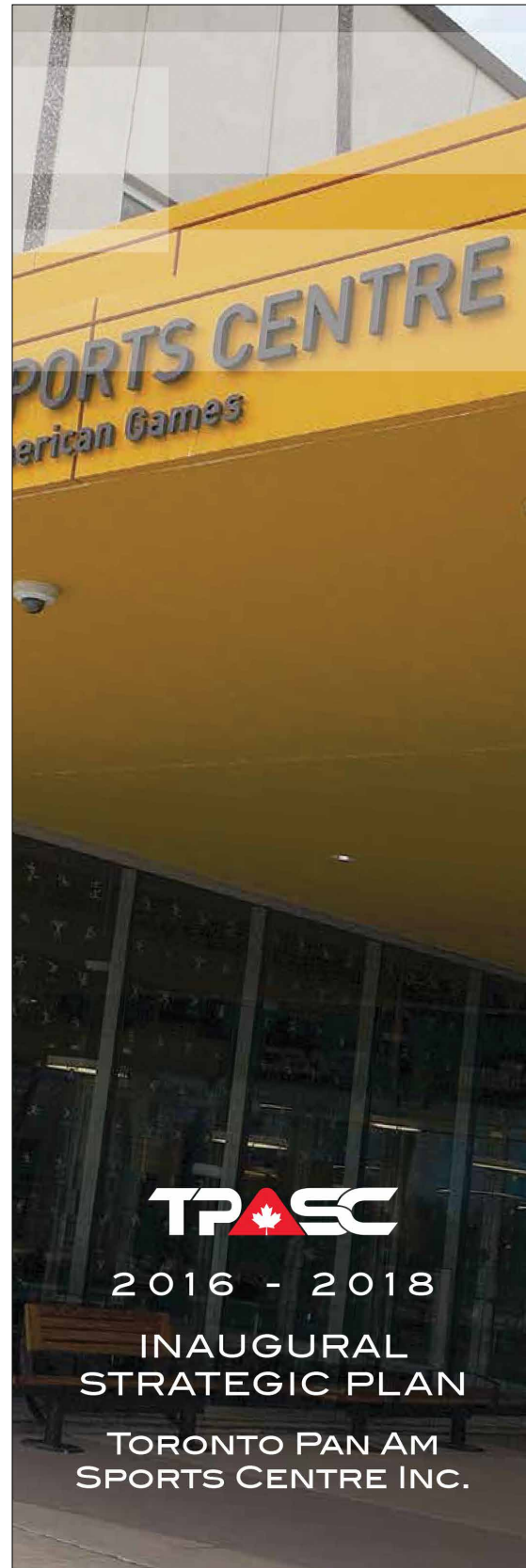
- 3.1 Facilitate stakeholder communities' success.
- 3.2 Develop a network of community ambassadors to promote recreation and sport.
- 3.3 Facilitate integrated stakeholder community planning and program delivery.
- 3.4 Facilitate the creation of a community development strategy for Toronto Pan Am Sports Centre.

4 A SUSTAINABLE, WELL-MAINTAINED, ACCESSIBLE FACILITY

- 4.1 Implement preventative maintenance programs and continue responsible management of capital reserves and assets.
- 4.2 Practice and promote environmentally informed decision making.
- 4.3 Ensure that Toronto Pan Am Sports Centre is a leader in accessibility for sport and recreation.
- 4.4 Diversify and optimize revenue sources.
- 4.5 Demonstrate responsible financial management.

5 A CONTINUOUSLY IMPROVING ORGANIZATION

- 5.1 Continue to hire, develop and retain highly competent and motivated staff.
- 5.2 Implement ongoing development and evaluation of Toronto Pan Am Sports Centre Inc.'s governance.
- 5.3 Develop and implement a quality assurance model.
- 5.4 Develop and share best practices.



TORONTO PAM AM SPORTS CENTRE INC. 2016 ORGANIZATIONAL PRIORITIES

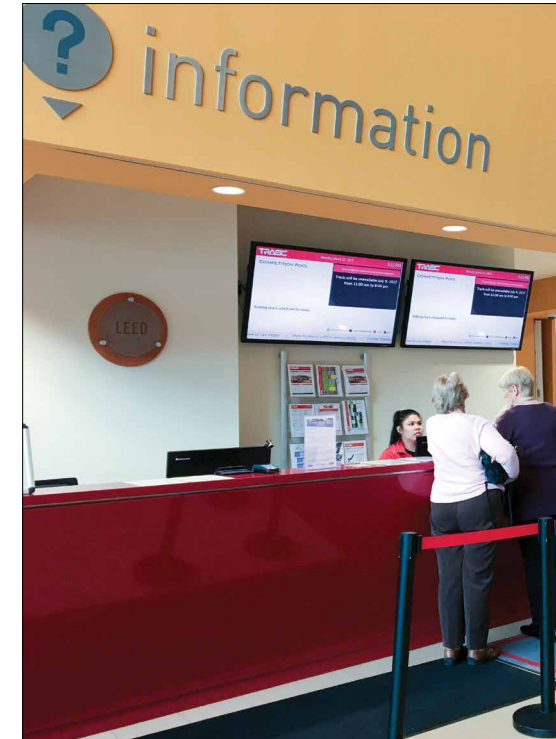


ONGOING ASSUMPTIONS

1. Achieve or minimum target of net zero-based budget.
2. Maintain LEED Gold certification standards.
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.

