

**CIVIC PARTNER 2022 ANNUAL REPORT SNAPSHOT- LINDSAY PARK SPORTS SOCIETY (MNP COMMUNITY AND SPORT CENTRE)**

**LINDSAY PARK SPORTS SOCIETY (MNP COMMUNITY AND SPORT CENTRE)**

**Mission:** Passionate about sport - and people – and community

**Vision:** MNP Community & Sport Centre (MNPCSC) is a world class sport and fitness facility that inspires individuals and teams to achieve their goals and dreams through innovation, expertise and passion.

**One Calgary Line of Service: Recreation Opportunities**

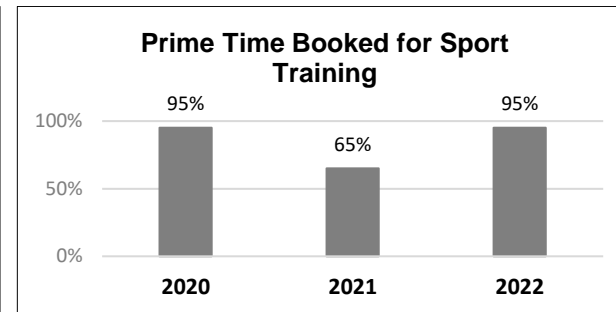
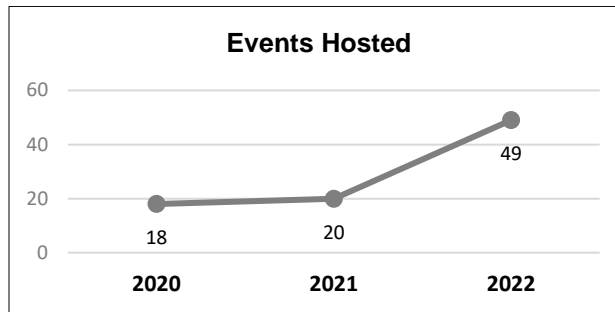
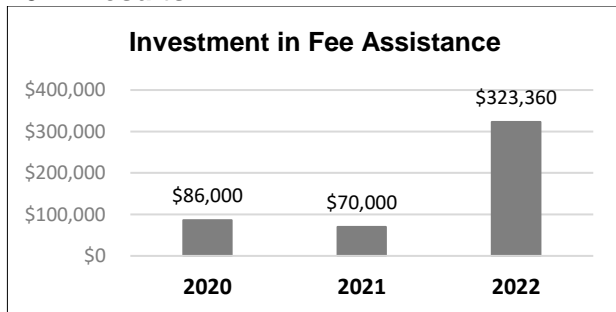
**2022 City Investment**

**Operating Grant:** \$1,426,016

**Capital Grant:** \$200,121

*City owned asset*

**2022 Results**



**The story behind the numbers**

- Provided more than \$323,360 in subsidized facility access in 2022 for low income Calgarians.
- Events hosted included provincial, national and international competitions that resulted in economic benefits for the city.
- Support for training aligns with the facility’s mandate to be used as a training and competition facility, alongside providing access to facilities, programs and services that meet the fitness and recreational needs of all Calgarians.

**Addressing climate change**

Invested in an energy audit and a Building Condition Assessment study, drafted an Environmental Sustainability Framework and recommissioned two heat pumps to recycle warm air from the tent into the pool. Submitted an application to the Federal Green and Inclusive Community Buildings grant program that included a range of energy efficiencies, climate resiliency measures and carbon reduction projects.

**Advancing equity, diversity and inclusion; and racial equity**

Continued to prioritize diversity, equity and inclusion in board recruitment through amended language in recruitment documents, posting calls for nominations with special interest groups, seeking advice from recruitment firms, and adjusting interview questions. Sought a third party consultant to support work on a commitment statement and equity, diversity and inclusion plan framework focused on leadership, learning, policies and practices, engagement and external.



**LINDSAY PARK SPORTS SOCIETY (MNP COMMUNITY & SPORT CENTRE)  
Civic Partner 2022 Audit Report**

**Civic Partner Name:** MNP Community & Sport Centre (MNPCSC) (Lindsay Park Sports Society)

**Legal Structure:** Independent External Organization. Societies Act, R.S.A. 2000, c. S-14

**Manage/operate a City-owned asset:** yes

**1. What is your organization's guiding mission or mandate?**

**Vision:** MNP Community & Sport Centre (MNPCSC) 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 - and community

**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.

**2. What top 3-5 key results did your organization achieve in 2022 that contributed to one or more of key City strategies or plans or [Citizen Priorities](#) (a prosperous city, a city of safe and inspiring neighbourhoods, a city that moves, a healthy and green city)?**

**A Prosperous City**

- *Drive economic growth through event tourism.* MNP Community & Sport Centre hosted 49 events in 2022. Events were local, provincial, national and international in nature, making a significant contribution to Calgary's economy.
- *Job creation through expanded facilities and partnership businesses.* MNPCSC employees approximately 300 people, supports 36 sport partner businesses, and enables four tenant businesses.

