

- 1. Organization Name: Talisman Centre for Sport and Wellness (Lindsay Park Sports Society)**
- 2. Fiscal Year:** January 01 - December 31
- 3. Latest Annual Report available and web address:**
http://www.talismancentre.com/index.php?option=com_content&view=article&id=127&Itemid=308

GOVERNANCE

4. Current Vision, Mission & Mandate (include any proposed changes).

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.

5. Identify Board and senior management positions, incumbents and vacancies.

The Lindsay Park Sports Society (LPSS) Board of Governors is made up of between 9 -13 elected members based on skills, characteristics and competencies as defined in the Society's by-laws. Officer positions include Chair - Terry Baustad, Vice Chair - Darryl Bourne, Past Chair - (vacant), Treasurer - Dave Newby and Secretary - Colin Innes. The remaining Governors include Greg Steinraths, Spencer Coupland, Anette Mikelson, Andrew Wallace, Cari Din, Paul Snodgrass, Scott MacDonald and Alexis Teasdale.

The Past Chair position is currently vacant on account of an employment opportunity that resulted in relocation. The LPSS by-laws allow the Board to sit with between 9-13 Governors. While the position is vacant, it will be at the discretion of the LPSS Board, and based on need, to determine if the seat will be filled.

The LPSS employs a CEO who in turn hires approximately 250 employees who work for Talisman Centre. The senior leadership team includes a Jeff Booke, CEO, Rick Schmidt, Director of Finance, Cindy Ziobrowski, Director of Human Resources, Lorissa Dong, Director of Marketing, Aimee Johnston, Director of Sport and Devin Findlay Director of Programs and Services. Nine Managers run Talisman Centre's departments including fitness, group exercise, aquatics, facility, customer service, endurance training and sport services.

6. Discuss succession planning for Board and senior management.

The LPSS has a sophisticated succession plan that includes an annual Board skills inventory that identifies strengths and gaps, a formal call for nominations process, 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.

For employees, Talisman Centre has created a leadership and succession program in collaboration with Chinook College. The program helps develop leadership skills and is offered to all Managers and those identified through a talent identification program.

2014 YEAR IN REVIEW

7. Summarize 2014 accomplishments (based on established goals or objectives).

Priority:

- Becoming a more effective and disciplined organization by:
 - Utilized 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. Acted on findings.

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, \$1.8M 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, conducted an employee and user satisfaction surveys and acted on findings.

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Other: advanced all 7 goals within the Centre’s strategic plan, produced a year-end surplus, high levels of employee and stakeholder satisfaction levels, recognized as the best fitness facility in Calgary (FFWD), and invested approximately \$1.8M into the facility

8. Provide performance measures (targets and actual) used in 2014. Include any challenges in meeting targets.

- **Financial metrics.** RESULTS: Year-end surplus. Most revenue categories exceeded budget.
- **Employee satisfaction survey.** RESULTS: exceeded industry average scores.
- **Member and program satisfaction survey.** RESULTS: exceeded industry average scores.
- **Competitive analysis (local and international).** RESULTS: more people served with less funding support than all others surveyed.
- **Rates and Fees benchmark assessment study.** RESULTS: mid-priced (public), subsidized (sport)
- **Annual admissions.** RESULTS: 130,000 units
- **Facility visits.** RESULTS: estimated at 1.5M
- **Number of competitions/events.** RESULTS: 58
- **Board of Governor survey.** RESULTS: strong skills in the areas of governance, law, accounting, sport, public recreation and HR.

Note: detailed information available upon request.

9. Describe how your organization’s 2014 activities contributed to the economy and culture of Calgary, Calgary’s environment and the well-being of Calgarians.

Talisman Centre’s 2014 activities contributed to the purpose of the Triple Bottom Line Policy and Council’s vision to “create and sustain a vibrant, healthy, safe and caring community” by:

1. Smart Growth: Accountability, transparency and good governance

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.

2. Economic: Investing and Leverage investment in community infrastructure and programs

Including - Invested in lifecycle maintenance of the facility. (More than \$500,000 in 2012, more than \$1M in 2013, \$1.8M in 2014); Supported 27 Sport Partners and dozens of other sporting groups, school programs and community associations. Sought out and secured grants, private donations sponsorships and partnerships.

3. Economic: Creating a city where citizens want to live, work and invest

With respect to the economy, Talisman Centre hosted more than 50 competitions within the fiscal year that contributed to tourism and spending within the City. The facility also supports the economy by employing more than 250 people, many of whom are students or individuals beginning their professional career. Approximately 30 businesses use Talisman Centre as their home base including sport groups, health and wellness service providers and restaurateurs.

