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

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.

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.

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.

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.

VISION OF TORONTO PAN AM SPORTS CENTRE

MISSION OF TORONTO PAN AM SPORTS CENTRE INC.

VALUES

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.

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.

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.
As we review our 2018 fiscal year, I am proud to say that we have not only continued our mission to deliver on the legacy plan for the facility, but we have also continued to evolve and grow.

A significant achievement in 2018 was the successful launch of the new brand and visual identity for the facility. Thanks to the hard work from staff in all areas of the Centre, we were able to convert the look of the facility to the new identity in a very short period of time.

Our facility continues to be a popular destination for all user groups. We have seen a year-over-year growth of 200,000 visits, resulting in over 1.4 million visits in 2018. The University of Toronto Scarborough students, and City of Toronto Parks, Forestry & Recreation registered program participants continued to increase their usage of the facility. Also, our fitness centre membership base grew to just shy of 3,300 members in 2018.

I would like to thank all the staff for their commitment and continued contribution to our achievements in 2018. I would also like to thank the City, the University, and High Performance Sport for their collaboration as this assists us in delivering an inspirational and responsive experience to all communities.

The following pages tell the story of the motivating environment embodied at the facility, promoting healthy active living and training in sport and recreation. Enjoy these highlights of the past year as we work together to build for the future in health and wellness.

Sincerely,

Robert Singleton
Managing Director
Toronto Pan Am Sports Centre Inc.

MESSAGE FROM THE CHAIR,
TORONTO PAN AM SPORTS CENTRE INC.

Ira Jacobs
Chair, Board of Directors
Toronto Pan Am Sports Centre Inc.
### A Welcoming and Excellent Client Experience

- 1. Facilitate integration of client-related systems and business processes.
- 2. Develop client service standards.
- 3. Optimize the facility to ensure the best client experience.

### 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.

### 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.

### 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.

### 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 Pan Am Sports Centre Inc. 2018 Organizational Priorities

- 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.

### 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.
Following the conclusion of the 2015 Pan Am and Parapan Am Games, the Toronto Pan Am Sports Centre Board of Directors decided the facility needed a new brand strategy that respected its past and focused on building a strong, sustainable future.

The full project took more than two years to complete and launched publicly on Monday, April 9th, 2018.

The Toronto Pan Am Sports Centre brand is all about people. It celebrates our differences and the passion that brings us together: sport and recreation.

The brand is about the business just as much as it is about our visual identity. It represents a refreshed “one team” approach to how we deliver our services and customer experiences.

The new brand aims to make all users feel a sense of community and feel part of something bigger than their individual experiences at the Centre. It emphasizes the amazing diversity of the many user groups including university students, the neighbouring community and high performance athletes, all coming together to pursue their athletic, health and fitness goals.

Ultimately, the goal of the new brand is to improve the experience of our customers, grow usership and bring in new customers. We want all customers to feel inspired to be their best, and we want them to use the facility more and share their stories with others. The more we can create a feeling of community at the Centre, the more people will feel connected to it.

At the Toronto Pan Am Sports Centre we dream big.

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

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

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

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

We are a place for health and wellness.

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

We are a place for everyone.

This is our journey, from puddle to podium.

NEW BRAND

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The Partnership Signature

The partnership between the Centre owners is one of the most important components of the brand identity. Community members of the City and students of the University show tremendous pride in their contribution towards realizing the vision for the Centre. As such, the partnership needed to be made explicit and thus included along with the wordmark and symbol.

The Symbol

Representative of both the swim lanes and the running track at the Centre, the symbol is dynamic, embodying the spirit of competition while also signifying people moving forward together. The three ‘lanes’ also have a strong connection to athletics (e.g. gold, silver, bronze; citius, altius, fortius, etc.). Together, they form a classic cone or mountain shape strongly associated with personal challenge and achievement, symbolizing the motivation and inspiration Centre users have on one another to reach their potential, push the limits and dream big.

The Wordmark

The wordmark is simple and straightforward, strongly establishing the full name of the Centre in a bold, athletics-inspired font reminiscent of classic sports branding. The wordmark leverages both the Centre’s connection to Toronto and the legacy of the 2015 Toronto Pan Am and Parapan Games.
PROGRAMMING HIGHLIGHTS

The Toronto Pan Am Sports Centre had over 1.4 million visits to the facility in 2018. Our main user groups continued to consist of City of Toronto residents, University of Toronto students, High Performance athletes, and community users.

