

**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.

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

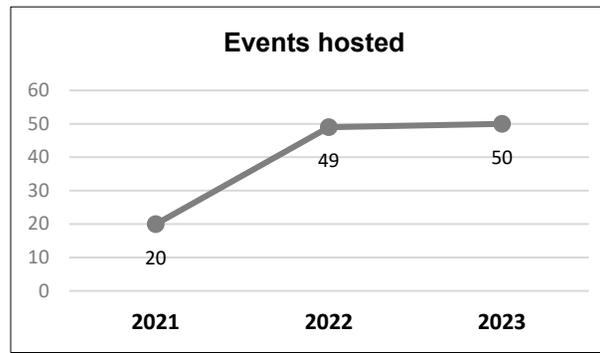
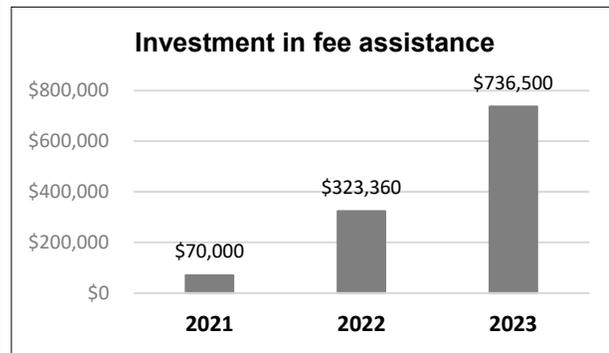
**2023 City Investment**

**Operating Grant:** \$1,483,057

**Capital Grant:** \$549,271

*City owned asset*

**2023 Results**



**The story behind the numbers**

- Investment in fee assistance for low income Calgarians increased from \$323,360 in 2022 to \$736,500 in 2023. This reflects the higher use of the program.
- The number of provincial, national and international competitions and events hosted at the facility helped drive economic benefits to the city.
- Sport training was booked at 100 per cent during primetime hours between January to June and September to December which supports alignment with MNP as a training and competition facility. The facility was 50 per cent booked in July and August.

**Benchmarks**

The organization’s leadership reviews a scorecard with 15 key metrics monthly and the board of directors reviews it bi-monthly to address and act on areas that are below target. Metrics include annual membership sales, passholder units sold, drop-in units sold, membership retention, program revenue, program fill rate, space utilization, net promoter score, per cent 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.

**Looking ahead: 2024 highlights**

2024 will see the start of construction for the \$85 million Leisure Expansion Aquatic Project that will add leisure water amenities including a lazy river, water slides, vortex, 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.



**LINDSAY PARK SPORTS SOCIETY  
(MNP COMMUNITY & SPORT CENTRE)  
2023 Civic Partner Annual Report**

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

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

**Fiscal Year End:** December 31

**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 2023 that contributed to:**

- a) one or more Council Strategic Directions- economic resilience, social resilience, climate resilience?**

**Economic resilience:**

Drive economic growth through event tourism. MNP Community & Sport Centre hosted 50 events in 2023. Events were local, provincial, national and international in nature. A Tourism Calgary economic study focused on four partner events hosted at MNPCSC in 2023 suggests an economic benefit in excess of \$4M.

Job creation through expanded facilities and partnership businesses. MNPCSC employees approximately 300 people, supports 36 sport partner businesses, and enables four tenant businesses.

**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 Neighbour Day, the Annual River Clean-up, Jane's Walk 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 (CRRRA), to map out future capital investments to ensure the long-term viability of the facility.

As part of a Federal funding application, 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.

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

MNPCSC operates within a five-year strategic plan that places 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 2023, 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 for Partners. What performance measures reflect your organization’s impact in 2023?**

Performance Measure	2021 results	2022 results	2023 results
Number of participant visits	Not available	1.5M	1.5M (approximate)
Dollars invested into the Fee Assistance Program so that Calgarians may utilize Recreation programs and services offered by MNP Community & Sport Centre (MNPCSC)	\$70,000	\$323,360	\$736,500
Number of events including provincial, national and international competitions hosted at MNPCSC that drive economic benefits to the City	20	49	50 external events (21 provincial, national and international)
Percentage of primetime hours allocated for sport training booked	65% <sup>1</sup>	95% January – June, Sept. – Dec.  50% July-August	100% January-June, Sept. -Dec.  50% July-August
# of athletes trained on site	5000 (approximately)	5000 (approximately)	5100 (approximately)
Percentage of visits to MNPCSC in comparison to visits to like facilities across Canada	30 to 50% more visits to MNPCSC	30 to 50% more visits to MNPCSC	30 to 50% visits to MNPCSC
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	30 to 50% less invested in MNPCSC
Percentage of available competition and event weekend spaces booked	100% (September – December)	100%	100%
Percentage of members that are satisfied with Aquatic and Dry land services and programs offered at MNPCSC.	80% satisfaction rating – Dry land  100% satisfaction rating - Aquatics	97% satisfaction rating – Dry land  88% satisfaction rating - Aquatics	91.5% satisfaction rating – Dry land  88% satisfaction rating - Aquatics
Social media ranking/satisfaction level (Ave rating - Yelp, Facebook, Google reviews, Trip Advisor, Indeed)	88%	82%	86%