TOP 10 ORGANIZATION PRIORITIES

1. With focus on creating an inspirational workplace, develop, implement and promote a "People Plan."
2. Finalize and begin implementation of the Toronto Pan Am Sports Centre Brand Strategy.
3. Streamline Food & Beverage operations to achieve a break-even financial target for Retail (Quick Service), while reaching a net profit in catering services.
4. Review Fitness Centre revenue model and develop an advertising plan to increase number of members from 1,988 to 4,000.
5. Complete the development of a short, medium, and long term facility maintenance and renewal plan in addition to the development of an Asset Management Plan.
6. Improve Field House utilization through rental and league opportunities.
7. Research, develop and implement a collaborative Customer Experience Plan.
8. By encouraging innovation, successfully launch the Sport Academy for team, club and recreational training.
9. Facilitate the creation of a collaborative community outreach strategy.
10. Complete the Risk Management Plan. Strategize and begin the mitigation of any identifiable areas of concern.



Main Customer Service Desk



Toronto Pan Am Sport Centre Food Court

PROGRAMMING HIGHLIGHTS



2016 Men's Basketball League Champions

BASKETBALL LEAGUE EXPANSION

Our in-house basketball league grew in 2016 with Fall/Winter sessions at capacity 16 teams while the Summer session grew to a 32-team league which was the largest basketball league in the City of Toronto.



Canadian Basketball League began play in 2016

CANADIAN BASKETBALL LEAGUE

The Scarborough franchise of the Canadian Basketball League called the Toronto Pan Am Sports Centre home in 2016.



Family Gym at Family Day Community Open House

FAMILY DAY

A staple of our yearly programming, our second annual Family Day community open house, drew over 1900 visitors who participated in a variety of programming from group fitness to family gym.



Player in the OBA developmental league drives to the basket

OBA YOUTH DEVELOPMENTAL LEAGUE

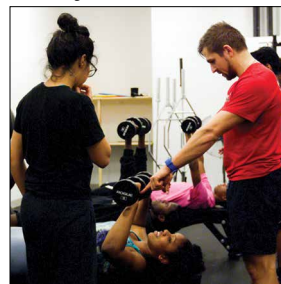
The Ontario Basketball Association (OBA) initiated its youth developmental league and plans to grow their programs within the facility are in place for 2017.



Tuesday School Group taking part in group fitness class

LOCAL COMMUNITY SCHOOLS

In 2016, we grew the diversity of programs being offered for local community schools. Programs range from daily training for school teams, district competitions, and healthy living.



Head strength coach Greg Lewandowski instructs athletes from West Hill Collegiate

LEARN TO TRAIN PROGRAM

Through a partnership with Jumpstart Inc., we launched our first module of the Learn to Train program. This program was delivered to students from local elementary and high schools, focused on the importance of incorporating physical activity in their daily lives.



Members of the full-time staff take part in a boot camp class

INAUGURAL PEOPLE PLAN

We launched our inaugural People Plan, which centres around three main pillars: Culture, Respect and Integrity.



One of the many international athletes that have trained at the facility

TRAINING CAMP PROGRAM

We have become a global destination hosting training and competition for foreign and domestic teams.



Field House setup up for a gym birthday party

BIRTHDAY PARTIES

Our birthday parties continue to be popular as we hosted 77 parties in 2016.



Women's only aquatics programming in the pool

WOMEN'S ONLY PROGRAMMING

We offer women's only aquatics and fitness programming. During women's only swims shades are lowered on all windows in the pool for privacy. Also, all lifeguards on duty are female. A section of the Fitness Centre is curtained off for women's only programming for select periods, five days a week.

PROGRAMMING HIGHLIGHTS



Boot Camp Group Fitness Class

We offered over 50 group fitness classes weekly, which include yoga, pilates, zumba, barre, drumfit, and exciting new programs such as aqua zumba.

We delivered monthly healthy lifestyle workshops to both community members and students. Topics included injury prevention, the importance of sleep and recovery, healthy eating habits, and healthy joints.

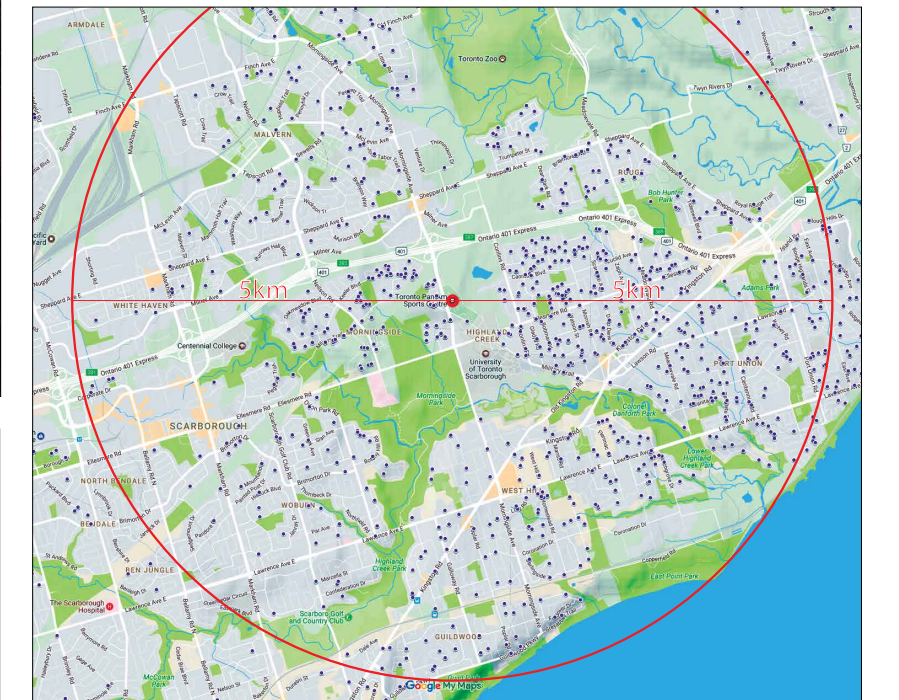
In a partnership with Brave TO, we hosted and participated in a new adventure race presented by The Scarborough Hospital Foundation. The race featured challenges faced by Toronto's first responders – from rope climbs to wall scrambles.



