

# Servus Credit Union Place



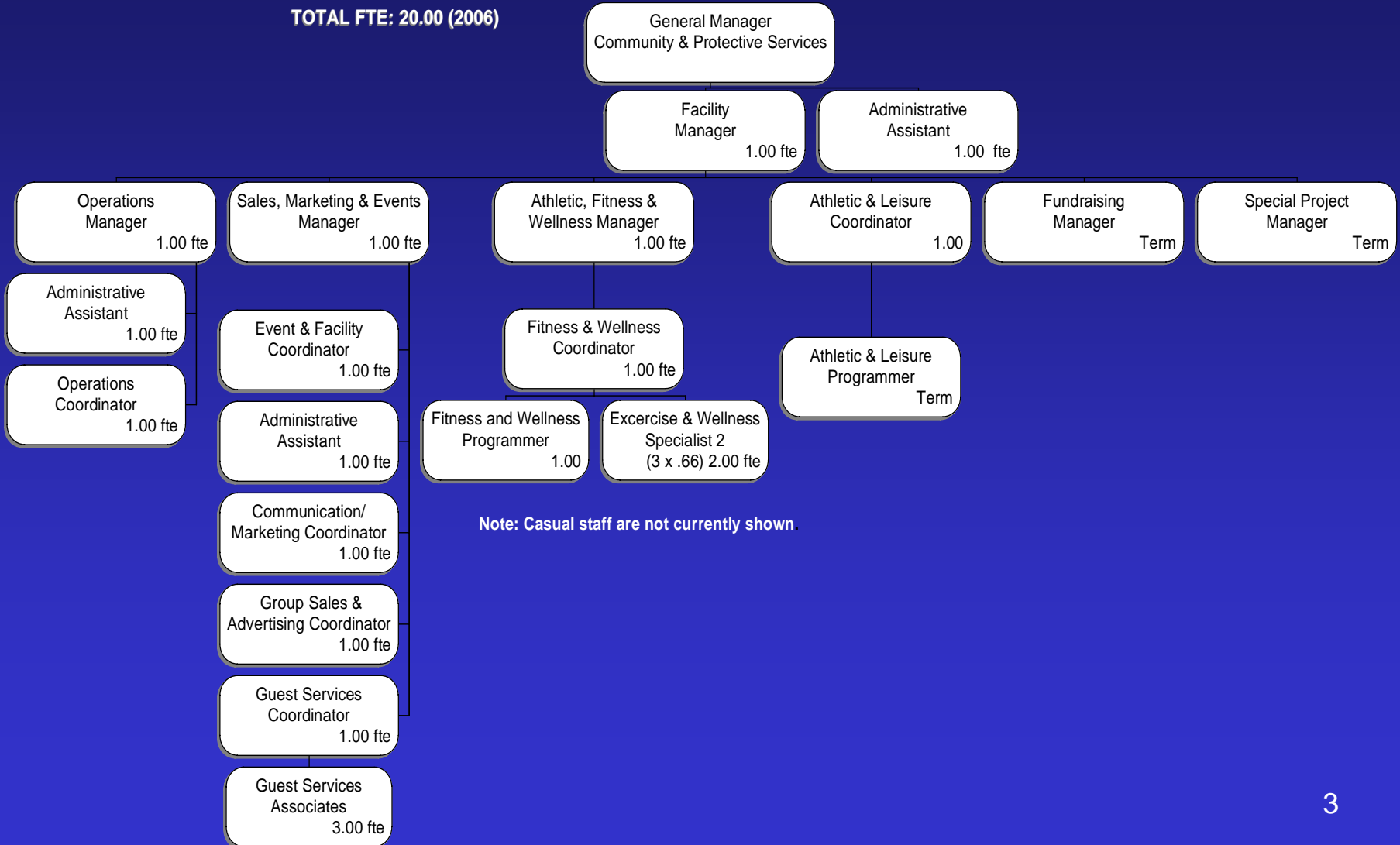
## Servus Credit Union Place

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- **Council Priority:**
  - Build and plan the start up of Servus Credit Union Place
  - Servus Credit Union Place will be a landmark recreation and leisure facility providing tremendous opportunities for all St. Albert residents.
  - Servus Credit Union Place is a substantial capital project and Council will monitor the construction and plan the start-up of the centre to ensure residents receive a high quality facility and good value for their money.