**A City of Safe and Inspiring Neighbourhoods**

- *Safe public spaces*
- *Community hub; connecting neighbours* – the Centre serves as a hub for four community associations and downtown commuters. MNPCSC participates in Neighbor Day, the Annual River Clean-up, Jane's Walk and provides meeting space to a variety of Community Associations.

**A Healthy and Green City**

- *Accessible and affordable recreation.* MNPCSC provided more than \$323,360 in subsidized facility access in 2022.
- *Communities that support healthy lifestyles.* MNPCSC is visited by approximately 4000-5000 daily, and by 1.5M people annually.
- *Public meeting spaces.* MNPCSC is a public meeting place for downtown commuters, people living in the catchment area, four Community Associations, 4500-5000 members, tens of thousands of drop-in users and 6000 athletes.

**3. Performance measures help demonstrate the return on The City’s investment in a partner’s operations. Please identify performance measures that reflect your organization’s impact in 2022 (how much you did, how well you did it, and how the people you serve are better off).**

Performance Measure	2020 results	2021 results	2022 results
Number of participant visits	Not available	Not available	1.5M
Dollars invested into the Fee Assistance Program so that Calgarians may utilize Recreation programs and services offered by MNP Community & Sport Centre (MNPCSC)	\$86,000	\$70,000	\$323,360
Number of events including provincial, national and international competitions hosted at MNPCSC that drive economic benefits to the City	18	20	49
Percentage of primetime hours allocated for sport training booked	95 per cent <sup>1</sup> January – March  Not available April - December	65 per cent <sup>2</sup>	95 per cent January – June, Sept. – Dec.  50 per cent July-August
# of athletes trained on site	8000 January – March (approximately)	6000 (approximately)	6000 (approximately)
Percentage of visits to MNPCSC in comparison to visits to like facilities across Canada	30 to 50 per cent more visits to MNPCSC (January – March)	30 to 50 per cent more visits to MNPCSC	30 to 50 per cent more visits to MNPCSC
Percentage of municipal tax dollars invested in the MNPCSC operating budget when compared to like facilities across Canada	30 to 50 per cent less invested in MNPCSC (January – March)	30 to 50 per cent less invested in MNPCSC	30 to 50 per cent less invested in MNPCSC
Percentage of available competition and event weekend spaces booked	100 per cent (January – March)	100 per cent (September – December)	100 per cent
Percentage of members that are satisfied with Aquatic and Dry land services and programs offered at MNPCSC.	Not available	80% satisfaction rating – Dry land  100% satisfaction rating - Aquatics	97% satisfaction rating – Dry land  88% satisfaction rating - Aquatics
Social media ranking/satisfaction level (Ave rating - Yelp, Facebook, Google reviews, Trip Advisor)	Not available	88%	82%

<sup>1</sup> Aquatics at 99% and Dry land at 90%

<sup>2</sup> Aquatics 80% and Dry land 51%

**4. What are examples of benchmarks your organization uses to evaluate and improve performance and operations, and increase your organization's impact?**

**a) Please provide examples of benchmarks, and how this information is being used to support continuous improvement.**

MNPCSC uses a scorecard to benchmark 15 key business metrics including:

Annual membership sales, passholder units sold, drop-in units sold, membership retention, program revenue, program fill rate, space utilization, net promoter score, % of programs sold online, operating surplus, facility rental revenue, number of preventable accidents, number of reported incidents, part time employees tenure and employee retention late.

In addition to the scorecard, the Centre also measures customer satisfaction, where we in 2022 achieved a score of 84%, employee satisfaction, where we achieved a score of 93% and support for diversity, equity and inclusion, where we achieved a score of 94%

**b) Please indicate your current and targeted performance in comparison to these benchmarks**

13 of 15 Key Performance Indicators (KPI's) are meeting or exceeding targets, while two others fall below the target range.

**5. What key results or progress was achieved in 2022 that reflected your organization's changes to strategies, programs or services to better address equity, diversity or inclusion, or support racial equity?**

**Board recruitment** – a key focus area since 2020 when the LPSS Board of Governors sought to actively recruit new members that fall within the definition of Protected Class. In order to achieve this outcome, the LPSS Board of Governors amended language within recruitment documents, posted the call for nominations with special interest groups, sought advice from outsourced recruitment firms, and adjusted interview questions. The Board continues to make DEI a priority, and as such, has supported MNPCSC to invest in a DEI strategy for the entire organization.

**DEI strategy investment** – through the LPSS Board of Governors, the MNPCSC allocated \$20,000 to invest in DEI work. This investment led the Centre to issue an RFP for third party support. Through the RFP, the Centre selected a DEI consultant to support our journey. Work began with a series of interviews to understand the current state. From there, the next step was to define a Commitment Statement and Plan Framework. Leading into 2023, the Centre will focus on five key areas that include:

1. Leadership
2. Learning
3. Policies and practices
4. Engagement
5. External

By doing so, MNPCSC will:

- ensure a diverse workforce which represents the customers and communities we serve and is equal to or exceeds the diversity available in the workforce we recruit from.
- ensure fair and equal access, opportunities and outcomes.
- ensure an inclusive environment where everyone feels valued, trusted and respected.

