

CIVIC PARTNER 2016 ANNUAL REPORT SNAPSHOT- LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE)

LINDSAY PARK SPORTS SOCIETY (REPSOL SPORT CENTRE)

Mission: Passionate about sport - and people.

Vision: Repsol Sport 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.

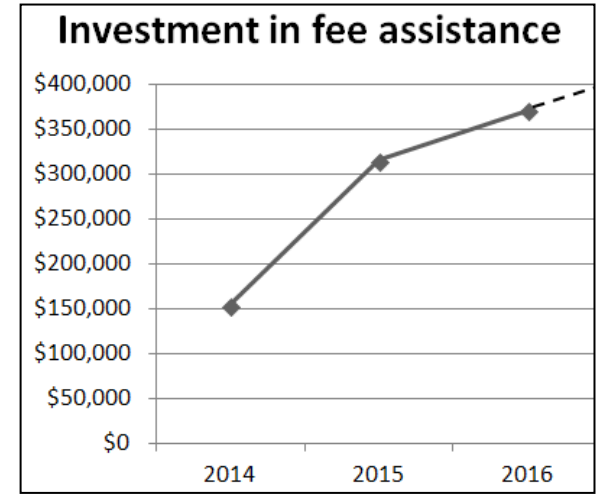
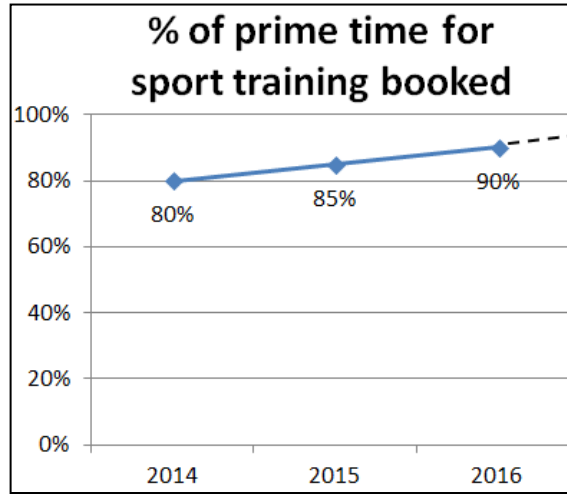
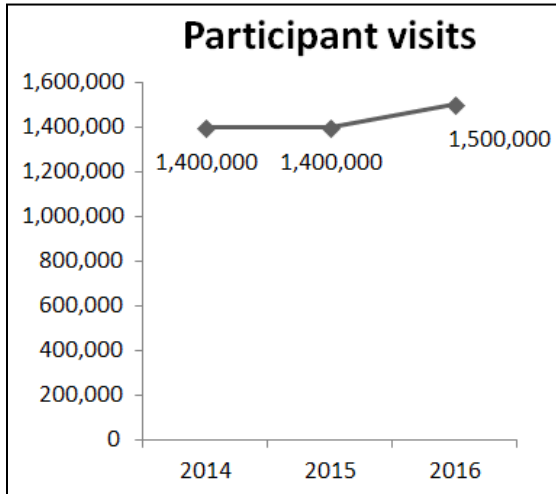
2016 City Investment

Operating Grant:\$1,300,149

Capital Grant: \$500,000

City owned facility? Yes

How did they do in 2016?



The story behind the numbers

- Visitor levels remained stable at approximately 1.5 million, but membership declined 5%.
- Increased investment in fee assistance programs to provide access to opportunities to have active and healthy lives.
- Hosted more than 55 events that employed upwards of 300 people, and supported more than 45 businesses including sport clubs, medical facilities and food service providers.
- Supported three neighboring community associations and social recreation groups on events including the Annual River Clean Up, Community Association meetings, Jane’s Walk, Neighbour Day, Stampede events and more.

Snapshot of 2017-18 priorities

- Deliver a balanced budget and continue to reinvest in the facility.
- Advance the LPSS Legacy Committee expansion project.
- Implement recommendations made in Building Condition Assessment, Energy Audit and Flood Resiliency studies



1. **Organization Name: Lindsay Park Sports Society (Repsol Sport Centre, formerly Talisman Centre)**
2. **Fiscal Year: 2016**
3. **Latest Annual Report available and web address: www.repsolsportcentre.com**
2015 available. 2016 available after April 28, 2017
4. **Current Vision, Mission and Mandate:**

Vision: Repsol Sport 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.