City of Toronto Parks, Forestry and Recreation course offerings grew to 2,042 registered courses in 2018 with 15,369 registered participants. 10,360 unique University of Toronto Scarborough students utilized the Centre with the facility serving as the University of Toronto Scarborough (UTSC) campus’ athletics and recreation facility. Community facility memberships grew to 3,331 in 2018. Free community walking track hours continued to be popular with community residents; 7,769 unique individuals walked a combined 116,621 times. Also, community users had access to free Leisure Swim times an average of six times per week with over 20,000 participants in 2018. The annual free Family Day Community Open House attracted over 2,000 participants from the community as well.

Over twenty-five community sport organizations and local schools trained weekly at the Toronto Pan Am Sports Centre in 2018.

The Toronto Catholic District School Board (TCDSB) hosted their volleyball championship to be popular with community residents; 7,769 unique individuals walked a combined 116,621 times. Also, community users had access to free Leisure Swim times an average of six times per week with over 20,000 participants in 2018. The annual free Family Day Community Open House attracted over 2,000 participants from the community as well.

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

Community Open House attracted over 2,000 participants from the community as well.

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City of Toronto Parks, Forestry and Recreation (PFR) programming continued to primarily focus on children and youth. 92% of registered participants in PFR programming were aged 0–14 years. 11,574 unique University of Toronto (all campuses) students used the facility in 2018. UTSC also hosted 1,250 first year students and upper year student leaders for two days of programming for UTSC Orientation Week. Programming included facility tours, a barbecue, and a series of sport programming delivered in the Field House. 14 UTSC athletic clubs with a combined 984 members also made use of the facility. Community residents participated in a regional cardiovascular rehabilitation service delivered via a partnership with Scarborough Rouge Hospital. The six-month exercise and education program helps participants to get on track to a heart healthy lifestyle.

The Centre hosted a successful luncheon for the International Association for Great Lakes Research conference; a collaboration between UTSC and Toronto Pan Am Sports Centre Inc. The Sports Academy delivered weekly strength and conditioning sessions to ten community teams, including the addition of three new teams in 2018. The Centre continued to expand its business in the media production industry with a combined eleven commercial, documentary, television and feature film productions having shot in the facility in 2018. The Centre also hosted the RMP Athletic Locker Marketplace for the first time. The Field House was transformed into a marketplace which drew members of the surrounding community into the facility to purchase a variety of sporting and recreation goods.

The Fitness Centre was used by 8,116 University of Toronto students a total of 127,819 times in 2018, including dedicated hours for women’s only workouts. Monthly workshops were delivered to members covering such topics as: meditation, unlocking the potential of food, exercise and chronic health conditions, water vs. land exercise, and other relevant topics.

The City of Toronto offered 1,679 Learn to Swim lessons ranging from Guardian Swim to Advanced Leadership programs, as well as Ultra 1 through Ultra 9. UTSC offered 57 instructional classes for 786 participants.

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

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

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

We are a place for health and wellness.

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

We are a place for health and wellness.
The partnership will see a group of forty young women enjoy programming delivered by Community Council member organizations intended to inspire these young women to be active, confident, and strong.

The partnership with the Toronto Pan Am Sports Centre Community Council and the Pink Panthers group of St. John Paul II Secondary School that began in December.

We are a place for everyone.

Of the 15,369 registrations in City of Toronto programming at the Centre, 5,117 registrants utilized the “Welcome Policy” to subsidize the cost of their registration. Toronto Pan Am Sports Centre continued to partner with Jumpstart to deliver programs via this partnership to a dozen schools/community groups. A new partnership also developed with the Toronto Pan Am Sports Centre Community Council and the Pink Panthers group of St. John Paul II Secondary School that began in December.

We are a place for everyone.

