

1. Organization Name: Talisman Centre (Lindsay Park Sports Society)

2. Current Vision and Mission:

The Talisman Centre Vision

Talisman Centre is a world class sport and fitness facility that inspires individuals and teams to achieve their goals and dreams through innovation, expertise and passion.

Our Mission

Passionate about sport – and people. |

2015-2018 BUSINESS CASE

3. Synopsis of your organizational priorities and actions for 2015-2018:

In alignment with the Management and Operating Agreement with The City of Calgary and the Centre's strategic plan Talisman Centre will focus on the following actions for 2015-2018:

1. Deliver on Council Priorities to help create a prosperous city, a city of inspiring neighborhoods, a healthy and green city, and a well-run city.
 - E.g. Talisman Centre will serve approximately 1.5m people annually and will host more than 45 events each year creating jobs, volunteer opportunities, enhancing communities, improving health and contributing to Calgary's economy.
2. Reinvest in the facility as per Article 15.1 of the Management and Operating Agreement, to ensure Talisman Centre remains a world class training and competition facility.
 - E.g. Talisman Centre and the Lindsay Park Sport Society will invest more than \$1M annually into the facility's capital requirements with plans for a major enhancement in 2017/2018.
3. Serve the dual mandate by supporting athletes in their training and competition and meeting the recreation needs of all citizens of Calgary.
 - Talisman Centre serves high performance athletes and all citizens of Calgary including those in the downtown core. As such, the facility meets the needs of two niche groups not served by many other centres.
4. Follow the Centre's 5-year strategic plan through to completion.
 - Goals include increasing sport profile on a local and national level, introducing and incubating new sport options, providing world class facilities for people of all ages and abilities, organization effectiveness, and financial targets.
5. Explore opportunities to expand the facility (in-skin and out-of-skin) to meet the growing needs of Calgarians. To do so in keeping with the Recreation Master Plan, 10 Year Strategic Plan for Sport Development and Enhancement, and the Program, Amenity and Market Analysis of Inner City Recreation Facilities (PAMA) findings.

4. Outline how your organizational priorities & actions align with Council Priorities for 2015-2018.

PRIORITY: A prosperous city

Community Well-Being - Talisman Centre seeks out partnerships with other government and community partners to achieve community well-being, respond to the needs of an aging population. *E.g. Pathway and River Clean-up, Neighbor Day, 1.5M annual visits, providing subsidized access to those in need. (in 2013, 4,734 subsidized admissions were recorded, more than any other Rec. Centre)*

PRIORITY: A city of inspiring neighborhoods

Public Safety - Talisman Centre is building resiliency to flooding. *E.g. developed a \$1M flood mitigation plan, seeking funding, implemented short term solutions.*

Great Neighborhoods - Talisman Centre is revitalizing the role and ability of community associations, and use of community facilities, systemically invest in the established neighborhoods as they evolve to accommodate changing community needs. *E.g. collaborating with 4 adjacent community associations, providing access for people of all ages and abilities including those living in the downtown core and high performance athletes.*

PRIORITY: A healthy and green city

Healthy Living - Talisman Centre fosters healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living, continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians. *E.g. 2013 recognized as Best Fitness Facility (FFWD), Most Inclusive Facility (Between Friends), Mayor's Youth Council.*

PRIORITY: A well-run city

Talisman Centre is efficient and effective, reducing costs and focusing on value-for-money. *E.g. high levels of customer satisfaction (ave score 4.38 out of 5) and great financial results (1.2M surplus 2013).*

5. Provide specific examples on how your organization will work towards restraining expenses and seeking efficiencies over the 2015-2018 timeframe outlining the net impact to service delivery or organizational sustainability.

In 2010, during the Roof replacement and Facility Enhancement Project, Talisman Centre reviewed key business units and facility areas including staff structure, partnerships, program offerings, membership categories, utility usage and consumption patterns with the intent of streamlining operations while continuing to maintain the highest level of customer service. This work continues today and is reviewed on an ongoing basis. When opportunities are identified, changes are made.

