

## LINDSAY PARK SPORTS SOCIETY (MNP COMMUNITY & SPORT CENTRE)

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

**Vision:** MNP Community & 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.

**Service Line: Recreation & Social Programs**

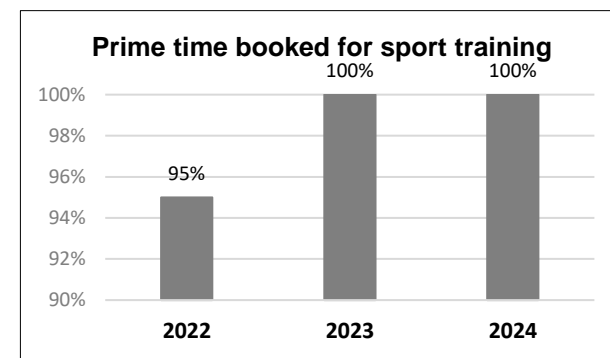
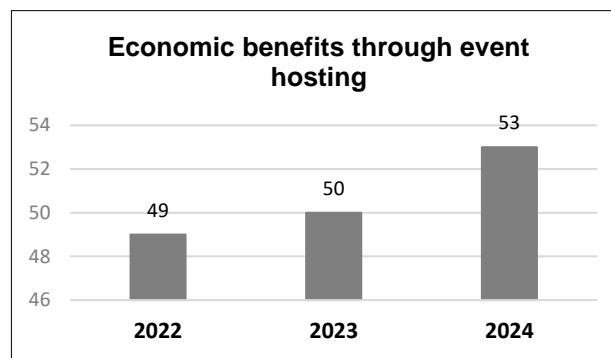
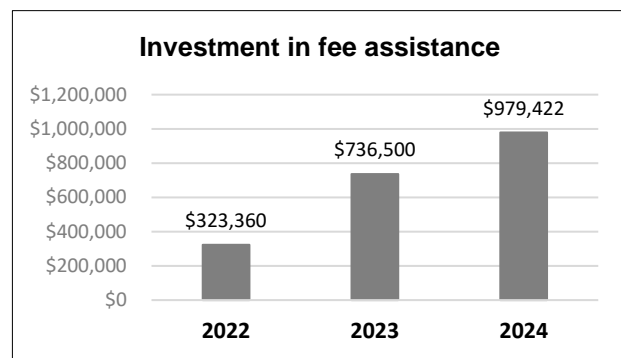
## 2024 City Investment

**Operating Grant:** \$1,536,447

**Capital Grant:** \$1,064,115

*City owned asset*

## 2024 Results



## The story behind the numbers

- Investment in fee assistance for low-income Calgarians increased from \$736,500 in 2023 to \$979,422 in 2024, reflecting the additional demand for accessible recreation services.
- The number of provincial, national and international competitions and events hosted at the facility drove \$3.4 million in economic benefits to Calgary. A three-year agreement with the Calgary Surge Calgary Elite Basketball League to be the official training centre will further expand opportunities.
- Sport training was booked at 100 per cent during primetime hours between January to June and September to December, aligning with MNP as a training/competition facility. Eleven athletes who trained at the Centre competed at the 2024 Paris Olympic/Paralympic Games.

## Benchmarks

The organization's robust performance monitoring framework supports transparency, accountability and continuous improvement. A scorecard of 15 key metrics is reviewed monthly by leadership and bi-monthly by the Board. Regular oversight helps ensure efficient service delivery, strong financial performance and a positive experience for both users and staff, aligning with Council priorities for accountability and high-quality community service.

## Looking ahead: 2025 highlights

- Continued focus on Leisure Expansion Aquatics Project (LEAP) – schedule, budget, scope. Advancing the MNPCSC Strategic Plan.



**LINDSAY PARK SPORTS SOCIETY  
(MNP COMMUNITY & SPORT CENTRE)  
2024 Civic Partner Annual Report**

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

**Legal Structure:** Independent External organization (Societies Act)

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

**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.

**1. What 3-5 key results did your organization achieve in 2024 that contributed to:**

**a) One or more [Council Strategic Directions](#)- economic resilience, social resilience, climate resilience?**

**Economic Resilience:** MNPCSC drives economic growth through event hosting and sport tourism. In 2024, MNP Community & Sport Centre hosted more than 50 events that were local, provincial, national and international in nature. Six of the events hosted in 2024 were measured for economic benefit with a result that indicates an economic benefit of more than \$3.4M.

In addition to event hosting and sport tourism, MNPCSC contributes to job creation through expanded facilities and partnership businesses. The Centre employees approximately 300 people, supports 31 sport partner businesses, and enables three tenant businesses to operate.

**Social Resilience:** MNPCSC is a community hub, connecting neighbors in safe spaces. The Centre serves as a hub for four community associations, supports 15 neighboring communities, downtown commuters and Calgarians from every quadrant and community in the city. MNPCSC participates in Neighbor Day, Healthy Stampede Breakfast, the Annual River Clean-up, Jane's Walk, All Sport One Day and provides meeting space to a variety of Community Associations.