Toronto Pan Am Sport Centre Staff at Brave TO Event

MEMBERSHIP

In 2016, we restructured our memberships and since the launch of the new structure in September our membership base has increased to over 2,500 community members.



Map identifies locations of members

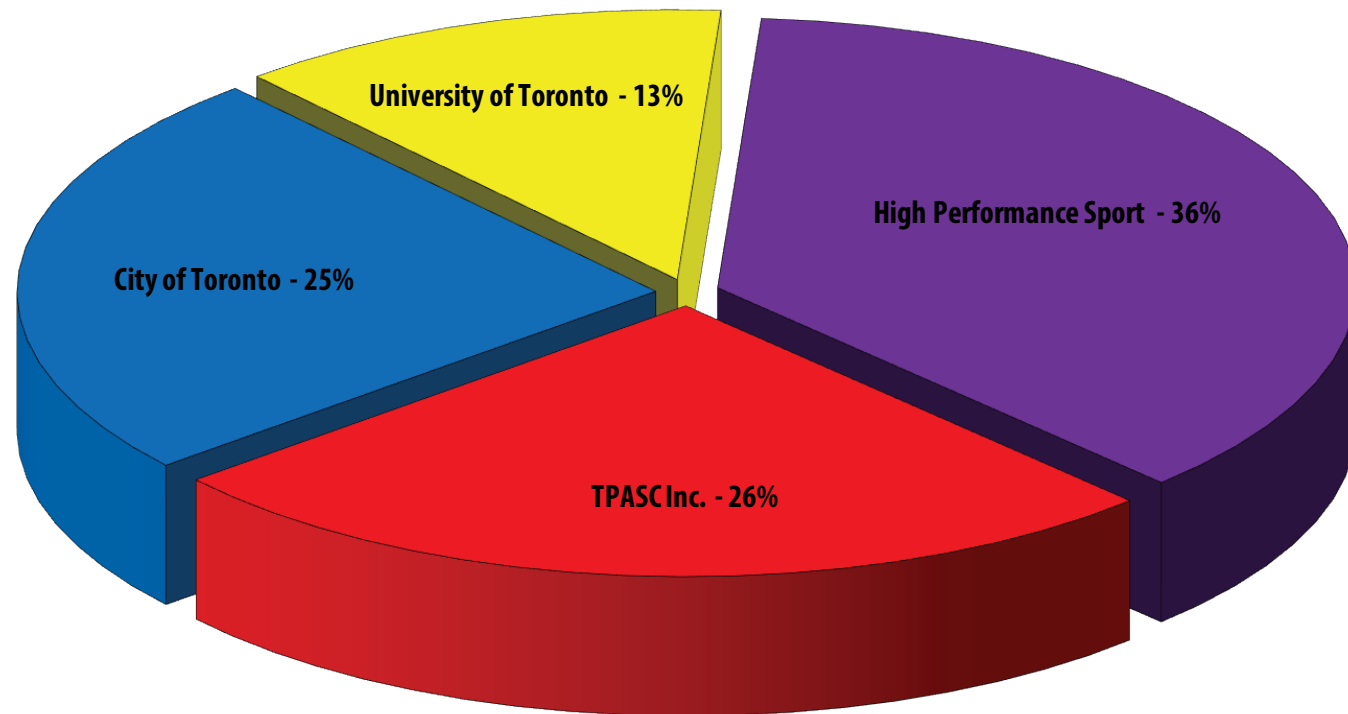
The majority of our community members live within a 5 km radius of the facility.



Yoga Class

TORONTO PAN AM SPORTS CENTRE INC. FINANCIAL OVERVIEW

Fiscal 2016 Actual Revenue



Toronto Pan Am Sports Centre Inc.'s financial results for 2016 reflect its first uninterrupted year of operations after the 2015 Pan Am Games. The revenues show a 12% growth from the 2015 values.