In 2013 the flood presented another opportunity to look closely at Talisman Centre's expenses and seek opportunities for further improvement. Through the Centre's flood recovery effort, the most noticeable opportunity came from upgrading mechanical systems through insurance replacement to more energy efficient models.

It should be noted, when benchmarked against other like facilities locally and nationally, Talisman Centre performs very well with respect to expenses and efficiencies. *E.g. higher levels of revenue, lower operating costs, greater use, less government funding.(more information available upon request)*

6. Which of your key services are funded by the operating grant provided by The City?

Funding is used to support Talisman Centre's dual mandate as outlined in the LPSS Management and Operating Agreement with The City of Calgary under ARTICLE 3.0 that articulates the need to support high performance athletes and the general public of Calgary.

Specifically, City funding allows Talisman Centre to support athlete development and citizen use through affordable access to training, completion and recreation space. This includes discounted rates and fees for sport groups, fee assistance programs for those in need of financial support, specialized equipment to encourage inclusivity and barrier free infrastructure.

7. Identify performance indicators and targets you will use to evaluate your organization's performance in the 2015-2018 timeframe.

Talisman Centre is a disciplined organization that is driven to succeed. The LPSS Board of Governors and the Centre's Management Team have metrics in place to measure business units, employee satisfaction, customer satisfaction, the advancement of strategic goals and the ability to meet the requirements of the Management and Operating Agreement with the City of Calgary. These areas are evaluated using the following tools:

- Financial metrics – sales targets in the areas of membership, facility rentals and program registration
- Employee satisfaction survey
- Member and program satisfaction survey
- Competitive analysis (local and international)
- Annual employee performance reviews and future year goal setting linked to strategic plan and goals
- CEO performance plan
- Rates and Fees benchmark assessment study
- Annual admissions
- Facility visits
- Number of competitions/events
- Board of Governor survey

8. Identify how you will leverage resources in 2015-2018 and provide specific examples.

Resources will be leveraged to:

1. Fulfill the Management and Operating Agreement with the City of Calgary to support high performance athletes and citizens of Calgary;
2. Fulfill the Centre's strategic plan; and
3. Help achieve Council's priorities.

As it relates to high performance athletes, resources will be leveraged against earned revenue streams, grants, private donations, in-kind gifts, collaborations and volunteer work to make available training and competition space at reduced rates, ensure the best equipment is in place and the facilities are maintained at world class levels.

Adjacent communities, downtown business people and the general public of The City of Calgary benefit through programs that provide accessible and affordable recreation. Resources that support this will be leveraged against earned revenue streams, grants, private donations, in-kind gifts, collaborations and volunteer work to provide fee assistance programs, barrier free design, adaptive equipment and inclusive services.

The operating grant provided by the City of approximately \$1.2M is leveraged to support a \$10M annual budget and roughly 1.5M visitors to the Centre each year.

BUDGET AND FINANCIAL INFORMATION

9. Provide your budget projections covering the 2015-2018 timeframe (complete table below).

Operations (000's)	2015	2016	2017	2018
City of Calgary draft operating grants	1,253,350	1,300,149	1,348,620	1,398,762
Other operating grants	-	-	-	-
Earned revenue from operations	9,489,041	9,707,289	9,930,557	10,158,959
Donations & fundraising revenue	-	-	-	-
Operating expenses	9,629,397	9,850,873	10,077,443	10,309,224
Net of revenue and expenses	1,112,994	1,156,565	1,201,734	1,248,497
Transfer to capital reserve	(1,112,994)	(1,156,565)	(1,201,734)	(1,248,497)
Opening operating reserves	1,000,000	1,000,000	1,000,000	1,000,000
Ending operating reserves	1,000,000	1,000,000	1,000,000	1,000,000
Capital (000's)	2015	2016	2017	2018
Opening capital reserves	6,634,164	6,847,158	7,103,723	4,405,457
Requested City of Calgary lifecycle grants	500,000	500,000	500,000	500,000
Other City of Calgary capital grants	-	-	-	-
Transfer from operating reserves	1,112,994	1,156,565	1,201,734	1,248,497
Capital expenditures – moveable equipment	(400,000)	(400,000)	(400,000)	(400,000)
Capital expenditures – building (see note)	(1,000,000)	(1,000,000)	(4,000,000)	(3,000,000)
Ending capital reserves	6,847,158	7,103,723	4,404,457	2,753,954

Note: \$5M additional capital spending designated for a major expansion over 2017 & 2018 to coincide with Canada's Bi-centennial.