**Climate Resilience:** In partnership with the City of Calgary, MNPCSC invested in a Climate Risk and Resiliency Assessment (CRRA), to map out future capital investments to ensure the long-term viability of the facility.

MNPCSC produced an Energy Modelling Report, Embodied Carbon Report, Zero Carbon Transition Plan, and a project specific Climate Resilience First Assessment.

These studies are used to inform annual capital projects and the Leisure Expansion Aquatics Project.

**b) Your own organization's strategy?**

MNPCSC operates within a five-year strategic plan that focus on: Growth Readiness, Programs and Services Optimization, Legendary Experiences, Business Sustainability and People & Culture. Each strategic priority is backed up by a workplan, annual goals and key performance indicators.

In 2024, MNPCSC advanced each strategic priority, with the largest accomplishments related to Diversity Equity and Inclusion, Leisure Expansion Aquatic Project (LEAP), membership and program growth, staff retention and succession planning.

2. **Performance measures help demonstrate the return on The City's investment in a partner's operations, and support continuous improvement. What performance measures reflect your organization's impact in 2024?**

**14. Using a Results Based Accountability (RBA) approach that measures how much you do, how well you do it, and if anyone is better off, identify a minimum of three and a maximum of ten performance measures you will use to track the impact of The City's investment in 2026. Please provide historical data for 2023 and 2024 (if available) and forecasted results for 2025 and 2026.**

Performance Measure	2023 results	2024 results	Overall, what story will this measure tell you about your organization's impact?
Number of participant visits	1.5M (approximate)	More than 1.5M	MNPCSC is one of the busiest facilities in Canada
Dollars invested into the Fee Assistance Program so that Calgarians may utilize Recreation programs and services offered by MNP Community & Sport Centre (MNPCSC)	\$736,500 (7510 memberships subsidized)	\$979,422 (8460 memberships subsidized)	MNPCSC is the largest single-site provider of accessible recreation and sport in Calgary
Number of events including provincial, national and international competitions hosted at MNPCSC that drive economic benefits to the City	50 external events (21 provincial, national and international)	53 (22 provincial, national and international)	MNPCSC contributes to economic prosperity, delivers the Sport for Life Policy and helps to globally position Calgary as a sport city.
Percentage of primetime hours allocated for sport training booked	100% January-June, Sept. -Dec.  50% July-August	100% January-June, Sept. - Dec.  75% July-August	MNPCSC is focused on the Sport for Life Policy and maximizes opportunities for athletes of all ages, stages and abilities.
# of athletes (all ages, levels and abilities) trained on site	5800 (approximately)	5900 (approximately)	MNPCSC is focused on the Sport for Life Policy and maximizes opportunities for

			athletes of all ages, stages and abilities.	
Percentage of municipal tax dollars invested in the MNPCSC operating budget when compared to like facilities across Canada	30 to 50% less invested in MNPCSC	30 to 50% less invested in MNPCSC	The return on investment for the City of Calgary leads the nation.	
Percentage of available competition and event weekend spaces booked	100%	100%	MNPCSC is focused on the Sport for Life Policy and maximizes opportunities for athletes of all ages, stages and abilities, often at the cost of higher revenue generating opportunities.	
Percentage of members that are satisfied with Aquatic and Dry land services and programs offered at MNPCSC.	91.5% satisfaction rating – Dry land  88% satisfaction rating - Aquatics	90% satisfaction rating – Dry Land  86% satisfaction rating - Aquatics	Satisfaction levels exceed industry standards, demonstrating that not only does MNPCSC excel on business results, the Centre excels on purpose driven goals.	
Social media ranking/satisfaction level (Ave rating - Yelp, Facebook, Google reviews, Trip Advisor, Indeed)	86%	84%	Satisfaction levels exceed industry standards, demonstrating that not only does MNPCSC excel on business results, the Centre also excels on purpose driven goals.	

**3. Are there any additional stories or information you wanted to share beyond performance measures that demonstrate the impact of your organization's programs or services?**

- Officially broke ground on the Leisure Aquatic Expansion Project (LEAP)
- Early successes with Leisure Aquatic Expansion Project fundraising
- Signed a 3-year Agreement with the Calgary Surge CEBL basketball team as the official training centre
- 11 athletes that train at the Centre qualified and competed at the 2024 Paris Olympic/Paralympic Games
- Achieved record setting member sales

**4. Does your organization use benchmarks to evaluate and improve performance and operations, and increase your organization's impact?**

**a) Examples of benchmarks:**

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 rate.

In addition, MNPCSC uses the following external benchmarks:

- Percentage of municipal tax dollars invested in the MNPCSC operating budget when compared to like facilities across Canada
- Dollars invested into the Fee Assistance Program so that Calgarians may utilize Recreation programs and services offered by MNP Community & Sport Centre. Largest single site contributor and third largest overall. Only the City of Calgary and the combined YMCA's of Calgary deliver more
- Cyber Security preparedness
- Net Promoter Score (NPS)
- Regularly conducted surveys on the experience of members, staff and program participants.