## Servus Credit Union Place

TOTAL FTE: 20.00 (2006)



## Servus Credit Union Place

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### Our Vision

*Inspiring healthy experiences through ageless play*

### Our Values

- **Safety**
  - Our Centre is clean, safe and we are environmentally responsible.
- **Respect**
  - Respect is an understanding and appreciation of people. We value differences and diversity.
- **Teamwork**
  - Working together with a shared vision toward a common goal of inspiring healthy experiences.
- **Entrepreneurial Spirit**
  - Using resources in a balanced way to manage our goal of operational self-sufficiency.

## Servus Credit Union Place

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- **2006 Staffing Levels**
  - Servus Credit Union Place: 20 FTE's
  - Public Works Contract: 5.4 FTE 's
  - Aquatics Contract: 2.76 FTE's
  - Corporate Services Contract: 2.5 FTE's
  - Annual Casual Hours: 87,296

## Servus Credit Union Place

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- **Programs/Services:**
  - Operate a facility designed to meet the leisure, recreation and sport needs of the community.
  - Provide a venue to host local, regional, national and international events.
  - Provide opportunities for investment by the private and the not for profit sector.

## Servus Credit Union Place

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- Key Highlights & Accomplishments:
  - Servus Credit Union Place, formally known as the St. Albert Leisure Centre was completed on time and on budget.
  - Open to the public on September 30<sup>th</sup>, 2006 within the Guaranteed Maximum Price (GMP) of \$42,095,000.
  - The Capital Fundraising Campaign has exceeded the target of \$4 million with over \$7 million raised to date.

## Servus Credit Union Place

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- Key Highlights & Accomplishments:
  - The enterprise organization policy was approved as the operating model for Servus Credit Union Place.
  - A tailored “Raving Fans” customer service program has been developed by Ken Blanchard to meet Servus Credit Union Place’s core value of exceptional service.
  - The Community Police Station within Servus Credit Union Place will be operational by December.

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- Key Highlights & Accomplishments:
  - Leased over 9,000 square feet of retail and food/beverage services to local businesses for an annual gross revenue of \$278,000 in 2007.
  - After six weeks of operation Servus Credit Union Place has recorded the following statistics:
    - 4967 memberships have been sold
    - 13,684 day passes have been sold
    - 18,000 users of the fitness centre
    - An estimated 150,000 people have visited the building

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- Service Standards:
  - Servus Credit Union Place is operational by September 2006.
  - Outcomes:
    - Building opened in September 2006 on budget (\$42,095,000). Core programs and services were available to the public by October 2006.

## Servus Credit Union Place

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- Service Standards:
    - Customer needs and expectations are exceeded.
- Future Outcomes:
- All employees will receive customer service training within one week of start date.
  - All employees will live our vision, mission, values, and outcome expectations at all times.
  - Response to enquiries from the public and internal customers is within 24 hours.
  - The facility will achieve 95% customer satisfaction and 85% community satisfaction with less than 1% very dissatisfied.

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- Service Standards:
  - Budget Targets are met.
- Future Outcome:
  - Profitability is shown by year three of operation
- Capital Fundraising Program will be complete by April 2007.
- Outcome:
  - In excess of \$4 million dollars in sponsorship is raised to reduce capital debt.

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- Budget Pressures:
  - The Enterprise policy creates the incentive for staff to exceed budget in order to generate funds to reinvest in the facility.
  - Traffic estimates from the original business plan are used with some slight modifications. Pass holder rates are set to place Servus Credit Union Place at the top of the local public sector, but bottom of the private sector, and mid-market provincially. Greater incentives and discounts are provided for seniors and youths.

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- Budget Pressures:
  - Pass holder revenue contributes significantly to the overall revenue and is vital to achieving a positive net operating budget.
  - Market pressures on staff and wages have created a competitive environment for attracting and retaining staff.

