

TORONTO PAN AM SPORTS CENTRE

A PARTNERSHIP OF THE CITY OF TORONTO AND
THE UNIVERSITY OF TORONTO SCARBOROUGH



2020 ANNUAL REPORT

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.

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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 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.



Toronto Pan Am Sports Centre Inc. Board of Directors is pleased to present the organization's 2020 Annual Report.

The global pandemic made 2020 a challenging year. However, despite the unprecedented times the organization faced they were able to adapt and continue to deliver on our goals and objectives as defined in our 2019-2021 Strategic Plan.

Even with the significant impacts the COVID-19 restrictions presented, the Toronto Pan Am Sports Centre staff were able to respond and deliver safe programming both in-person and virtually. From "Puddle to Podium", from community user to elite athlete, there was still a way, albeit modified, to accomplish your sport and recreation goals at the Toronto Pan Am Sports Centre in 2020.

I would like to thank my fellow Board Members for their continued commitment and engagement during these unprecedented times. With your guidance the organization remains positioned to continue to deliver on our vision of being recognized for providing world-class experiences in sport and recreation, for all, for life.

Thank you!

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 year 2020 was like no other in our short history at the Toronto Pan Am Sports Centre. Despite the many impacts COVID-19 had on our operations we were able to adapt.

We developed comprehensive Health and Safety Protocols that allowed us to reopen and safely operate, becoming a model for other facilities to follow. We received feedback from our facility users that the Centre felt like one of the safest public spaces to visit during the pandemic.

In addition to maintaining our operations we were able to take advantage of our shut down periods by completing some of our major maintenance and capital projects to minimize impacts on future programming and maintain our world-class facility.

I would like to thank the Board of Directors, senior management and staff for their commitment and continued contribution during this most challenging year. I would also like to thank the City of Toronto, the University of Toronto Scarborough, and High Performance Sport for their collaboration in adapting program delivery during these unprecedented times.

Sincerely,

Robert Singleton
Managing Director
Toronto Pan Am Sports Centre Inc.

2019-2021 STRATEGIC GOALS & DIRECTIONS

2020 ORGANIZATIONAL PRIORITIES

Strategic Goal	Strategic Direction	2020 Organizational Priorities
MAINTAIN A WELCOMING CULTURE THAT INSPIRES PEOPLE TO BE THEIR BEST SELVES	Create a welcoming space of social inclusion for people of all ages, backgrounds, abilities and identities to pursue their passion for sport and recreation	<p>Develop COVID-19 specific procedures, protocols and policies in order to ensure all users can safely return to the facility</p> <p>Develop or update procedures and policies on equity and diversity to ensure all users of the facility feel safe, respected, and considered</p> <p>Implementation of our Data Analytic program to improve customer experience</p> <p>Utilize a virtual strategy to retain memberships, attract new members and continue to engage with our members</p> <p>Develop a strategy that includes virtual platforms to create opportunities for the community to interact and continue engaging</p>
	Promote a healthy lifestyle by supporting physical and social wellbeing	<p>Offer monthly workshops or “lunch and learns” to our staff and members</p> <p>Offer regular social events to keep staff connected with each other while working remotely</p>
	Be an anchor in the community and provide opportunities for employment and personal growth	<p>Offer job training opportunities to staff and the local community in order to help advance careers, invest in the staff and have a robust knowledge base at the facility</p> <p>Provide certification opportunities in Sport and Recreation to the staff and local community</p>
ENHANCE OUR COMMUNITIES THROUGH A WORLD-CLASS SPORT AND RECREATION DESTINATION	Optimize opportunities and preserve our world-class facility to provide the highest level of service	<p>Complete Business Continuity Plan</p> <p>Ensure TPASC is ready, equipped and have met all guidelines in order to reopen at all the stages on re-opening and be able to welcome back students, HP Athletes, sport groups and the local community</p> <p>Ensure responsible financial management to ensure sustainability of the organization during the COVID-19 pandemic</p> <p>Continue to work with IO and PCL to resolve the outstanding building deficiencies (i.e. electrical, geothermal, and pool door security)</p> <p>Ensure the Centre maintains its world-class status through capital improvements and replacement while staying consistent with the capital model</p>
	Ensure that the integrated program model serves the needs of our diverse communities	<p>Bridge the gap due to the closure by offering virtual programming to the tri-party community</p>
	Be a facility that not only hosts sport but advances sport	<p>Ensure the safe return to train for all High Performance and Sport Groups into the facility</p>
STRENGTHEN THE PARTNERSHIP, ADVOCATE FOR WHAT IS POSSIBLE, AND LEVERAGE WHAT WE HAVE CREATED	Showcase the synergetic ownership model to influence the development of similar facility models worldwide	<p>Proactively look for new ways to continue to share the Ownership Model while abiding by COVID-19 guidelines</p>
	Advocate for the fulfillment of the agreed funding model	<p>Work with HP groups to mitigate loss of HP utilization for daily training environment</p> <p>Secure and maintain Legacy Funding at sustainable levels</p>
SHARE OUR STORY AND THE PRIDE PEOPLE HAVE IN THIS PLACE	Raise our profile and distinguish our reputation as a world-class Centre for excellence, locally and internationally	<p>Share our successful re-opening procedures and protocols with other facilities to help with a smooth return to train</p>
	Strengthen our role and commitment as an integral part of the community	<p>Identify opportunities for the community to continue to utilize our space and resources during the pandemic to allow programming to continue and make the users feel safe</p>