10. Financial risks or challenges related to budget projections. Provide specific examples and year in which challenges are anticipated.

Talisman Centre faces few risks or challenges related to budget projections at this time. The Centre is a disciplined business that maintains strict financial controls. Revenue is generated through facility access and programs, facility rentals and sponsorship. Of these categories, most are predictable with membership being the most volatile. Notwithstanding this volatility, Talisman Centre is a great facility, located in an ideal setting and run with expert management. As such, membership should remain strong for the foreseeable future.

Expenses are somewhat predictable and controllable.

While stability may be the case today, as competition increases within the City, new facilities and programs could impact Talisman Centre negatively. Further, as the Centre competes for business on a national level as well, new facilities being built throughout the country may also impact Talisman Centre's ability to secure competitions and events.

For these reasons, it is imperative that Talisman Centre continues to evolve through strategic investment in facility maintenance, upgrades and enhancements.

2013 ANNUAL REPORTING

11. Outline your key services and activities undertaken in 2013 and how they advanced priorities identified in Council's 2012- 2014 Fiscal Plan for Calgary.

Priority:

- Becoming a more effective and disciplined organization by:
 - Developed an Asset Management Plan that considers condition and lifecycle of capital equipment;
 - Passed a Board resolution to determine the best use of reserve funds in keeping with our Management and Operating Agreement;
 - Followed a strategic plan;
 - Focused on effective Board governance;
 - Measured key indicators including: financial metrics, employee satisfaction, member satisfaction and overhead cost.

Priority:

- Investing in great communities and a vibrant urban fabric by:
 - Invested in lifecycle maintenance of the facility. (More than \$500,000 in 2012, more than \$1M in 2013, \$1.4M in 2014);
 - Supported 27 Sport Partners and dozens of other sporting groups, school programs and community associations;
 - Improved service effectiveness and efficiencies by restructuring senior management team to align with strategic plan and Management and Operating Agreement, moved from an appointed Board to an elected Board;
 - Increased transparency and accountability throughout the organization. E.g. created a Key Stakeholders Forum, introduced employee and user satisfaction surveys and acted on findings.

12. Identify how you measured the success of your services and activities in 2013. Please provide examples of these results.

The LPSS Board of Governors and the Centre's Management Team measure individual business units, employee satisfaction, customer satisfaction, the advancement of strategic goals and the ability to meet the requirements of the Management and Operating Agreement with the City of Calgary. These areas were evaluated using the following tools:

- Financial metrics – sales targets in the areas of membership, facility rentals and program registration
- Employee satisfaction survey
- Member and program satisfaction survey
- Competitive analysis (local and international)
- Annual employee performance reviews and future year goal setting linked to strategic plan and goals
- CEO performance plan
- Rates and Fees benchmark assessment study
- Annual admissions
- Facility visits
- Number of competitions/events
- Board of Governor survey

In 2013 that Talisman Centre was recognized as the Best Fitness Facility in Calgary (FFWD), the Most Inclusive Facility (Between Friends), was inducted into the Mayor's Youth Council and was identified as providing more subsidies to those in need than any other recreation centre.

13. Identify how you leveraged resources in 2013. Please provide examples

Resources are leveraged against grants, private donations, in-kind gifts and volunteer work. In 2013 Talisman Centre collaborated with the following groups:

- Alberta Parks and Wildlife Foundation
- Western Economic Development
- Community Facility Enhancement Program
- Canadian Tire Jump Start®
- The Calgary Foundation
- Talisman Energy
- Parks Foundation, Calgary
- Alberta Paraplegic Foundation
- The Booster Club of Calgary
- ARBI
- URSA
- Cardiac Wellness Institute of Calgary
- 27 Sport organizations operating out of Talisman Centre