EVENTS (ABRIDGED)
- Authentic Taekwondo
- Beach Cheer Athletics Cheerleading Showcase
- Canadian Tamil Youth Alliance Volleyball Tournament
- Toronto Hall of Honour
- Canadian Paralympic Committee Paralympian Search
- Canadian Paralympic Committee Wheelchair Basketball Experience
- Dive Ontario - OHPSI Camp
- Dive Ontario Junior Development Nationals
- Doors Open Toronto
- Filipino Association Basketball Tournament
- HSBC Bank Canada Basketball Event
- Judo Toronto Open Championships
- NYAC Cup
- NYAC Mini Swim x4
- NYAC Youth Cup
- Ontario Basketball League
- ONE Volleyball Tournament
- Ontario Junior International Swim Meet
- Ontario Taekwondo Provincials
- Point Guard College Basketball Combine
- Phoenix Taekwondo Memorial Cup
- RBC Training Ground
- RMP Marketplace
- SCAR Audi Midtown Toronto Pan Am Invitational Swim Meet
- SCAR Audi Midtown Toronto Winter Classic
- SEAL Swim Meet x3
- Special Olympics Basketball and Swim Meet
- Stickheads Fashion Show
- Synchro Canada Junior Worlds Staging Camp
- Synchro Canada RTC Training Camp
- Synchro Ontario Youth National Challenge
- Synchro Ontario Skills Event
- Synchro Swim Ontario Training Camp
- Triathlon Ontario Indoor Cup Series Event
- Tristan Thompson Basketball Camp
- UTSC International Association for Great Lakes Research Luncheon
- UTSC Relay for Life
- UTSC Relay for Life
- Volleyball Combine x2
- Water Polo Canada 12U Game
- Water Polo Canada League Game
- Water Polo Ontario Provincials
- Wheelchair Basketball Canada NWBA Tournament
- Wheelchair Basketball Canada Hoopfest
- Wheelchair Basketball Canada Carding Camp
- Wheelchair Rugby National Team Training Camp
- Wrestling Canada World Team Trials
- YPO Health Event

We are a place for everyone.

PROGRAMMING HIGHLIGHTS
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We are a place for everyone.

THE YEAR IN NUMBERS

2018 - 1.4+ MILLION VISITS
- 116,621 TRACK WALKS
- 10,360 UNIQUE UTSC STUDENTS
- 9,949 REGISTERED FOR SWIM LESSONS
- 9,191 GROUP FITNESS CLASS VISITS

2017 - 1,200,000 +

2016 - 1,000,000 +

2015 - 800,000 +

5,117 CITY OF TORONTO WELCOME POLICY PARTICIPANTS

3,331 COMMUNITY FITNESS MEMBERS

14,155 CHILDREN AGE 0-14 IN REGISTERED PROGRAMS

50 INTERNATIONAL MEDALS WON

11 MEDIA PRODUCTION RENTALS

68,417 TIM HORTONS COFFEES SOLD
Total operating revenues for 2018 were $16,651,261. This is a 2% growth from 2017 values. This includes 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.

The revenue breakdown is shown in the pie chart above. City of Toronto and University of Toronto Scarborough revenue includes their annual Field of Play contributions and Office Space revenue. The High Performance component includes revenue from High Performance partners, Canadian Sport Institute Ontario, and the Legacy Fund contribution. The revenue breakdown is closely aligned with the commitments that were established as part of the agreements and highlights the different sources of revenue earned by Toronto Pan Am Sports Centre Inc.

Total operating expenses for 2018 were $16,643,272. 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, groundskeeping, 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 2018 operating results showed a surplus of $7,989.

At December 31, 2018 there was a capital reserve balance of $12,889,779 which is on budget and supports the fifty-year capital replacement and major maintenance plan.
The Toronto Pan Am Sports Centre continued to be home for High Performance Sport as 16 National and Provincial Sport Organizations trained and competed out of the Centre. 2018 proved to be a successful year that was highlighted with international and domestic successes at both the senior and junior level.

From Puddle to Podium

The Swimming Canada High Performance Centre Ontario continued their run of success post the Rio Olympics with record-setting performances at the Gold Coast Commonwealth Games and the 2018 Pan Pacific Swimming Championships. Taylor Ruck tied the Commonwealth Games record for total medals at a single games with eight. Ruck then went on to set similar records at the 2018 Pan Pacific Swimming Championships as she became the first Canadian to ever win five medals at a single Pan Pacific Swimming Championship.

