

Civic Partner Annual Report 2015—Talisman Centre for Sport and Wellness (Lindsay Park Sports Society)

1. **Organization Name:** Talisman Centre (Lindsay Park Sports Society)
2. **Fiscal Year:** 2015
3. **Latest Annual Report available and web address:** www.talismancentre.com
http://issuu.com/talismancentre/docs/2015_tc_annual_report_v6_web/1

4. Current Vision, Mission and Mandate.

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.

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.

GOVERNANCE

5. Identify any Board or senior management positions that will be vacant in 2016. 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, fundraising, governance and construction management skills.

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.

6. Describe any structural changes to your organization's governance model in the past year.

In 2012, the Lindsay Park Sports Society repealed and replaced its by-laws, and in doing so, moved from an appointed Board of 22 representative members to an elected Board of between 9-13 individuals with desired skills, characteristics and competencies. The Board structure includes 3 Standing Committees and the ability to form ad-hoc Committees when required. Each Committee has defined duties and responsibilities and a requirement is in place that Committees meet frequently and report back to the larger Board.

7. Summarize any activities in 2015 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 2015:

- 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 KPI's and monthly Trend Analysis
- Organized and administered internal surveys (e.g. customer and employee satisfaction)
- Studied and reported on recruitment and retention stats and reasons people leave the facility
- Attended a 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

RISK MANAGEMENT

8. Describe the processes and structures your organization uses to identify and manage operational and strategic risks.

The LPSS governs within the framework of the Management and Operating Agreement, ensuring the objectives of the Agreement are met. These include that the Centre be developed and used for a training and competition sport facility and used to provide facilities, programs and services for the fitness and recreational needs of the general public. As well, the Agreement specifies the importance of upgrading, developing and repairing the facility to maintain it as a world class training and competition centre.

To achieve this, the Society follows a strategic plan that includes a variety of goals and key performance indicators.

Risk is managed through a variety of controls, policies and procedures including:

- Risk mitigation plan
- Policies and procedures
- Controls moment topic
- Study external market
- SWOT analysis

Building condition assessments, based on lifecycle and condition, are used to make strategic investments in building infrastructure.

9. What are your organization's top 3-5 strategic risks? For example, financial, governance, business risks, liability, talent management, reputation, or risks related to economic conditions.

1. 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.
2. Long term sustainability – competition locally and nationally within the recreation and sport industry continues to grow. Recognizing that Talisman Centre was build 32 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, Talisman Centre must continue to invest in the facility to stay

competitive.

2015 YEAR IN REVIEW

10. What accomplishments in 2015 contributed to Action Plan's goals of building a prosperous economy, inspiring neighborhoods, and a healthy and green city?

A prosperous city – hosted more than 50 events contributing to travel and tourism, employed upwards of 300 people, supported more than 45 businesses including sport clubs, medical facilities and food service providers

A city of inspiring neighborhoods – provided access to recreation and sport for approximately 1.5M people of all ages and abilities, worked closely with 3 neighboring community association to partner on programs including Annual River Clean Up, CA meetings, Stampede events and more

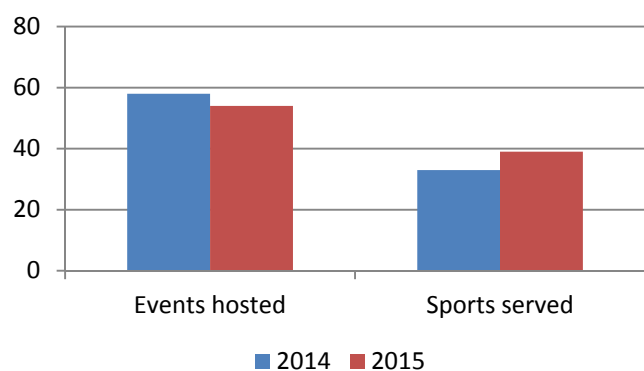
A healthy and green city – enabled more people to be more active, more often. Introduced energy efficiencies to the building, encouraged Transit Oriented Design (TOD), participated in the annual river clean up and encouraged park use through programming.

Talisman Centre is a delivery partner in achieving Council's priority of a Healthy and Green City by fostering healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living. Talisman Centre is a partner in Calgary Recreation's to maintain a high quality of life for Calgarians through the provision of services including sport and recreation. It contributes to The City's performance measure H.PM7: 60 per cent of adult Calgarians who are physically active enough to experience health benefits The results will be reported by Calgary Recreation on a biannual basis in 2016 and 2018.

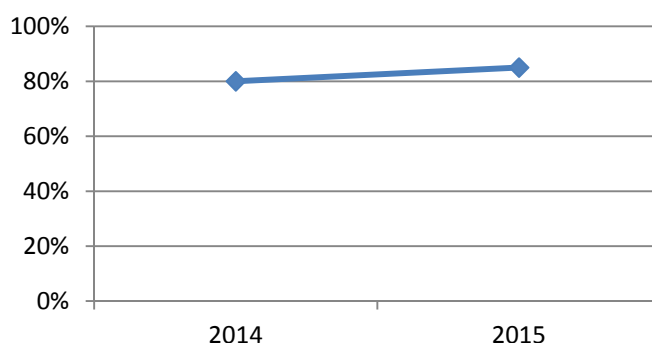
11. Using your organization's existing performance measurement data, please provide selected 2015 performance measures that describe how much you did, how well you did it, and how Calgarians are better off. If needed, provide a brief description why these measures are meaningful.

Performance measure highlights

How much did you do?