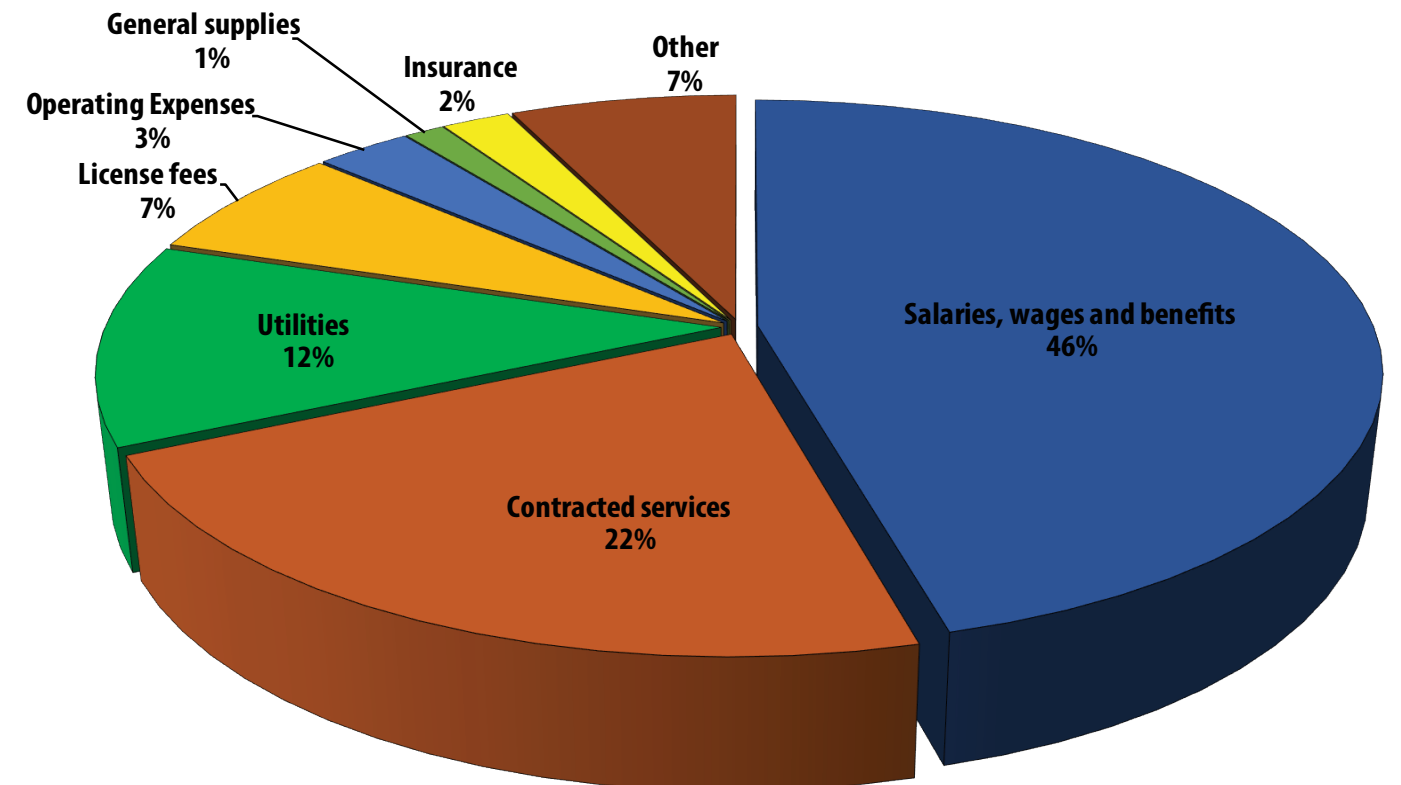
The budgeted values have been prepared on a cost-recovery philosophy, with estimated costs attributed to the hours available to users of the athletic facility to ensure equality. Based on the agreements with the Co-owners, the City of Toronto has committed to use 31% and the University of Toronto Scarborough has committed to use 17% of the available hours. As a major funding partner in the development of the facility, high performance sporting organizations have been allocated 30% of the usable hours. These commitments amount to approximately 78% of the budgeted annual revenues. The remaining 22% of the available time will be rented to third party users by Toronto Pan Am Sports Centre Inc.

Operating revenues for 2016 were \$10,806,267. This excludes the Legacy Fund income component for the year 2016, which amounted to \$4,076,293. The Legacy Fund contribution was received during 2016, and are provided to support high performance utilization of the facility and major capital maintenance and replacement.

These funds flow through the Co-owners, who transfer the funds to Toronto Pan Am Sports Centre Inc. by means of share purchases. Accordingly the transactions are recognized during the year as shareholder contributions. The breakdown of revenues from the major stakeholders is depicted in the pie chart above, and include the Legacy Funding. The revenue contributions are closely aligned with the time-sharing commitments noted above.

TORONTO PAN AM SPORTS CENTRE INC. FINANCIAL OVERVIEW

Fiscal 2016 Major Expenses



Expenses during the year totalled \$11,847,748. The expense breakdown by type is displayed in the pie chart above. These expenses were generally below the initial budgeted values, except utility expenses which reflected an unusually hot summer. The largest expense category is salaries, wages and benefits. At December 31, 2016, Toronto Pan Am Sports Centre Inc. had a staff complement that included 54 permanent full time positions and 203 part time staff. During 2016 our Food & Beverage operations were transitioned from external contracted services to internal management through Toronto Pan Am Sports Centre employees. Contracted services include security, information technology, cleaning, grounds keeping and snow removal. Utilities include electricity, water and natural gas.

The operating results at December 31, 2016 showed a deficit of \$1,041,481, as compared with a budgeted deficit of \$105,003. The financial results are \$936,478 lower than budget. It should be noted however that the budget includes a contribution of \$4,076,293 of Legacy Fund support. After adjusting for this issue, the financial performance of Toronto Pan Am Sports Centre Inc. would have

shown a cash surplus of \$3,034,812, which has been added to the reserve for major capital maintenance and replacement projected over the specific lifespans of the assets.

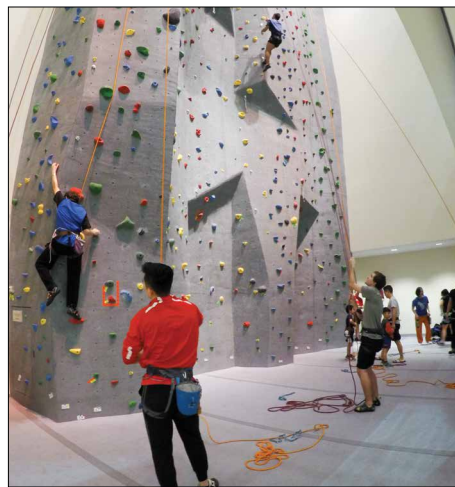
The Toronto Pan Am Sports Centre facility and the capital assets are recorded in the owners' financial records. Toronto Pan Am Sports Centre Inc. exists to manage the facility on behalf of the Co-owners, and any capital assets of Toronto Pan Am Sports Centre Inc. are relatively minor in nature, and consist of items such as furniture and equipment. However, Toronto Pan Am Sports Centre Inc. is responsible for establishing and maintaining a capital reserve fund to provide for major capital maintenance and replacement expenditures to the fixed assets at the facility over the anticipated lifespan of the capital assets. At December 31, 2016 there was a capital reserve balance of \$7,532,988 in a designated account and in an investment portfolio.

Toronto Pan Am Sports Centre Inc. showed financial results which reflect its first uninterrupted year of operation, and has financial structures in place to enable the corporation to fulfill its responsibilities.