The Toronto Pan Am Sports Centre continues to be the home of the Wheelchair Basketball Canada National Training Centre which includes the national academy and the centralization of both the Men’s and Women’s Senior National Teams. New in 2018 was the formation of the Toronto Rollin Raptors made up of athletes from the National Training Centre. The Rollin Raptors compete in the National Wheelchair Basketball Association and play their home games at the Centre. Next generation athletes and programs that have been at the Centre since opening have developed in size and quality and in 2018 are realizing medal successes at both the junior and senior levels. Medal performances from homegrown TPASC athletes include:

Henry McKay, a Dive Plongeon Canada athlete who has trained at Toronto Pan Am Sports Centre since the facility opened, won gold at the FINA World Junior Diving Championships. Henry partnered with Victor Povzner, who also trains at the Centre, to win the gold medal in the men’s synchronized three-metre; the first gold medal won at a Junior Worlds since 2002.

The Judo Ontario placed six athletes that train full time at the Centre on the Canadian team competing at the World Cadet Judo Championships in Santiago de Chile. Keagan Young and Benjamin Kendrick won bronze medals. Additionally, three graduates of the Judo Ontario program competed in the 2018 Senior World Judo Championships. Two of the three athletes are now ranked in the top ten in the world and in contention for medals at the senior level. For the Youth Olympic Games, nations can only qualify a maximum of two athletes (1 Female/1 Male) in the sport of Judo. The Judo Ontario High Performance Program based at the Centre secured both places. Keagan Young won a Bronze Medal at these Youth Olympic Games which represents the first Judo medal Canada has ever won at the event.

Canadian Artistic Swimming announced their 2019 Senior National Team which included four athletes that trained out of the Toronto Pan Am Sports Centre. Emily Armstrong, Catherine Barrett, Sion Ormond and Jaiden Regnier were each selected to the squad that will be preparing for the 2019 Pan Am Games which is also the Olympic Qualification event for Artistic Swimming.

Rhythmic Gymnastics athletes based at the facility scored 18.350 points in the five hoops final to capture the bronze medal behind Brazil and Mexico at the 2018 Senior Pan American Championships in Lima, Peru.

The Toronto Pan Am Sports Centre also continued to deliver on our mandate to ensure that the pathway to high performance success is also realized at the facility. The North York Aquatic Club, an original partner in the Centre, had two athletes represent Canada at the 2018 Junior Pan Pacific Championships in Suave, Fiji. Joshua Liendo and Justin Baker represented Canada in Fiji and are both are National Age-Group record holders and top ranked prospects for the 2019 Senior World and Junior teams.
HIGH PERFORMANCE SPORT

2018 also saw the addition of new High Performance programming with Volleyball Canada delivering a Regional Excellence Program at the facility and the Water Polo Canada Regional Development Centre adding a Women’s Program.

In 2018 Toronto Pan Am Sports Centre also completed the design and installation of a mural wall to celebrate the contribution that High Performance Sport makes to the facility. The High Performance wall is located near the north entrance adjacent to the Toronto Sport Hall of Honour.

Housed within 23,351 square feet at the Toronto Pan Am Sports Centre is the Canadian Sport Institute Ontario (CSIO), a member of the Canadian Olympic and Paralympic Sport Institute Network, 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, 63 Provincial and National Sport Organizations access and receive services from CSIO, with over 460 athletes supported annually. In addition, all Athlete Assistance Program nationally carded athletes have access to CSIO’s world-class daily training environment, sport medicine physicians, nutrition consultations, mental performance consultations, and career transition advice and planning services through the Game Plan program.

* not including the 2015 Toronto Pan Am and Parapan Games
International Association of Great Lakes Research Conference Luncheon

Ontario Artistic Swimming SYNCH

THE YEAR IN PICTURES

Tristan Thompson Basketball Camp

Wrestling Canada World Team Trials
Facility Holiday Party

Dream Big.

**STAFF BASED AT TORONTO PAN AM SPORTS CENTRE**

- **Total Staff**: 609
- **Full-Time Staff**: 154
- **Part-Time Staff**: 455
- **Full-Time Equivalent**: 284

**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**