ONGOING ASSUMPTIONS

1. Achieve a 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

COVID-19

Upon our closure in March, Toronto Pan Am Sports Centre began delivering alternative programming to continue to engage facility users and started investigating best practices for the safe reopening of the Centre.

Toronto Pan Am Sports Centre offered a regular schedule of free live group

fitness classes on Facebook Live while the facility was closed. Virtual activities included a

daily "Community Coffee" video call between staff and facility users and a weekly "Sports Chat" call in collaboration with University of Toronto Scarborough Athletics & Recreation.

During the closure, Toronto Pan Am Sports Centre management developed and implemented facility protocols that were vetted through Toronto Public Health to ensure the safe return for all to the facility. Management also

worked in collaboration with National and Provincial Sport organizations to create a "Safe Return to Train" plan for High Performance Sport and community clubs.

Toronto Pan Am Sports Centre offered modified community programming to comply with our Health and Safety Protocols.

The Centre's Food and Beverage operation adapted by offering curbside pickup and implementing partnerships with food delivery services Skip The Dishes, Uber Eats, and Door Dash.



COMMUNITY COFFEE



FIELD HOUSE BASKETBALL



ENTRY SCREENING

TESTIMONIALS

When the Toronto Pan Am Sports Centre reopened under strict COVID-19 protocols, I was pleased with the attention given to the health & safety of the members who attended.

The facility was maintained to a very high standard of cleanliness, the number of members in attendance was strictly managed and the staff was at all times professional and friendly.

I felt absolutely safe in terms of the risks the pandemic presented. The Centre had gone "all out" to ensure the members need not worry about the threat of the virus.

Community Member

I wish to express my appreciation for the effort that TPASC has put in so that lane swim (and other aquatic activities) can resume. It is a pleasure to be able to swim again. In my case, swimming is also effective therapy for my back problems. I must admit that the COVID-19 protocols are a pain but they are a small price to pay to stay safe and be able to swim again.

Keep up the good work.

Community Member

I found it very nice and thoughtful that Toronto Pan Am Sports Centre established coffee time. It enabled us to stay in contact with our friends at TPASC.

I especially enjoyed the online programs that were being offered.

Community Member

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 re-open. This proactive attitude set the standard for sport organizations and facilities in Ontario, perhaps Canada, on how to re-open with the confidence of a safe place to be. Swim Ontario and the Ontario swimming community are very grateful and fortunate to have TPASC as a performance facility partner.