THE YEAR IN PHOTOS



Canadian Olympic Swimming Trials



Climbing Wall Birthday Party



University of Toronto Scarborough Homecoming Basketball Game



MEC Indoor Triathlon



Transformation Challenge Participants and Trainers



University of Toronto Scarborough Intramural Volleyball

THE YEAR IN PHOTOS



University of Toronto Scarborough Fall Student Orientation



RBC Training Ground Event



Toronto Sport Hall of Honour Ceremony



The Honourable Kent Hehr, Minister of Veterans Affairs, and 2016 Invictus Games Participants



His Worship John Tory, Mayor of Toronto, with participants from the 2016 Youth Games

THE YEAR IN PHOTOS



Halloween Glow in the Dark Zumba Class



Youth Workshop in Leadership Room



Battle China Town 2016 World Final



Wheelchair Basketball Canada Paralympic Selection Camp



Group Fitness Class

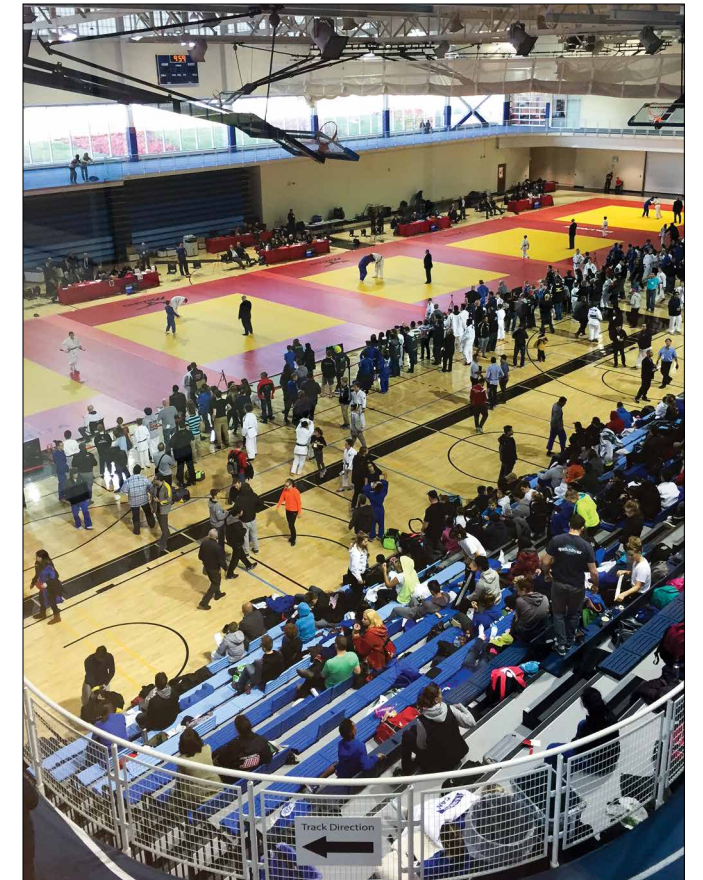


GCG Rhythmic Gymnastics Senior Group Training

THE YEAR IN PHOTOS



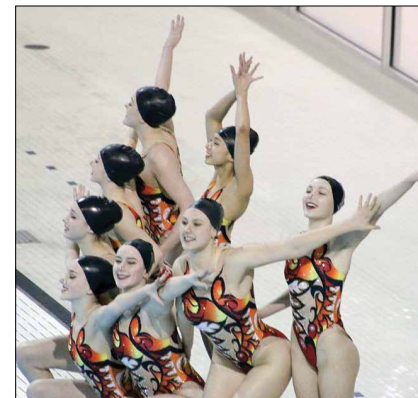
North York Aquatic Club Athletes Training



Judo Ontario 2016 Ontario Open



Track Community Open Times



Synchro Canada Training



Canadian Olympic Dive Trials. Photo by Vaughn Ridley



In 2016, Parks, Forestry and Recreation offered 326 General Interest and Fitness Programs including after school drop-ins, instructional sport, dance, art, and specialty fitness. The most popular programs continue to be Basketball, Soccer, Ballet, Hip-Hop, Martial Arts, Guitar, March Break and Summer Camps and Post-Natal Fitness classes.

Staff continued to work with the Mornelle Court community to deliver after school programs as well as attend community and agency network meetings.

The community walking track hours were very well received by residents. In 2016, 34,899 walkers from the surrounding communities stayed fit and got active while high performance athletes worked out in the gymnasium below.

The City of Toronto offered 1,350 Learn to Swim lessons ranging from Guardian Swim to Advanced Leadership programs, as well as Ultra 1 through Ultra 9. New programs continued to grow, including SPLASH, Synchro and Adapted and Integrated swim lessons.

The Swim to Survive program with the Toronto District Catholic School Board expanded to 28 schools and a total of 1,000 Grade 4 and Grade 7 students came to the Toronto Pan Am Sports Centre to learn important water safety skills.

In the summer of 2016, Toronto Pan Am Sport Centre hosted the annual Toronto Youth Games and 192 youth from across Toronto participated in activities in the gym, aquatic leadership room, studios, pool and the University of Toronto Scarborough sports field.

Stats and Facts for 2016:

- More than 11,600 people registered for programs offered by the City at TPASC including over 3,800 who registered through the Welcome Policy program
- More than 72,400 people attended leisure and lane swims
- More than 32,600 participants attended sport drop-in programs
- 76,000 children, youth and older adults attended free Drop-In program opportunities
- 382 participants were registered in March Break and Summer Camp programs



UTSC Students Experiencing Athletics & Recreation Programming



UTSC Interhouse Inner Tube Water Polo

University of Toronto Scarborough's Department of Athletics & Recreation makes its home at the Toronto Pan Am Sports Centre, the sports facility made possible in part by the students themselves who contribute not only to a world-class facility for the campus, but also for the community. For U of T Scarborough students, faculty and staff, the Centre supports the pursuit of an active, healthy lifestyle.