**b) What is your current and targeted performance in comparison to these benchmarks?**

13 of 15 Key Performance Indicators (KPI's) consistently meet or exceed targets, while two others fall below the target range. The Centre's performance target is 100% of KPI's are met.

**c) How this information is being used to support continuous improvement?**

The scorecard and external benchmarks are reviewed monthly by the senior leadership team, and presented to the LPSS Audit and Finance Committee and Board of Governors 6x/year. Areas that fall below target are addressed and acted upon.

**5. How does your organization address equity, diversity or inclusion, or support racial equity?**

Addressing diversity, equity and inclusion begins with a mindset and philosophy to ensure the Centre is for everyone. For MNPCSC this meant developing a headline statement and subline text:

***Our passion for sport, people and community includes everyone!***

***We are committed to providing an atmosphere without barriers to promote diversity, equity and inclusion, and to better reflect the communities we serve.***

MNPCSC and the Lindsay Park Sports Society continue to advance work to address equity, anti-racism and Truth and Reconciliation. As part of the Leisure Expansion Aquatics Project, plans are in place to further enhance the Centre's efforts around accessibility and inclusivity – this will be

achieved through the addition of Universal Change Rooms, ramped entry to all pools and support for people living with mobility, hearing and visual impairments.

Of note, in a 2024 employee survey, 87% of employee noted MNPCSC supports DEI in the workplace.

**6. How is your organization advancing Indigenous Truth and Reconciliation? (For example addressing specific calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City's White Goose Flying Report](#))**

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 identified a number of residents identifying as Indigenous living near the Centre. 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, language (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 estimate how The City's operating funding was allocated in 2024.**

%	Advertising and promotion
<b>68 %</b>	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
<b>32 %</b>	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance

%	Evaluation or Research
%	<i>Other, please name:</i>

**8. Did volunteers support your operations in 2024? (including board and committee members)**

How many volunteers?	118 (MNP Community & Sport Centre) 500 (Sport Partners)
Estimated total hours provided by volunteers:	2855 hours (MNPCSC volunteers) 5000 (Sport Partners)

**9. Did your organization receive any awards or recognition in 2024, or have any client or participant feedback that you want to highlight?**

Lifesaving Society, Governor Bruce Hogle Lifesaving Program Award (Awarded to the affiliate partner with the largest lifesaving program)

Lifesaving Society, William (Bill) Patton First Aid Recognition Award to the affiliate delivery partner with the largest Lifesaving First Aid program)

Lifesaving Society, Marlin Moore National Lifeguard Recognition Award Awarded to the affiliate delivery partner with the largest National Lifeguard program)

**10. How did your organization address climate change in 2024, 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?**

In partnership with the City of Calgary, MNPCSC invested in a Climate Risk and Resiliency Assessment (CRRRA), to map out future capital investments to ensure the long-term viability of the facility.

MNPCSC produced an Energy Modelling Report, Embodied Carbon Report, Zero Carbon Transition Plan, and a project specific Climate Resilience First Assessment. All of which will help inform future operations and investments.

These studies are used to inform annual capital projects and the Leisure Expansion Aquatics Project.

**11. Are there any projects, initiatives or plans for 2024 that you want to briefly highlight?**

The major focus in 2024 was to start construction of the \$90M Leisure Expansion Aquatic Project (LEAP), on budget and schedule. The project will add leisure water amenities including a large lazy river, water slides, free-form play pool, tot pool with a play structure and a universal change room, social gathering spaces, meeting rooms, food services and a strong connection to Lindsay Park.

**THE FOLLOWING SECTION IS FOR CIVIC PARTNERS MANAGING CITY-OWNED ASSETS**

**12. CAPITAL PROJECTS AND ASSET MANAGEMENT**

**Asset:** *Lindsay Park Sports Society O/A MNP Community & Sport Centre*

**a) How did you use The City's capital funding in 2024?**

**MNP Community & Sport Centre**  
**2024 CPIG Eligible Projects**

Project	Total Cost	City Portion (75%)	Benefit (service improvement, efficiency, improved condition)
Various mechanical, heating and piping	677,823	508,367	Improved condition
Starting blocks	257,400	193,050	Improved condition, service improvement
Roof	147,800	110,850	Improved condition
E-sign	131,583	98,687	Improved condition
Fire suppression and gas detection	43,281	32,461	Safety
Gym floor resurfacing	40,820	30,615	Improved condition, service improvement
Shower renovations	40,663	30,497	Improved condition, service improvement
Lighting and electrical	22,841	17,131	Improved condition
Yoga studio	13,890	10,418	Service improvement
Water fountains	10,132	7,599	Improved condition, service improvement
Dive tower safety netting	9,645	7,234	Safety
Accessibility doors and benches	7,536	5,652	Safety
Door refurbishment	7,140	5,355	Improved condition, service improvement
Fiber closet	5,325	3,994	Improved condition
Window replacement	2,942	2,207	Improved condition
<b>Total</b>	<b>1,418,820</b>	<b>1,064,115</b>	