Swim Ontario

PROGRAMMING HIGHLIGHTS

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

2020 was a difficult year globally with the pandemic affecting the health and wellness of people throughout the world. The City of Toronto was no exception and as a result Toronto Pan Am Sports Centre needed to modify its programming and operations.

The facility closed to the public on March 13, 2020. It remained closed to programming until the return of High Performance training in Canadian Sport Institute Ontario on June 2. Between June 15 and June 30, High Performance groups returned to training in the Centre's field of play spaces. The facility reopened to the public on July 4, 2020 with the resumption of lane swim times. The Field House and Fitness Centre reopened to programming on July 31, 2020 making the majority of the spaces available in the Centre available. Basketball shoot-around times were added on August 14, 2020 followed by the resumption of Field House rentals on September 1. The facility closed again by Provincial mandate on October 10 and then reopened with modified programming on November 14, 2020. From November 23 to December 31, 2020 the facility remained closed by Provincial order. These modifications included building entry screening, online fitness options, modified lane swim, Field House programming, Fitness Centre access and a limited number of community clubs resuming training.

WE ARE A COMMUNITY OF NEIGHBOURS, STUDENTS, AND ATHLETES

The High Performance Sport Council and the Community Council continued with their collaboration on a community outreach initiative. This community project select a community group on an annual basis to improve healthy living. The councils once again partnered with "The Pink Panthers" from the local St. John Paul II Catholic Secondary School, but were also able to include the "Man Up" group which was comprised of teenage boys. Both the "Pink Panthers" and "Man Up" are comprised of teenagers who do not typically participate in sport and recreation, are marginalized, and considered at risk as they cope with the challenges of their daily lives.



PINK PANTHERS

PROGRAMMING HIGHLIGHTS

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

The City of Toronto Parks, Forestry, & Recreation utilized the Centre as one of four sites for their CampTO program which aligned with Toronto Pan Am Sports Centre COVID protocols to safely offer summer programming for youth.

In addition to CampTO, Parks, Forestry, & Recreation offered 29 general interest, visual arts, and music programs for a full seven weeks in the Fall of 2020. Programming included a new Adapted Sensory Program that utilized the studio and pool at the Centre. Of the 29 programs offered, 16 programs were at capacity.

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



UTSC SHE MOVES EVENT

University of Toronto Scarborough (UTSC) Athletics & Recreation also hosted their "She Moves" event at the facility. 75 students that self-identify as women had the opportunity to enjoy physical activity, have a discussion around wellness and eating healthy food.

WE ARE A PLACE FOR HEALTH AND WELLNESS

585 UTSC students participated in six Interhouse sports; ball hockey, basketball, indoor cricket, indoor soccer, ultimate frisbee, and volleyball from January to March.

WE ARE A PLACE TO TEACH AND A PLACE TO LEARN

UTSC students made 112,190 visits to the Centre in 2020. From January to March, 257 students participated in Aquatics, Dance, Martial Arts, Target Sports, and Learn to Play instructional programs. During the Summer and Fall, UTSC Athletics & Recreation programming was conducted virtually, taking advantage of the Studios in the Centre to film online instructional programming.

PROGRAMMING HIGHLIGHTS

WE ARE A PLACE FOR EVERYONE

Toronto Pan Am Sports Centre continued to be an active member of the local community in 2020. The annual Family Fun Day Community Open House had 4,255 participants and added Meridian as a sponsor of the event. In addition to financial support for the open house Meridian also distributed 5,000 backpacks to visitors.

The Centre continued its partnership with Canadian Tire Jumpstart Charities. In the first three months of 2020, the Learn to Train program trained 73 youth from three local schools bringing the program total to 1,100 youth from 44 community groups and schools since 2015. Toronto Pan Am Sports Centre ran its third consecutive #givingtuesday fundraiser for Jumpstart Charities with 100% of the money raised going back into programs to help financially disadvantaged youth from local communities.