Mission: Passionate about sport - and people

Mandate: That the Centre be developed and used for a training and competition facility and used to provide facilities, programs and services for the fitness and recreational needs of the general public.

YEAR IN REVIEW

5. **What key results of your organization in 2016 contributed to Council Priorities in The City’s 2015-2018 Action Plan including A prosperous city, A city of inspiring neighbourhoods, or A healthy and green city?**

[The City of Calgary - Council Priorities](#)

Prosperous economy – Calgary’s Centre City is a location of choice for economic activity. Repsol Sport Centre enhances its attractiveness by hosting more than 55 events which contribute to travel and tourism, employed upwards of 300 people, and supported more than 45 businesses including sport clubs, medical facilities and food service providers.

Inspiring neighborhoods – Provided access to recreation and sport for approximately 1.5 million visits of all ages and abilities, Repsol Sport Centre also supports three neighboring community associations and social recreation groups in engaging residents by partnering on programs including the Annual River Clean Up, Jane’s Walk, Neighbor Day, Community Association meetings, Stampede events and more.

Healthy Green City – Repsol Sport Centre fostered healthy lifestyles, enabling more Calgarians to be more active, and creative more often providing access to recreation and sport for all ages and abilities. The Centre also introduced energy efficiencies to the building, encouraged Transit Oriented Design (TOD) by encouraging large sport groups to use the train and carpool, participated in the annual river clean up and encouraged park use through programming. Repsol Sport Centre contributes to

H.PM7: Per cent of adult Calgarians who are physically active enough to experience health benefits.

6. Using your organization’s existing performance measurement data, please provide selected 2016 performance measures that describe how much you did, how well you did it, and how Calgarians are better off.

HOW MUCH DID YOU DO?

Performance Measure	2014 results	2015 results	2016 results
Number of participant visits	1.4 million (approximate)	1.4 million (approximate)	1.5 million (approximate)
Dollars invested into the Fee Assistance Program so that Calgarians may utilize Recreation programs and services offered by Repsol	\$154,000	\$315,000 ¹	\$371,000
Number of provincial, national and international events hosted at Repsol Sport Centre	58	54	56
Percentage of prime time hours allocated for sport training booked	80 per cent	85 per cent	90 per cent ²
# of athletes trained on site	8000 (approximately)	8000 (approximately)	8000 (approximately)

HOW WELL DID YOU DO IT?

Performance Measure	2014 results	2015 results	2016 results
Percentage of visits to Repsol in comparison to visits to like facilities across Canada	30 to 50 per cent more visits to Repsol	30 to 50 per cent more visits to Repsol	30 to 50 per cent more visits to Repsol
Percentage of municipal tax dollars invested in the Repsol operating budget when compared to like facilities across Canada	30 to 50 per cent less invested in Repsol	30 to 50 per cent less invested in Repsol	30 to 50 per cent less invested in Repsol

¹ Correction: previously reported as \$250,000.

² Aquatics at 99% and Dry land at 85%



Percentage of available competition and event weekend spaces booked	100 per cent	100 per cent	100 per cent
Percentage of members that are satisfied with Aquatic and Dry land services and programs offered at Repsol Sport Centre.	83 per cent	85 per cent	86 per cent
Percentage of event managers that have indicated satisfaction in their competition experience	N/A	N/A	100 per cent
Social media ranking/satisfaction level(Ave rating - Yelp, FaceBook, Google reviews, Trip Advisor)	N/A	N/A	86 per cent

HOW ARE CALGARAINS BETTER OFF

- Thousands of Calgarians were provided access that contributes to a healthy green city and the lessening of incidences of preventable illness, injury and premature death. Hosting events contributes to Calgary’s economic well-being and Council approved policies, plans and priorities of tourist visitations growing by 90 per cent by 2036. Without Repsol Sport Centre, 56 sporting events would have to occur elsewhere (mostly out of the city and/or province)
- Development Model: without the facility and its support for sport, 8000 Calgarians may not have their training needs met.
- The Centre continually increases its investment in fee assistance, which contributes to all Calgarians having the opportunity to live active, creative and healthy lives. Repsol Sport Centre has been recognized as a leading provider of subsidies in the recreation and sport environment through the City of Calgary Fee Assistance Program.