**Changes to recruitment** – MNPCSC made significant changes to recruitment practices in order to ensure the Centre is addressing diversity, equity and inclusion. Changes include:

- Updated language in recruiting materials;
- Broadened employee search distribution;
- Staff education;
- Adjusted skills, characteristics and competencies of desired employees to ensure DEI;
- Developed relationships with 3<sup>rd</sup> parties that support protected groups, for assistance with recruitment.

**Overall score** – Of note, in a 2022 employee survey, 94% of employees strongly agree that MNPCSC supports diversity in the workplace and recognizes and respects the differences between people.

**6. What steps did your organization take in 2022 to advance any respective calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City's White Goose Flying Report](#)?**

The MNPCSC aligns with six of the 94 calls to action outlined in the Truth and Reconciliation Report including:

#19 - Improving the health outcomes for Indigenous people. MNPCSC programs are inclusive and accessible. The Centre supports 15 neighboring communities and countless commuters. The 2016 Census of Canada highlighted that a number of residents, living in close proximity to the Centre, identify as Indigenous. MNPCSC is currently working on a more targeted strategy to engage our indigenous neighbors.

#57 - Support awareness training to public sector staff. MNPCSC has engaged Indigenous leaders to train employees on the history of Aboriginal peoples.

#83 - Create collaborative art that contributes to reconciliation. As part of the Centre expansion and the Municipal Public Art Policy, MNPCSC is exploring if and how work can contribute to the reconciliation process.

#88 - Ensuring opportunities for Aboriginal athlete development. MNPCSC follows Canada's Long Term Athlete Development Model and incentivizes program partners to incorporate a diversity, equity and inclusion framework into athlete recruitment, marketing and communications (written and verbal), equipment selection, training programs and staff training.

#89 – Reducing barriers to excellence in sport for Indigenous youth. MNPCSC has built an organization culture that supports diversity, equity and inclusion. The Centre has worked with a

consultant to develop a DEI strategy with steps to achieve desired outcomes. The Centre has created a \$4 million endowment fund to support access, and incentivizes program partners to do the same.

#90 – Developing athletic programs for Indigenous athletes. Both independently, and with sport partners, the Centre provides access, funding and training to support athlete development.

**RESOURCES**

**7. Please outlined how The City’s operating funding was allocated in 2022.**

%	Advertising and promotion
<b>90 %</b>	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
<b>10 %</b>	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

**8. Did volunteers support your operations in 2022?**

How many volunteers?	<p>MNPCSC launched a new volunteer program at the end of 2022 and is collecting data for the 2023 Annual Report.</p> <p>We do know that most volunteering in 2022 was through sport competition hosted at the Centre through sport partners, with the number of volunteers comparing to pre-pandemic levels, at approximately 500 people.</p>
Estimated total hours provided by volunteers:	Similar to above, with the number of volunteer hours through sport competition estimated at 8000 hours.

**9. Did your organization receive any awards or recognition in 2022 that you want to highlight?**

- MNPCSC CEO, Jeff Booke was recognized with a Queen Elizabeth II Platinum Jubilee Award for his role, on behalf of the Centre, to support sport throughout the pandemic.
- Life Saving Society, Marlin Moore National Lifeguard Award (accumulated the highest points total for the National lifeguard program).
- Life Saving Society, Dr. William (Bill) Patton First Aid Award (accumulated the highest point total for lifesaving first aid programs).
- Life Saving Society, Governor Bruce Hogle Lifesaving Program Award (the affiliate who delivered the most lifesaving society programming).

**10. What changes did your organization implement in 2022 to address climate change, for example, operational or program changes that reduced green house gas emissions (GHG), air/water pollution, or waste that aligned with [The City’s Climate Change Program](#) including Council’s Climate Emergency Declaration?**

- Invested in an energy audit with recommendations to follow in 2023.
- Created a draft Environmental sustainability framework.
- Recommissioned two heat pumps that were out of service for years and now recycle warm air from the tent into the pools.
- Submitted an application to the Federal Green and Inclusive Community Buildings (GICB) program that includes a myriad of proposed energy efficiencies, climate resiliency measures and carbon reduction projects.
- Invested in a Building Condition Assessment (BCA) study.

**11. CAPITAL PROJECTS AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *MNP Community & Sport Centre*

**a) What are 3-5 capital projects undertaken in 2022 that were funded by The City?**

<b>Project</b>	<b>City Funding (2022)</b>	<b>Benefit (service improvement, efficiency, improved condition)</b>
Various mechanical, ducting and piping	\$53,062	Improved condition
Gym floor refinishing	\$25,611	Improved condition
BCA	\$23,039	Improved condition planning
1m Dive Board Railings	\$17,557	Safety
Facility repainting	\$12,440	Improved condition