Having relocated to the Toronto Pan Am Sports Centre, the Department of Athletics & Recreation has increased its registered fitness programs, including more than 20 programs that cover multiple disciplines such as dance, martial arts, fitness conditioning, and both target and racquet sports.

The advantages for the U of T Scarborough community extend to opportunities to partner both with the City and Toronto Pan Am Sports Centre Inc. on program offerings. These partnerships have increased the number of group fitness classes by 84 per cent, with a range that now includes Aquafit to Zumba, and Cycling to Tai Chi.

Campus life is enhanced by the new facility, which provides a broader range of recreational programming including, for the very first time, aquatics programs. New student clubs including the UTSC Swim Club, UTSC Underwater Club, Powerlifting, Dragonboat, Cheerleading, and Rock Climbing have been introduced, increasing membership in the campus' athletics student organizations to 400.

Another advantage of U of T's partnership with the City and of the facility itself is the expansion of programming offered, at all fitness levels, for women and trans women. The University, together with the City and Toronto Pan Am Sports Centre Inc., hosts Women Only Hours in the fitness centre, and in the training pool. Working closely with the campus' Women & Trans Centre, the Department of Athletics & Recreation is building upon existing programming, which now includes Women Only Learn to Swim and other programs as well as Women Only Interhouse and Intramural programs.

In 2016, U of T Scarborough partnered with TPASC Inc. to present the Toronto Pan Am Sports Centre, for the first time, with the City of Toronto's Doors Open program. Tours were offered to visitors who came from across the city to visit the place where records were broken and Team Canada excelled during the 2015 Pan Am & Parapan American Games. The campus also hosted events including Terry's Cause and Science Rendezvous at the Centre, reaching out to the community as part of these national programs.

The Centre employs 76 U of T Scarborough students – that's 37 per cent of the part-time staff at the Toronto Pan Am Sports Centre. Students work in Customer Service and as coaches, lifeguards and trainers, building their resumes and gaining valuable leadership experience.

Serving as the campus' athletics and recreation facility, the Toronto Pan Am Sports Centre and U of T Scarborough programming is available to U of T students across all three campuses.

HIGH PERFORMANCE SPORT



Penny Oleksiak with her four Olympic Medals. Photo by Mark Blinch

Fourteen High Performance Sport groups utilize the Toronto Pan Am Sports Centre. One of the groups that calls the facility home is the Swimming Canada High Performance Centre Ontario (HPCO). Training in the competition pool and the Canadian Sport Institute Ontario, five swimmers from the HPCO each won medals at the 2016 Olympics in Rio.

Closing Ceremony flag bearer Penny Oleksiak was the breakout star for Canada, capturing four medals in Rio; the most at any summer Olympic Games for a Canadian athlete in history. Oleksiak won gold in the 100m freestyle, silver in the 100m butterfly and two bronze medals as part of the 4x100m freestyle relay and 4x200m freestyle relay teams. Oleksiak's incredible 2016 accomplishments have been recognized with arguably the greatest honour in Canadian sports: The Lou Marsh Trophy. Fellow High Performance Centre swimmers Sandrine Mainville, Michelle Williams and Chantal Van Landeghem also won bronze as part of the 4x100m freestyle relay team. Kylie Masse rounded out the Olympic medals with a bronze in 100m backstroke. Five of the six Olympic medalists in Rio are athletes that have progressed through the Ontario High Performance Sport Initiative program now based at the Toronto Pan Am Sports Centre.

Both the men's and women's Canadian Wheelchair Basketball national teams traveled to Rio for the Paralympics. The Wheelchair Basketball High Performance program calls the Toronto Pan Am Sports Centre home and you will frequently see the Wheelchair teams practicing throughout the day on courts one and two in the Field House.

High performance success was not just experienced in Rio, as producing the next generation of Olympians is also at the heart of High Performance training at the Toronto Pan Am Sports Centre. Many of the resident High Performance sports find their current success at Junior Worlds and, as such, are High Performance training pods that are targeting 2020 or 2024 as their Olympic moment.

Judo Ontario had two athletes transitioning from the Toronto Pan Am Sports Centre to the Senior team. The training centre at Toronto Pan Am Sports Centre produced one athlete that competed in Rio placing 7th. The Ontario Open was hosted in November of 2016 which was a highlight of Judo Canada's event calendar.

Synchro Canada is tracking a large group of athletes based at the Toronto Pan Am Sports Centre within their NextGen program and currently placed two TPASC based athletes on the Junior National team with expectations that this number will grow significantly. Emily Armstrong finished 12th at her first career Worlds and swam in the duet final.

Dive Ontario had three athletes based at the Toronto Pan Am Sports Centre that qualified for Junior Worlds and saw those athletes place 7th and 8th respectively.

2016 OLYMPIC & PARALYMPIC TRIALS & TRAINING/STAGING CAMPS

- 🍁 Swimming Canada Olympic & Paralympic Trials
- 🍁 Diving Plongeon Canada Olympic Trials
- 🍁 Wheelchair Basketball Paralympic Selection Camp
- 🍁 Diving Plongeon Canada/United States Training Camp
- 🍁 Japanese Deaf Swimming Federation Training Camp
- 🍁 Swimming Canada Olympic Staging Camp
- 🍁 Swimming Canada/Japan Paralympic Staging Camp
- 🍁 Team Russia Swimming World Championship Staging Camp



Michelle Williams, Sandrine Mainville, and Chantal Van Landeghem at the 2016 Brazil Olympics