WHAT STORY DO THESE MEASURES TELL ABOUT YOUR WORK? WHY IS IT MEANINGFUL?

- Calgarians are able to lead healthy and active lifestyles by accessing recreational programs and opportunities offered by the Centre. Without access to Repsol Sport Centre, 1.5 million visits would need to be accommodated elsewhere and for some, access would not be possible at all.



- Repsol Sport Centre has significantly higher number of visits than other like facilities across Canada.
- Repsol Sport centre is committed to ensuring prime time is made available for sport training that aligns with its dual mandate which includes promoting amateur sport excellence and developing Calgary’s high performance athletes.
- All 39 Sport Partners and dozens of commercial sport groups that applied for space in 2016 were provided access.
- Without the facility and its support for sport, 8000 Calgarians may not have their training needs met.
Approximately 8000 athletes are offered training time to pursue sport along various stages of the Long Term Athlete.

FINANCES

7. What resources were leveraged to support operational activities in 2016?

The following resources were leveraged to support operational activities:

- Annual funding from The City of Calgary.
- Relationships with Provincial Sport Organization’s, National Sport Organization’s, and sport partners.
- Relationships with three neighboring community associations.
- Relationship with City of Calgary Ward Councilors, Director of Calgary Recreation, Director of Calgary Parks, the Civic Partnership Liaison and Centre City Manager responsible for the sport division within Calgary Recreation.
- Partnership with Repsol Inc.
- Provincial grants.
- Sport Calgary.
- Relationships with other facility operators.
- Canadian Tire Jump Start Program.
- Ad Hoc recreation leadership network.

8. Do you anticipate any changes to plans and/or budget projections for 2017-2018?

Indicators resulting from the economic downturn, increase in the number of boutique facilities and the proliferation of new condominium developments that include quality fitness facilities create some cause for concern. The Centre continues to perform within budget however, a study of our key performance indicators and trend analysis suggest fewer people are joining the Centre.

While this may be the case, forward thinking and proactive planning provide opportunities to adjust the budget and manage expenses to maintain a balance budget and as such, at this point we do not see a need to alter overall budget projections.

9. Please describe the impact, if any, of the economic downturn on your organization's operations or revenues including any adjustments you have made to your operations.

The Centre is experiencing a decline in membership and in revenue of approximately 5% from what we consider to be typical membership levels. 2016 was the second year of this experience, where membership levels continue to be approximately 5% below statistical averages. While not every lost membership can be attributed to the downturn, we do understand this external condition makes up a big percentage. Further, and while more difficult to know with certainty, the rate at which people join the facility has dropped.

Rather than simply accepting the change, The Centre's leadership team took the situation as a rallying-cry and worked to reduce costs and, where possible, increase revenue. As an organization, we realized many benefits that came from working with partners and service providers and managed to offset revenue lost from membership with savings in other areas. Examples include, renegotiating contracts at lower rates (while midway through contract terms), taking on more projects with internal staff rather than using external contractors and on-boarding fewer contract staff.

LOOKING FORWARD

10. What are your priorities and deliverables for 2017-2018?

- Deliver on Council priorities to create a prosperous city, a city of inspiring neighborhoods, a healthy and green city, and a well-run city
- Deliver on 4 strategic goals within the Society's strategic plan
- Exceed the needs of primary users – sport partners and citizens of Calgary
- Deliver a balanced budget
- Continue to reinvest in the facility
- Advance the LPSS Legacy Committee expansion project
- Implement recommendations made in Building Condition Assessment, Energy Audit and Flood Resiliency studies supported by the City of Calgary

UPDATE ON RISK MANAGEMENT AND GOVERNANCE

11. What are your organization's top 3-5 strategic risks? Describe briefly how you are managing these risks.

Increased competition and relevancy – competition locally and nationally within the recreation and sport industry continues to grow. Recognizing that Repsol Sport Centre was built 33 years ago, and while it still offers exceptional program and services - trends, design, aesthetics, amenities, etc. have changed over time and in order to remain relevant for years to come, Repsol Sport Centre must continue to invest in the facility to stay competitive. An example of this is the Centre's dive tower which no longer meets FINA standards and therefore limits training and competition opportunities.