FAMILY FUN DAY

The Centre also partnered with the swim clubs based at the facility to facilitate a holiday Toy/School Supply Drive for disadvantaged youth. The drive resulted in a donation of over 100 toys for each group.

Despite the impacts of COVID-19, the Centre continued to attract multiple media production rentals in 2020. The facility hosted a combined 15 film/television/commercial productions; a 25% increase from the previous year's number.

EVENTS (ABRIDGED)

- | | |
|--|---|
| <ul style="list-style-type: none"> ▲ SCAR Winter Classic Swim Meet ▲ OUA Swimming Championships ▲ TDSSAA City Swim Championships ▲ TPASC Family Fun Day Community Open House | <ul style="list-style-type: none"> ▲ OFSAA Swimming Championships ▲ Swim Ontario Winter Swimming Championships ▲ Dive Ontario Spring Provincials ▲ Triathlon Ontario Indoor Triathlon ▲ SEAL Swim Meet |
|--|---|

THE YEAR IN NUMBERS

2020 VISITS JAN 1-MAR 13: 369,895 MAR 14-DEC 31: 160,065



2019 - 1,500,000 +

2018 - 1,400,000 +

2017 - 1,200,000 +

2016 - 1,000,000 +

2015 - 800,000 +

COVID-19 SAFETY MEASURES



1,354,914 ml
HAND SANITIZER



1,046,240
SANITIZING WIPES



27,900
DISPOSABLE
GLOVES



6,505
FACE MASKS

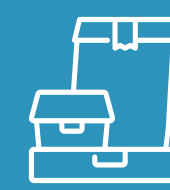


1,020
FACE SHIELDS

INTERESTING NUMBERS



505
ONLINE GROUP
FITNESS CLASSES



1,662
FOOD DELIVERY ORDERS
(SKIP THE DISHES, UBER EATS,
DOOR DASH)



1
VIDEO PORTAL
& MOBILE APP
LAUNCHED



87%
FITNESS MEMBER
RETENTION



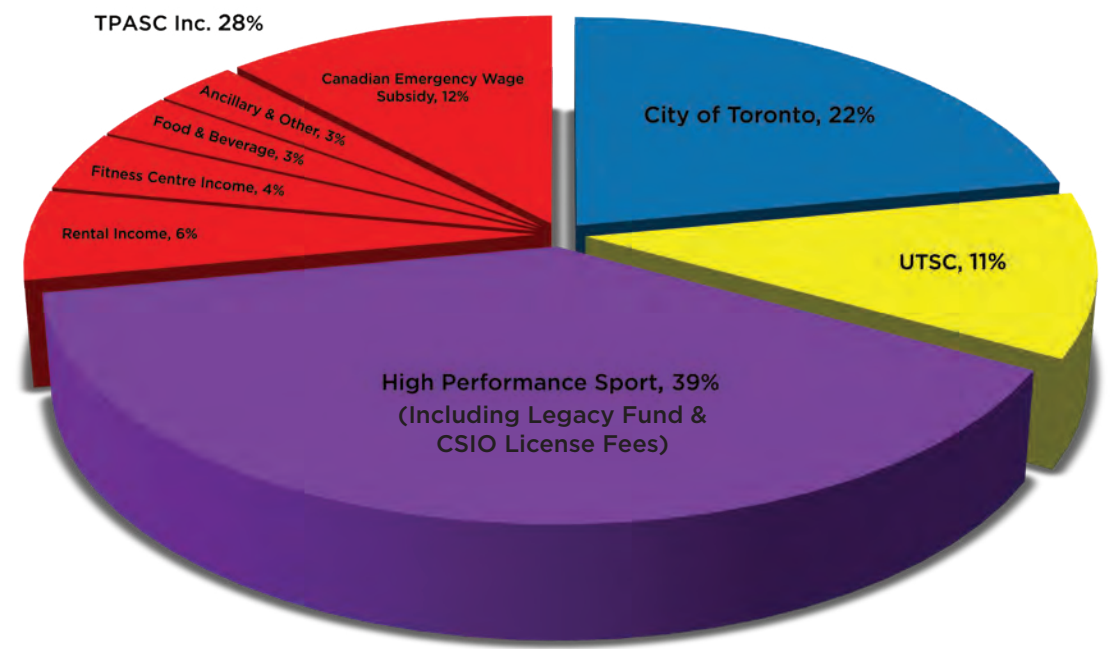
15
MEDIA
PRODUCTIONS



1,682
TIM HORTONS MOBILE
APP ORDERS

TORONTO PAN AM SPORTS CENTRE INC.