Team Canada chef de mission Curt Harnett at Olympic Swimming Trials

HIGH PERFORMANCE SPORT



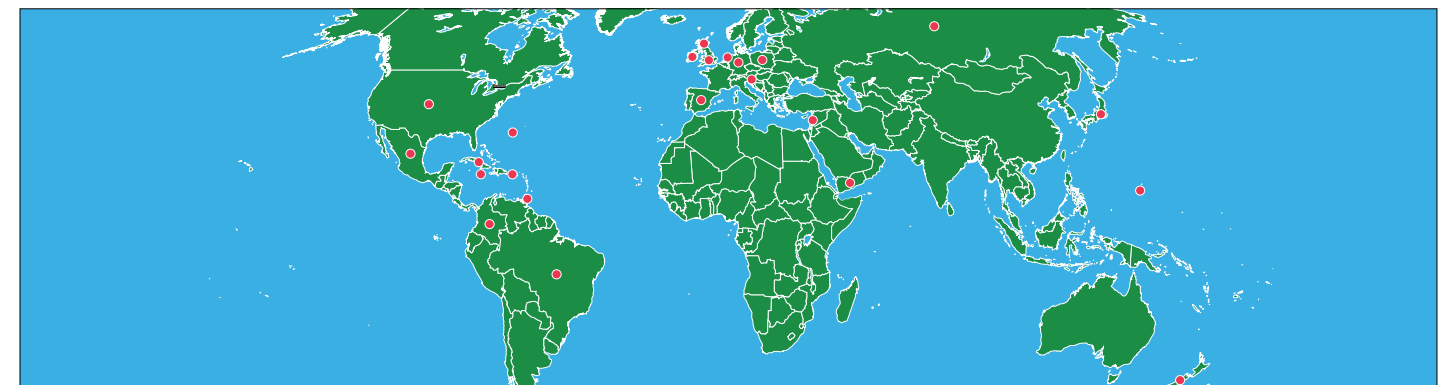
CSIO reception honouring 2016 Olympic and Paralympic Medalists



Housed within 23,551 square-feet at Toronto Pan Am Sports Centre is the Canadian Sport Institute Ontario (CSIO), which provides world-class programs, staff, services, and leadership to High Performance athletes and coaches to enhance their ability to achieve international podium performances. CSIO offers athletes a range of sport science and sport medicine services including nutrition, physiology, biomechanics, strength & conditioning, mental performance, sport therapy and life services. In total, 44 Provincial and National Sport Organizations access and receive services from CSIO.

CSIO is proud to have supported 140 Olympic and Paralympic athletes who competed at the Rio 2016 Games. These CSIO affiliated athletes contributed to 13 (3 Gold, 3 Silver, 7 Bronze) of Canada's 22 Olympic medals and 4 Paralympic Bronze medals. Many of these athletes call CSIO at the Toronto Pan Am Sports Centre home, as their daily training environment, while others access CSIO at Toronto Pan Am Sports Centre for a range of services delivered by expert staff, training camps, testing and monitoring services and open training hours. CSIO also has a satellite office at the Velodrome in Milton, ON.

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



Nation	Date	Sport	Event-Program	Nation	Date	Sport	Event-Program
Russia	December 2016	Swimming	World Staging Camp	Poland	December 2015	Swimming	Ontario Junior International
England	December 2016	Swimming	Ontario Junior International	Slovenia	December 2015	Swimming	Ontario Junior International
Scotland	December 2016	Swimming	Ontario Junior International	Bermuda	December 2015	Swimming	Ontario Junior International
Germany	November 2016	Judo	Ontario Open	Puerto Rico	December 2015	Swimming	Ontario Junior International
United States	November 2016	Judo	Ontario Open	Mexico	December 2015	Swimming	Ontario Junior International
Japan	August 2016	Deaf Swimming	Training Camp	Jamaica	December 2015	Swimming	Ontario Junior International
Japan	August 2016	Para Swimming	Staging Camp	Guam	December 2015	Swimming	Ontario Junior International
Spain	July 2016	Wheelchair Basketball	Friendlies	Netherlands	November 2015	Judo	Training Camp
United States	April 2016	Diving	Training	Colombia	November 2015	Judo	Ontario Open
Japan	February 2016	Wheelchair Basketball	Friendlies	Brazil	November 2015	Judo	Ontario Open
United States	December 2015	Swimming	Ontario Junior International	Mexico	May 2015	Synchronized Swimming	Canadian Open
Trinidad	December 2015	Swimming	Ontario Junior International	United States	May 2015	Synchronized Swimming	Canadian Open
Ireland	December 2015	Swimming	Ontario Junior International	Puerto Rico	May 2015	Synchronized Swimming	Canadian Open
New Zealand	December 2015	Swimming	Ontario Junior International	Colombia	May 2015	Synchronized Swimming	Canadian Open
Lebanon	December 2015	Swimming	Ontario Junior International	United States	December 2014	Futsal	Friendlies
Yemen	December 2015	Swimming	Ontario Junior International	Cuba	September 2014	Diving	Training Camp

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

TORONTO PAN AM SPORTS CENTRE INC. BOARD OF DIRECTORS

CITY OF TORONTO REPRESENTATIVES



**Janie Romoff
Chair**



**Michael St. Amant
Treasurer**



Brenda Patterson



Howie Dayton



Laurel Walzak

UNIVERSITY OF TORONTO REPRESENTATIVES



**Ira Jacobs
Vice Chair**



**Brent Duguid
Secretary**



Andrew Arifuzzaman



Bruce Kidd



Caitlin Cosgrove

TORONTO PAN AM SPORTS CENTRE INC. FULL TIME STAFF



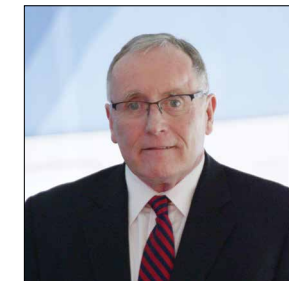
54

Full Time Staff

203

Part Time Staff

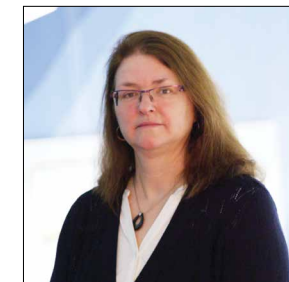
45% of our staff is comprised of local residents living within a 10 km radius of the facility. 37% of part time staff are University of Toronto Scarborough students.