<sup>1</sup> Aquatics 80% and Dry land 51%

**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?**

- Celebrated the Centre's 40<sup>th</sup> Anniversary
- MNPCSC became the official training Centre for the Calgary Surge CEBL basketball team
- Launched a formal volunteer program that engaged 66 people that contributed more than 3800 in volunteer time, with many transitioning to full and part time employment
- Supported Calgary's successful bid to host the North American Indigenous Games (NAIG)
- Proactively initiated a facility Climate Risk and Resiliency Assessment (CRRA)

**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 late.

**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 is 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?**

In 2023 MNPCSC and the LPSS Board of Governors furthered DEI work with the following:

Developed and published a *Diversity, Equity and Inclusion in the Workplace Policy*

In partnership with all MNPCSC employees, created a headline statement: *Our passion for sport, people and community includes everyone!*

Further articulated the headline statement with subtext: *We are committed to providing an atmosphere without barriers to promote diversity, equity and inclusion, and to better reflect the communities we serve.*

Adjusted the John Currie Amateur Sport Bursary application to include a DEI category and award points within the rubric to athletes that qualify, thus leading to more diversity amongst those recognized.

Of note, in a 2023 staff survey, 94% of employee noted MNPCSC support 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](#))**

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 identified a number of residents identifying as Indigenous living in close proximity to 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 2023.**

%	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 2023? (including board and committee members)**

How many volunteers?	MNPCSC Volunteer program: 66 volunteers Sport Partner Events: 500 (estimated)
Estimated total hours provided by volunteers:	MNPCSC Volunteer program hours: 3800 Sport partner event hours: 4000 (estimated)

**9. Did your organization receive any awards or recognition in 2023, or have any client or participant feedback that you want to highlight?**

Lifesaving Society, Terry Cavanagh Junior Lifeguard Club (Awarded to affiliate delivery partner with largest Junior Lifeguard Program)

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

Lifesaving Society, Anne Resek Swim for Life Recognition Award (Awarded to the affiliate delivery partner with the largest Swim for Life program)

Lifesaving Society, William (Bill) Patton First Aid Recognition Award (Awarded 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 2023, 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?**

Applied to the Federal Government Green and Inclusive Community Buildings Program (GICB). As part of the application, MNPCS produced an Energy Modelling Report, Embodied Carbon Report, Zero Carbon Transition Plan, and a project specific Climate Resilience First Assessment. While the application was declined, the materials produced through the exercise will help inform future opportunities.

Climate Risk and Resiliency Assessment (CRRA): In partnership with the City of Calgary, MNPCSC invested in a climate risk and resilience assessment. It is expected that climate hazards will continue to change in the future (increased heat, more frequent intense precipitations events, increased storms and wildfire activity bringing smoke). The CRRA will prioritize adaptation actions for consideration and ahead of the expansion project.

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

**“Shovels in the ground!”**

A major focus in 2024 will be the start of construction for the \$85M Leisure Expansion Aquatic Project (LEAP). The project will add leisure water amenities including a large lazy river, water slides, vortex, 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 2023?**

<b>Project</b>	<b>City Funding (2023)</b>	<b>Benefit (service improvement, efficiency, improved condition)</b>
Various mechanical, ducting and piping	\$ 184,000	Improved condition
Basketball infrastructure	162,000	Improved condition, safety
Structural	63,000	Improved condition, safety
Parking lot	60,000	Improved condition
Security cameras	32,000	Safety
Lighting	18,000	Improved condition, efficiency
Various other safety	16,000	Safety
Flooring	5,000	Improved condition
Studio upgrades	8,000	Service improvement
Other	1,000	Improved condition
<b>Total</b>	<b>\$ 549,000</b>	