FISCAL 2020 REVENUE



Total operating revenues for 2020 were \$13,995,266. This is 18% less than 2019 values. In March of 2020, the province of Ontario issued a state of emergency and Toronto Pan Am Sports Centre was instructed to close due to Public Health concerns related to the spread of COVID-19. 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

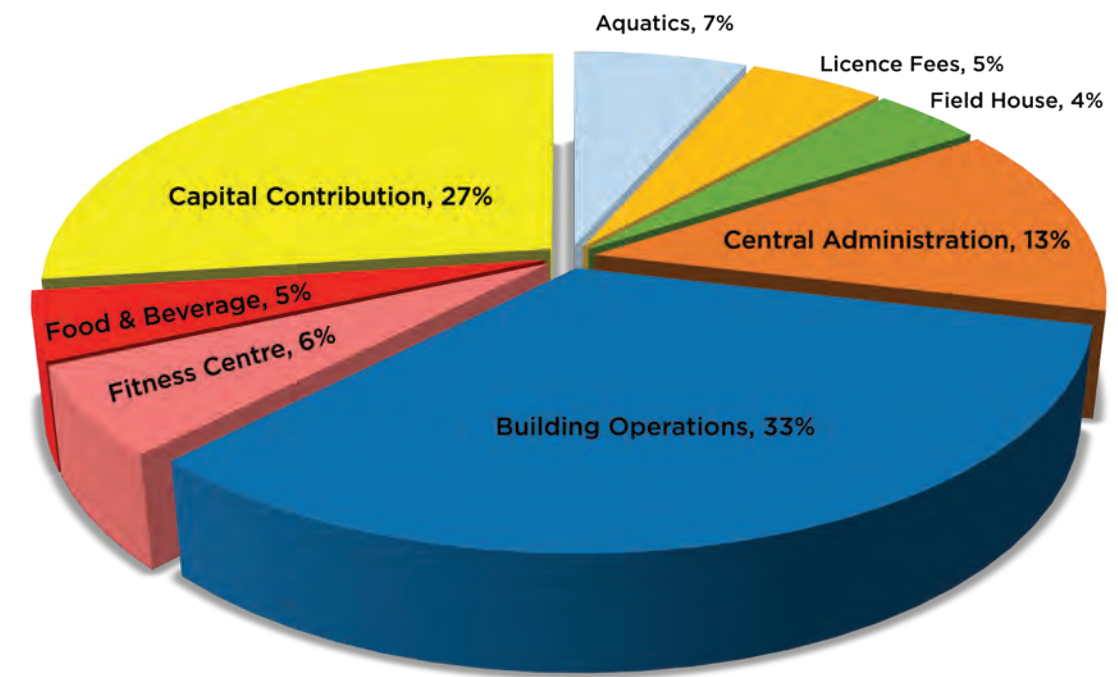
Fund contribution that provides support for High Performance Sport utilization of the facility as well as a contribution to the Major Maintenance and Capital Replacement Fund. The Legacy Fund contribution is transferred by the co-owners to Toronto Pan Am Sports Centre Inc. by means of share purchases. 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 Canadian Emergency Wage Subsidy and Canadian Emergency Commercial Rent Assistance.

The revenue breakdown is shown in the pie chart above. City of Toronto and University of Toronto Scarborough (UTSC) revenue includes their annual Field of Play contributions and Office Space revenue.

TORONTO PAN AM SPORTS CENTRE INC.