4. Environment: Reducing energy use and climate change impacts

In part through a planned capital investment strategy, and in part through opportunities generated through the Centre's flood recover, Talisman Centre invested in the following initiatives that contribute to a reduction in energy use and environmental benefits:

- lighting retrofits (from halogen and metal halide to LED) in the parking lot, competition pool, dive tank and lower fitness area
- All air handling units retrofitted with VFD's for improved efficiency
- hot tub conversion to UV (requires less chemicals)
- installation of boiler trim kits (increase efficiency)
- enhanced landscaping

5. Social: An inclusive city

In 2014, as a partner in The City's Fee Assistance Program, the Talisman Centre invested \$154,000 to ensure everyone has the opportunity to live active, creative and healthy lives. As a result, a total of 3,625 individual admissions and 478 memberships were subsidized to help all Calgarians enjoy recreation programs and facilities.

6. Social: An active city

Talisman Centre contributes to creating and sustaining a healthy community by promoting active living through programs, services, facilities and amenities that provide opportunities for people of all ages and abilities.

10. Indicate what resources were leveraged to support operational activities, providing examples.

In 2014, for every dollar invested by The City of Calgary into the operation of the Talisman Centre, nine dollars were leveraged through earned revenues, grants and private donations. Talisman Centre collaborated with several groups to leverage The City's investment including:

Alberta Parks and Wildlife Foundation, the Province of Alberta, Canadian Tire Jump Start®, The Calgary Foundation, Talisman Energy, Parks Foundation Calgary, Alberta Paraplegic Foundation, The Booster Club of Calgary, ARBI, URSA, Total Cardiology and many of the Sport organizations operating out of Talisman Centre.

In addition, Talisman Centre saw 500 volunteers contribute 8000 hours towards supporting Calgary's amateur athletes at local, regional, national and international events.

CAPITAL REPORTING

11. Provide an overview of your organization's capital development for 2014, including specific lifecycle/maintenance projects.

In 2014 the LPSS invested approximately \$1.8M in the facility. For every dollar invested into capital development, five dollars were leveraged by the Talisman Centre.

The Lindsay Park Sports Society has created a capital funding policy that delivers investment in three areas including:

1. **Building modifications \$1,156,000** (upgrades and enhancements)
Identified through a building assessment study and capital asset plan that considers lifecycle and condition. Examples include: Electrical service upgrade, competition pool grout and caulk, upgrades to family and caregiver change rooms.
2. **Program capital \$450,000** (primarily the fitness and recreation side of the dual mandate)
Identified in consultation with members and stakeholders. Examples include: new fitness equipment, volleyball standards, upgraded sound systems.
3. **Sport capital \$200,000 (primarily the sport training and competition side of the dual mandate)**
Identified in consultation with Talisman Centre's Sport Partners. Examples include: athletes lounge, timing equipment, pool cameras.

In addition, more than \$16M in flood recovery, which was paid for through insurance coverage, was invested into the facility in the following areas: mechanical and electrical equipment replacement, business interruption and contents replacement.

12. Indicate what funding was leveraged to support capital activities in 2014.

In 2014, for every dollar invested by The City of Calgary into capital development, five dollars were leveraged. Resources are leveraged against earned revenue, grants, private donations, in-kind gifts and volunteer work. Talisman Centre collaborated with the 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.

LOOKING FORWARD

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

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. Examples: promote sport tourism, partner with community associations, provide employment opportunities and leadership development, beautify the neighborhood.

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2. Reinvest in the facility as outlined in the Management and Operating Agreement between LPSS and The City, to ensure Talisman Centre remains a world class training and competition facility. Examples: \$960,000 in planned building modifications, \$450,000 recreation equipment, \$335,000 sport equipment.
3. Serve the dual mandate by supporting athletes in their training and competition and meeting the recreation needs of all citizens of Calgary. Example: enhance offerings to sport groups, new equipment purchases and added classes, use of technology.
4. Follow the Centre's 5-year strategic plan through to completion.
5. Explore opportunities to expand the facility (in-skin and out-of-skin) to meet the growing needs of Calgarians. Example: issued RFP for Master Plan and Functional Program, stakeholder engagement.

14. Identify any changes to plans and/or budget projections for 2015-2018.

N/A

15. What would be the operational impact should there be a reduction in your grant(s) from 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.

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 11.

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

Talisman Centre is a world class facility for sport training and competition however, over time, standards have changed and more desirable or optimal configurations for sport "field of play" are required. A strategic investment in the facility, specifically in competition venues, could result in more national and international events at the facility. These events support tourism and have economic spin-off benefits as athletes stay, eat and shop in our city while attending competitions.

Further, an investment in the facility allows for growth opportunities which can translate into more programs and services which in turn help stimulate the economy by providing employment and satisfying the recreational and wellness needs of Calgarians.