Percentage of prime time booked



Story behind the baseline

In 2015, there were approximately \$1.4 million guests and 8,000 high performance athletes that used the facility.

The number of provincial, national and international events hosted declined slightly by 4 events.

Story behind the baseline

Talisman continued to have a high Sport Partner prime time utilization rates with approximately 85% of all prime time space booked by Sport Partners.

Detailed performance measure

	Performance Measure:	2014 results	2015 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	# of participant visits	1.4M Approx.	1.4M Approx.	Talisman Centre is helping to reduce incidences of preventable illness, injury and premature death as identified in Council approved policies, plans and priorities. Our visitor levels are 30-50% higher than other like facilities across the country.
	# of provincial, national and international hosted events	58	54	Hosting events contributes to Calgary's economic well-being and Council approved policies, plans and priorities of tourist visitations growing by 90% by 2036.
	# of sports served	33	39	39 clubs/businesses operate out of Talisman Centre and would not be as large, or perhaps exist, without the facility.
	# of high performance athletes that train on site	8000 Approx.	8000 Approx.	Without the facility and its support for sport, 8000 Calgarians may not have their training needs met.
	# of Calgarians that accessed fee assistance		500	More than 500 people were provided access that contributes to a healthy green city and the lessening of incidences of preventable illness, injury and premature death
	\$ invested in fee assistance	\$154,000	\$250,000	Talisman Centre has been recognized as providing the highest level of subsidies in a recreation facility in Calgary.
How well did you do it?	% of prime time booked	80%	85%	Roughly 80% of the groups that apply for space were provided access. Approximately 8000 athletes are offered training time to pursue sport along various stages of the Long Term Athlete Development Model. Without the facility and its support for sport, 8000 Calgarians may not have their training needs met
	City operating and capital investment leveraged	1:9 (operating) 1:5 (capital)	1:10 (operating) 1:4 (capital)	When measured against other like facilities across the country, Talisman provides a better return and serves more people than comparable facilities in Edmonton, Saanich and Montreal.
How are Calgarians better off?	High level of customer satisfaction	83%	85%	User submitted feedback indicates that customers value time spent at Talisman Centre. *Talisman Centre surveys and social media platforms

CAPITAL REPORTING

12. Provide a summary of your organization's 2015 capital development, including specific lifecycle/maintenance projects.

In 2015, the Lindsay Park Sport Society and Talisman Centre invested more than \$1,700,000 in capital development.

Areas of investment included:

1. Building modification – approx. \$1,000,000 including upgrades to pools, life safety systems, bldg. env.
2. Program equipment – approx. \$450,000 including fitness equipment, furnishings
3. Sport performance equipment - \$300,000 including timing and scoring equipment

13. What funding was leveraged to support capital activities in 2015?

For every dollar invested by The City of Calgary through CCPGP, four dollars were leveraged. Resources are leveraged against earned revenue, grants, private donations, in-kind gifts and volunteer work. Talisman Centre collaborated with many groups to leverage The City's investment including: The Province of Alberta (CFEP), Talisman Energy, Pepsi, Parks Foundation Calgary, Canadian Tire Jump Start® and Sport Partners.

FINANCES

14. What resources were leveraged to support operational activities in 2015?

The following resources were leveraged to support operational activities:

- Annual funding from the City of Calgary
- Relationships with provincial sport organizations, national sport organizations, Sport Partners
- Relationships with neighboring community associations
- Relationship with City of Calgary Councilors, Director of Recreation and Parks, Civic Partner Liaison and Sport Manager
- Partnership with Talisman Energy
- Provincial grants
- Sport Calgary
- Canadian Tire Jump Start Program
- Ad Hoc recreation leadership network

15. Do you anticipate any changes to plans and/or budget projections for 2016-2018?

Early indications resulting from the economic downturn 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.

16. What would be the operational impact if your grant(s) from The City were reduced?

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, competition 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.

Funding is also used to maintain the parking lot which serves Lindsay Park users as well as Talisman Centre.

Should there be a reduction in the Centre's operating grant, the programs and services listed above may be impacted. Further, a change to the operating grant may also impact the Society's ability to invest in capital projects as listed in question 12.

17. Please describe the impact, if any, of the economic downturn on your organization's operations or revenues.

The Centre is experiencing a decline in membership and in revenue of approximately 6% from the previous years' experience. 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.

LOOKING FORWARD

18. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2016-2017?

2016-2-17 priorities include:

- 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 larger strategic plan
- Exceed the needs of primary users – sport partners and citizens of Calgary
- Deliver a balanced budget
- Reinvest in the facility
- Advance the LPSS Legacy Committee expansion project

19. Are there any additional projects or initiatives in 2016-17 that may require further discussion or decisions by Council?

With the Respol takeover of Talisman Energy, the facility's naming sponsor, there is potential for a name change and rebrand. As this unfolds, Council and Administration will be informed.

The Lindsay Park Sports Society is actively engaged in a plan to explore the enhancement of the facility which would better meet the needs of high performance athletes and citizens of Calgary. While the Society is in the early planning stages, it is important that Council is informed and aware of the proposed plans.

20. Identify any specific opportunities/projects that would directly stimulate the Calgary economy if supported by a strategic investment by The City.

On an annual basis, Talisman Centre works with National Sport Organizations (NSO's), Tourism Calgary and other groups to attract sport competition to the facility. Hosting events leads to economic benefits in the form of hotel stays, dining out, shopping and more.

On a larger scale, the facility enhancement plans will provide Talisman Centre the opportunity to bid on larger, more high profile events that have the potential to attract more people, more often, for longer stays.