FISCAL 2020 EXPENSES



The High Performance component includes revenue from High Performance partners, CSIO annual license 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.

Total operating expenses for 2020 were \$14,649,015. This is 14% less than the 2019 values. Management was diligent in monitoring their expenses for Fiscal 2020 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, cleaning, groundskeeping, and snow removal.

The capital contribution expense represents a transfer of funds from the Operating Fund to the Capital Reserve Fund. This Major Maintenance and Capital replacement

fund is restricted for expenses projected over specific life spans of assets.

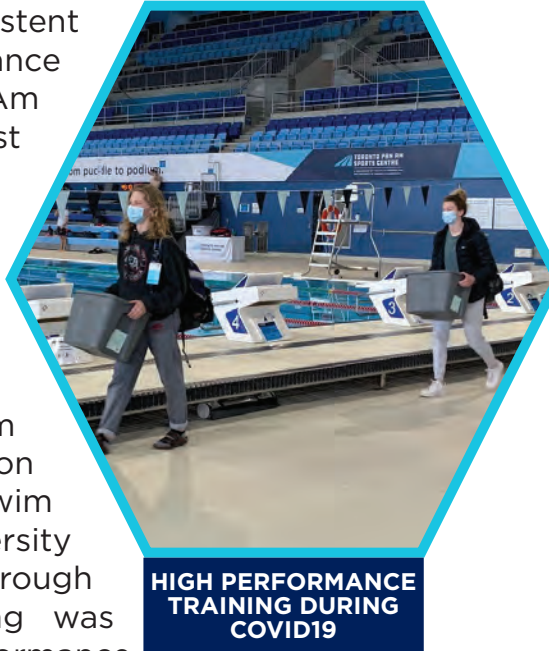
Overall, the fiscal 2020 operating results showed a deficit of \$653,749. At December 31, 2020 there was a capital reserve balance of \$17,644,053 which is on budget and supports the fifty-year capital replacement and major maintenance plan.

HIGH PERFORMANCE SPORT

THIS IS OUR JOURNEY...

The 2020 fiscal year began with our consistent portfolio of resident High Performance groups training at the Toronto Pan Am Sports Centre. The facility also played host to a number of reoccurring events with the addition of the 2020 Swimming Canada Olympic Trials.

The first quarter of the year saw the delivery of important non-High Performance pathway events: City of Toronto High School Swim Championships, Ontario Federation of School Athletic Associations Swim Championship, and Ontario University Athletics Swim Championships. Through mid-March High Performance training was proceeding as anticipated and High Performance hosting had begun with Swim Ontario Provincials Championships and Dive Ontario Provincials Championships.



FROM PUDDLE TO PODIUM

Upon closure Toronto Pan Am Sports Centre staff began the process to prepare for a reopening during the pandemic and as Public Health allowed a return to sport, we were able to hit every stage of reopening for High Performance Sport.

The following abbreviated timeline outlines the High Performance return to train at the Centre:

- June 15 - Dive Canada Dry Land Training
- June 24 - Swimming Canada in the water
- June 29 - Dive Canada in the water
- June 29 - Swim Ontario in the water
- June 30 - Wheelchair Basketball Canada on court
- July 13 - Judo Ontario on the mats
- July 13 - Wheelchair Rugby Canada on court

As High Performance Sport returned to train at the facility the Swimming Canada High Performance Centre Ontario (HPC-O), based out of the Centre, grew in size with the return/arrival of elite swimmers considered medal contenders for the Tokyo Olympics. Summer McIntosh, Taylor Ruck, Maggie MacNeil, and Kylie Masse joined the HPC-O, which already contained Olympic medalists such as Penny Oleksiak, creating a powerful group with the potential to achieve podium results.

HIGH PERFORMANCE SPORT

WE DREAM BIG

“TPASC was instrumental in the return to training process for our National Program. They led the way in being well planned and prepared to be able to welcome our swimmers back into the facility as soon as it was permissible by health and government authorities. Their strong communication in the lead up to the reopening helped inform and prepare all of our team members and staff to ensure a seamless and safe return process. Since the return, TPASC has worked hard with us to find solutions to issues in order to help our swimmers and coaches access the environment and resources necessary to run a world-class program. The level of organization and commitment from TPASC allowed our athletes to return to training weeks ahead of what may have otherwise been possible.”