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- Traffic Estimates

	2007	2008	2009	2010
<b>Annual Totals</b>	1,668,576	2,002,291	2,202,520	2,422,722
<b>Rate of Increase</b>		20%	10%	10%

## Servus Credit Union Place

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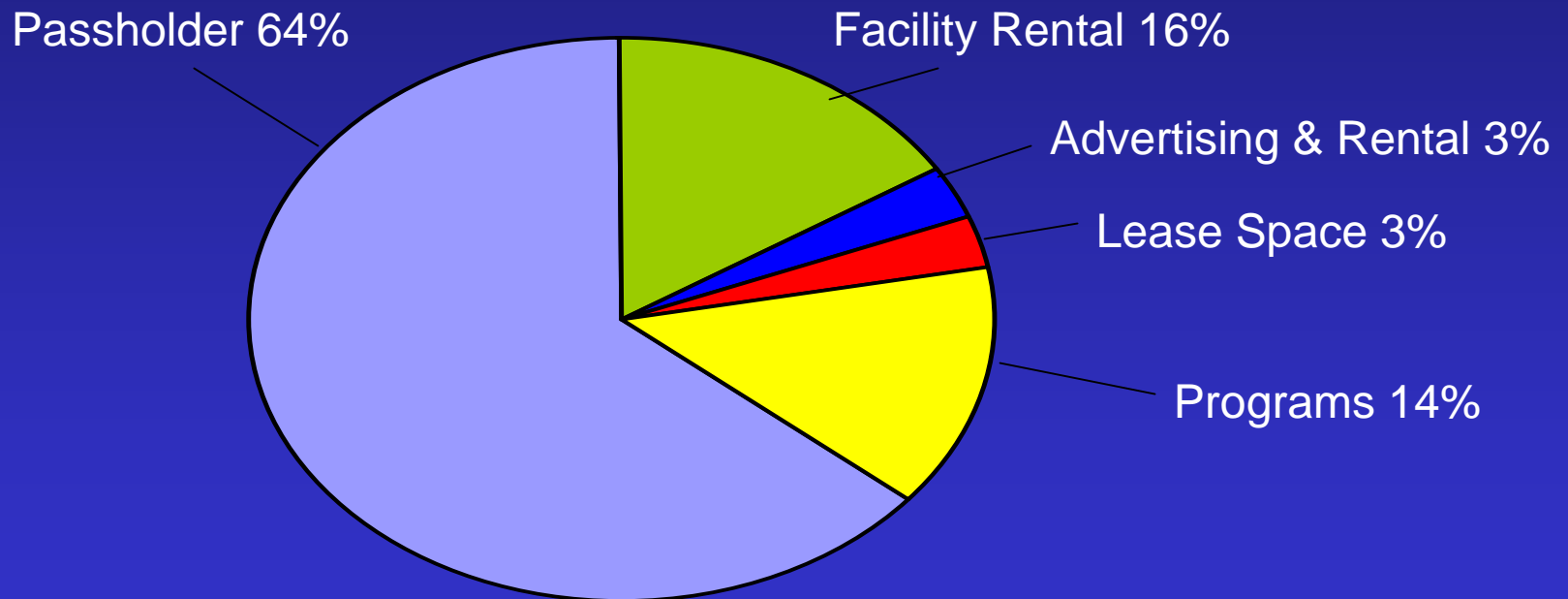
- Membership Estimates

	2006	2006	2007	2008	2009
	To Date	Budget	Budget	Budget	Budget
% Market	4.8%	5.5%	11.25%	12.8%	13.0%
101,500	4,967	5,583	11,419	12,941	13,195