Economic conditions – the downturn in the economy is impacting member recruitment and retention, as well as program registration. With no end in sight, the LPSS is concerned that the impact on the facility may increase in magnitude.

12. Summarize any activities in 2016 that increased your Board's knowledge and awareness about industry trends, impact of changing economic conditions, risks faced by the organization, or other information needed to make informed decisions.

The following activities were undertaken by the LPSS in 2016:

- Initiated market surveys on membership pricing, program pricing and facility rental rates.
- Participated in a number of external surveys (e.g. salary surveys, loyalty programs).
- Monitored Key Performance Indicators' and monthly Trend Analysis.
- Organized and administered internal surveys (e.g. employee satisfaction).
- Studied and reported on recruitment and retention stats and reasons people leave the facility.
- Attended Board orientation.
- Attended presentations on duty of care, legal liability.
- Reviewed the Centre's Risk Mitigation Plan.
- Reviewed committee duties and responsibilities.
- Participated in a monthly review of the Centre's financial statements including forecasting and 'what if' scenarios.
- Requested a presentation to the Board from each Department Director to gain insight on department activity and performance.



13. Will any Board or senior management positions be vacant in 2017? If yes, please describe succession plans that are in place.

The Lindsay Park Sport Society (LPSS) is looking to fill three Board of Governor positions with an emphasis on candidates that possess accounting, finance, fundraising, governance and construction management skills. The position vacancies are a result of two members completing their 6 year maximum term and one having to relocate.

The LPSS has a sophisticated succession plan that includes an annual Board skills inventory that identifies strengths and gaps, a formal and widely distributed call for nominations, a rigorous selections process and a detailed orientation plan for new members. Complimenting this is a commitment to invest in Board development and education along with formal and written position descriptions, Committee duties and responsibilities, a code of conduct and confidentiality agreements.

14. (a) Mark an “X” by all statements that apply to your organization:

- Our organization uses:
- Defined term limits for Board members
 - A skills and experience matrix to identify gaps on the Board and recruit new board members.
 - A structured process for identifying, monitoring and managing risk.
 - A Board policy for risk management.
 - A risk map, matrix, register or similar tracking tool to assess the risks we face.
 - A risk management plan or other tool that is updated at least annually.
 - Tools to communicate key risks to the Board at least annually.
 - A Board committee delegated with the responsibility for oversight of our organization’s risk management practices.
 - ³ A formal crisis management, business continuity, or similar plan to be ready for an emergency situation.

(b) Add any additional comments about your organization’s risk management practices

³ Elements of a formal plan exists however, the LPSS is working to further develop resources to include more crisis communication and media training.



CAPITAL AND ASSET MANAGEMENT

15. Provide a summary of your organization’s 2016 capital development, including specific lifecycle/maintenance projects.

In 2016, the Lindsay Park Sport Society and Talisman Centre invested more than \$1,400,000 in capital development, of which \$900,000 came from Centre funds. Areas of investment included:

1. Building modification – approx. \$1,000,000 including upgrades to pools, life safety systems, bldg. env.
2. Program equipment – approx. \$200,000 including fitness equipment, furnishings
3. Sport performance equipment - \$200,000 including timing and scoring equipment

16. What funding was leveraged to support capital activities in 2016?

For every dollar invested by The City of Calgary into capital development, three dollars were leveraged. Resources are leveraged against earned revenue, grants, private donations, in-kind gifts and volunteer work. Repsol Sport Centre collaborated with many groups to leverage The City’s investment including: The Province of Alberta (CFEP), Repsol Canada (previously known as Talisman Energy), Pepsi, Parks Foundation Calgary, Canadian Tire Jump Start® and sport partners.