Swimming Canada

While providing an appropriate Daily Training Environment for our High Performance partners Toronto Pan Am Sports Centre needed to adapt and implement protocols to create a safe environment to train as a result of COVID-19.

Our High Performance partners were pleased with the safety protocols implemented and have used Toronto Pan Am Sports Centre protocols for other High Performance and pathway facilities. Our protocols have been shared in several ways, including participation in the Swimming Canada Return to Swimming webinar. As one of the four panel members, the focus of the webinar was how to safely reopen aquatic facilities and reinvigorate the swimming community.

Through collaboration amongst all stakeholders, the Centre was able to provide Wheelchair Basketball Canada with a unique morning training environment, providing them with exclusive use of the Field House in order to maintain their risk assessment tool and safely continue training.

“TPASC was a tremendous support to Wheelchair Basketball Canada in the development of our return to training guidelines. TPASC took the lead to put in place the guidelines for the facility that made sure our athletes could return to training in the safest way possible.”

Wheelchair Basketball Canada

Toronto Pan Am Sports Centre management also acted as the lead on the High Performance Sub-Committee for the Ontario Minister’s COVID-19 Advisory Panel for Amateur Sport and Recreation.

HIGH PERFORMANCE SPORT

CANADIAN SPORT INSTITUTE ONTARIO

The COVID-19 Pandemic had a significant impact on Canadian Sport Institute Ontario (CSIO)'s athletes as it closed our doors at all CSIO locations just months before the Tokyo 2020 Games. CSIO staff pivoted to a work from home environment delivering sessions virtually



to support Tokyo-bound athletes. High Performance Sport and CSIO received an exemption from the Provincial Government to re-open its doors in June 2020 and implemented strict Return to Training Protocols that aligned with Centre protocols to allow athletes to train in the CSIO space.



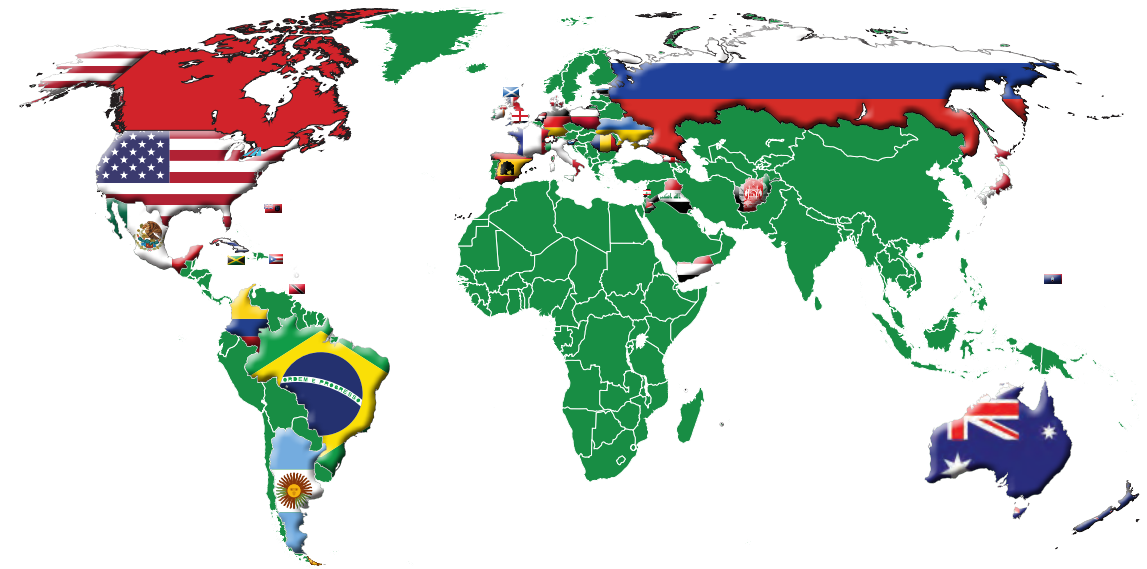
The year leading up to our pandemic closing was a successful year for the CSIO, showcasing incredible performances by our national and provincial sport partners and their athletes and coaches, our staff, and CSIO as an organization.