**Robert Singleton
Managing Director**



**Brian Smith
Director
Business Administration**



**Catherine Hughes
Director
Building Operations**



**Parrish Offer
Director
Business Development**



**Rafael Torre
Director
Sport and Recreation**

THE YEAR IN NUMBERS



1 million +
TOTAL VISITS



264,275
CITY OF TORONTO
PROGRAMMING



227,415
UNIVERSITY OF TORONTO
STUDENTS



201,858
MEMBERS



51,229
HIGH PERFORMANCE
SPORT



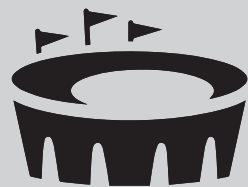
5,499
SCHOOL/COMMUNITY
GROUPS



128,062
SPORTS CLUBS,
RENTALS, LEAGUES



56,871
EVENT PARTICIPANTS



64,824
EVENT SPECTATORS
*Spectator numbers provided by event organizers

SPORT ORGANIZATIONS AT THE TORONTO PAN AM SPORTS CENTRE



RESIDENT HIGH PERFORMANCE SPORT ORGANIZATIONS TRAINING OR COMPETING AT TORONTO PAN AM SPORTS CENTRE



TRAINING AT TORONTO PAN AM SPORTS CENTRE

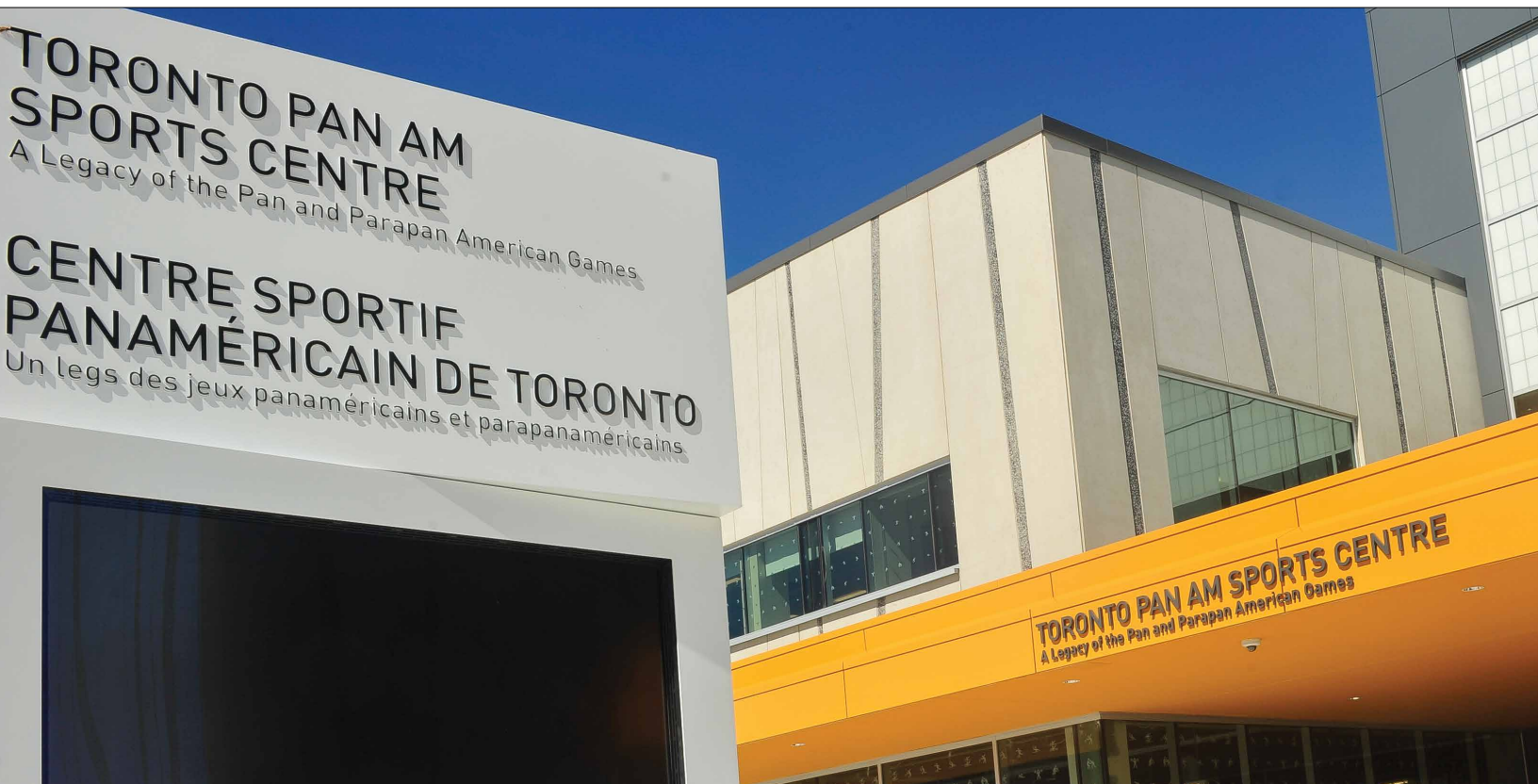


ORGANIZATIONS LOCATED AT TORONTO PAN AM SPORTS CENTRE





UNIVERSITY OF
TORONTO
SCARBOROUGH



875 Morningside Avenue, Toronto, ON M1C 0C7

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[#APlace4U](#)