## Servus Credit Union Place

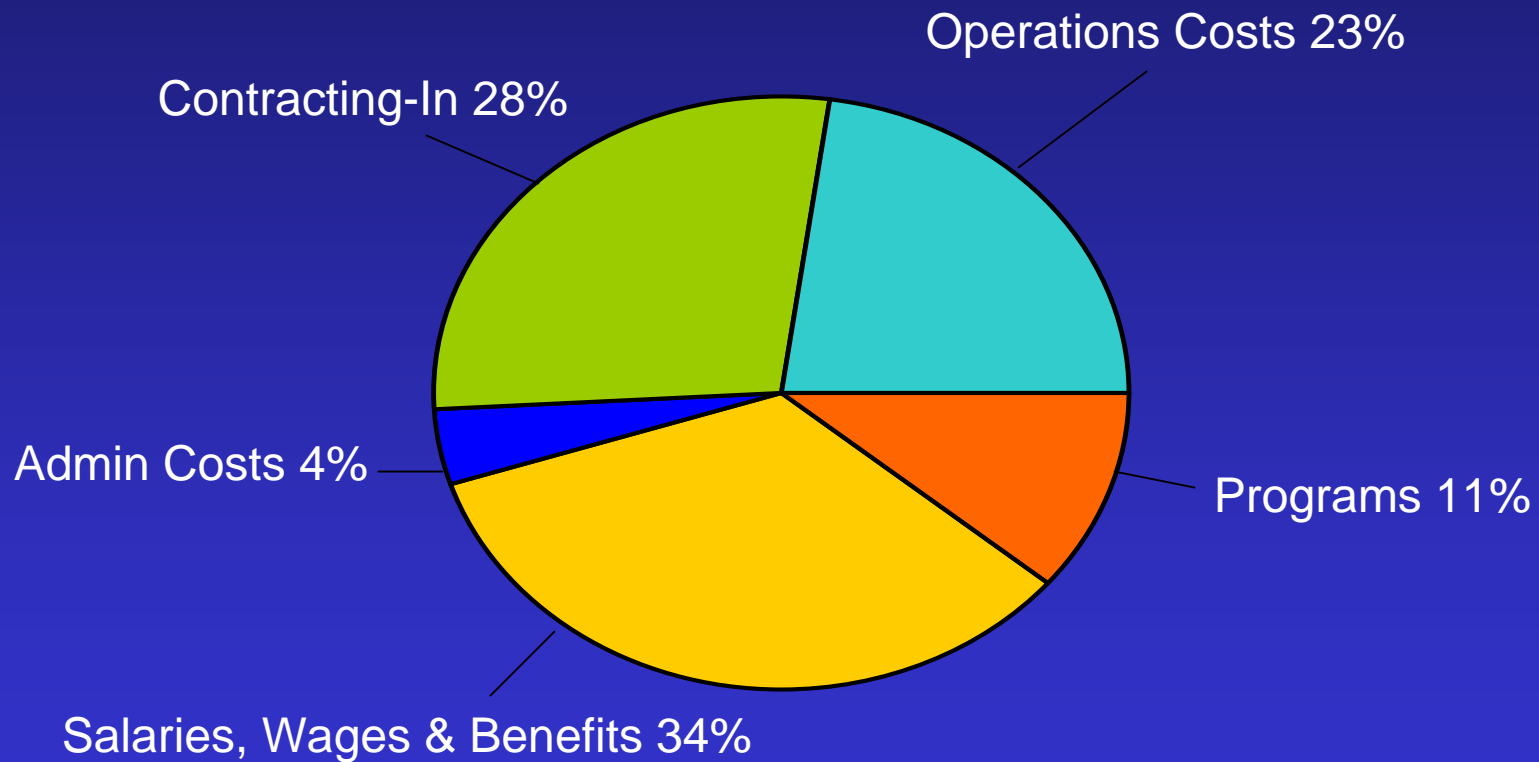
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- Revenues Overview:



## Servus Credit Union Place

- Expenditures Overview:



## Servus Credit Union Place

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### Revenues Overview:

<u>Revenue Item</u>	<u>2006 Budget</u>	<u>2007 Budget</u>	<u>2008 Budget</u>
Sales & User Fees	843,400	5,154,200	5,874,800
Rentals	510,900	1,325,900	1,395,300
Other Revenue	531,500	348,400	335,500
Transfers To/From Reserves	0	289,400	0
Transfers To/From Operations/Capital	3,337,900	3,337,900	3,337,900
<b>Total</b>	<b><u>\$ 5,223,700</u></b>	<b><u>\$10,455,800</u></b>	<b><u>\$10,943,300</u></b>

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### Expenditures Overview:

<u>Expense Item</u>	<u>2006 Budget</u>	<u>2007 Budget</u>	<u>2008 Budget</u>
Salaries, Wages & Ben.	1,414,800	2,293,900	2,401,200
Contracted & Gen. Serv.	938,700	1,425,500	1,478,700
Materials, Goods, Supp. & Utilities	512,300	1,072,600	1,122,500
Bank Charges & Short Term Interest	15,700	75,600	85,000
Debenture Interest	2,647,300	2,647,300	2,647,300
Other Expenditures	13,500	10,000	10,300
Transfers To/From Operations/Capital	898,900	2,167,700	2,244,800
Principal Repayments	730,600	715,600	716,400
Business Cases		47,600	181,300
<b>Total</b>	<b>\$7,171,800</b>	<b>\$10,455,800</b>	<b>\$10,887,500</b>