CSIO believes in the power of sport, and its globally unifying principles. Amid the COVID-19 pandemic, we have seen the true resilience of our athletes, coaches, and staff adjusting to a new-normal and maintaining progress and results for potential podium finishes. CSIO has worked hard to ensure a safe and responsible Return-to-Sport strategy providing athletes and sport partners reassurance that we prioritize athlete and staff well-being. CSIO coming together in partnership with our stakeholders encapsulates our values of Commitment, Synergy, Integrity, and Openness. We are confident that Ontario's athletes as part of Team Canada will lead in the upcoming Tokyo 2020 and Beijing 2022 Olympic and Paralympic Games.



HIGH PERFORMANCE SPORT

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



- | | | |
|-----------------------|--------------------------------------|--|
| Afghanistan - 2017 | Jamaica - 2015 | Ukraine - 2017 |
| Argentina - 2019 | Japan - 2019, 2018, 2017, 2016 | United Kingdom - 2018, 2017 |
| Australia - 2017 | Jordan - 2017 | United States - 2018, 2017, 2016, 2015, 2014 |
| Bermuda - 2015 | Lebanon - 2015 | Yemen - 2015 |
| Brazil - 2018, 2015 | Mexico - 2015 | |
| Colombia - 2017, 2015 | Netherlands - 2019, 2018, 2017, 2015 | |
| Cuba - 2014 | Poland - 2015 | |
| Denmark - 2017 | Puerto Rico - 2015 | |
| England - 2018, 2016 | New Zealand - 2018, 2017, 2015 | |
| Estonia - 2017 | Romania - 2017 | |
| France - 2017 | Russia - 2016 | |
| Georgia - 2017 | Scotland - 2018, 2016 | |
| Germany - 2017, 2016 | Slovenia - 2015 | |
| Guam - 2015 | Spain - 2016 | |
| Iraq - 2017 | Switzerland - 2018 | |
| Ireland - 2015 | Trinidad - 2015 | |
| Italy - 2017 | | |

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

THE YEAR IN PICTURES

The images presented in this section are from both traditional operations and COVID-19 restrictions.



SWIM ONTARIO WINTER CHAMPIONSHIP



COVID-19 PROTOCOLS



FAMILY FUN DAY OPEN HOUSE



OFSAA SWIMMING CHAMPIONSHIP

SCAR WINTER CLASSIC SWIM MEET



TV SHOW PRODUCTION IN DIVE POOL



UTSC WOMEN'S INTRAMURAL D-LEAGUE VOLLEYBALL



VIRTUAL ZUMBA CLASS





UTSC BADMINTON & TABLE TENNIS DROP-IN



ONTARIO INCLUSIVE AND BARRIER-FREE ANNOUNCEMENT

2020 TORONTO PAN AM SPORTS CENTRE INC. BOARD OF DIRECTORS

CITY OF TORONTO REPRESENTATIVES

UNIVERSITY OF TORONTO REPRESENTATIVES



**Janie Romoff
Chair**



**Ira Jacobs
Vice Chair**



Andrew Flynn



**Brent Duguid
Secretary/
Acting Treasurer**



Brenda Patterson



Andrew Arifuzzaman



Howie Dayton



Bruce Kidd



Leslie Lewis



Desmond Pouyat

STAFF BASED AT TORONTO PAN AM SPORTS CENTRE

454
Total

300 Part-Time Staff
154 Full-Time Staff

240
Full-Time Equivalent

at December 31, 2020



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





UNIVERSITY OF
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SCARBOROUGH

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