# **Servus Credit Union Place**

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Operating and Capital Business Cases

# **Servus Credit Union Place**

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## **2007 Operating Business Cases - Unfunded**

Staffing for Servus Credit Union Place 2.21 FTE's

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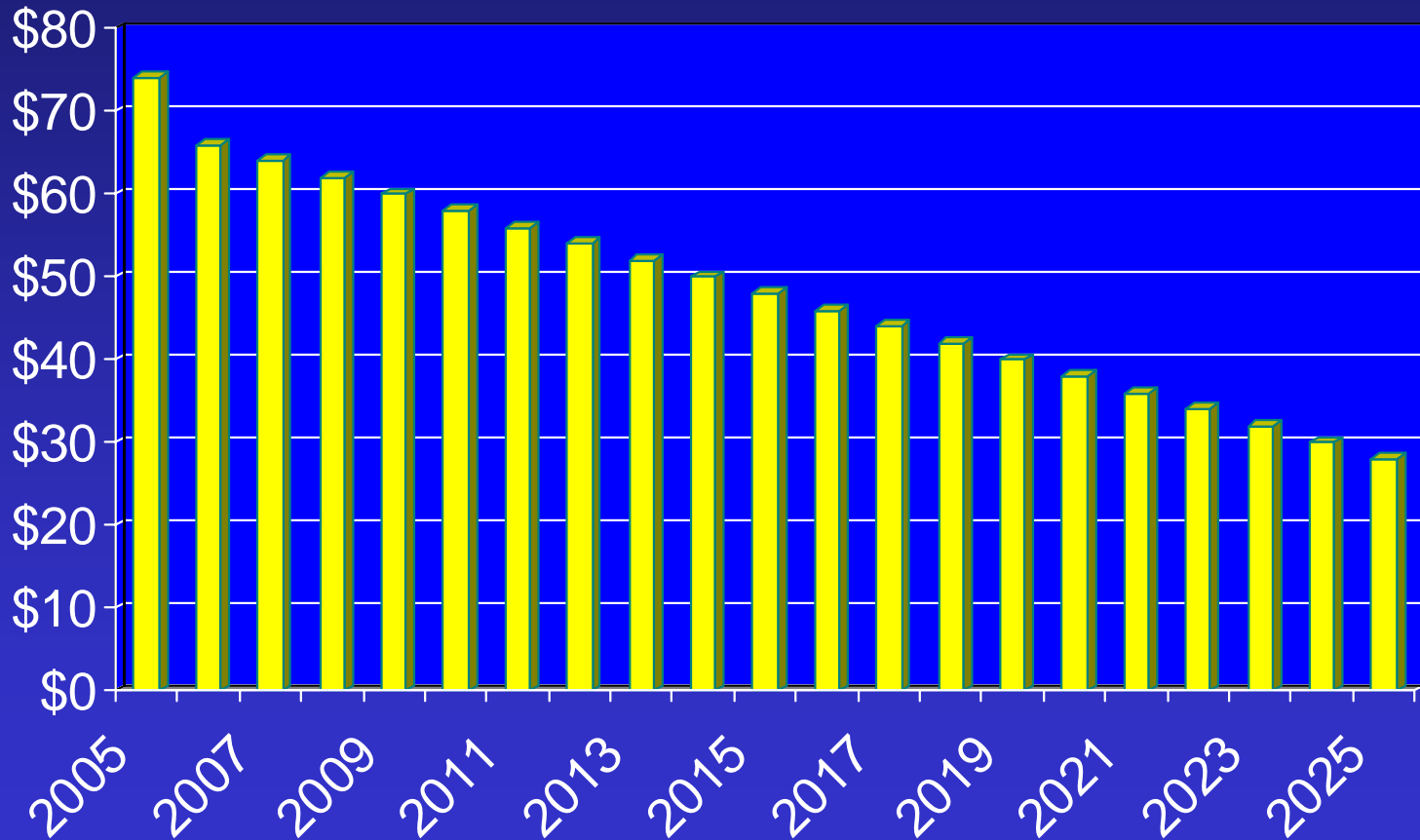
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## **2008 Operating Business Cases - Unfunded**

Staffing for Servus Credit Union Place      1.67 FTE's

## Servus Credit Union Place

Projected Taxes/\$100,000 Assessment  
As Assessment Growth Continues



# **Servus Credit Union Place**

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## Discussion