



ONTARIO RECREATION
FACILITIES ASSOCIATION INC.

2012 ANNUAL REPORT





VISION

To be the leader in the recreation facility profession.

MISSION

To provide leadership in the development and delivery of innovative training and education programs, value-added services, and quality products for the benefit of the recreation facility profession.

WE VALUE:

- Expertise in the recreation facility profession that comes from personal and organizational development
- Dedication to the professional, efficient and competent operation of recreation facilities
- The communication network of our stakeholders being important in advancing our mission
- Products and services developed and promoted in response to market needs
- Results based on business-centred principles

WE BELIEVE IN:

- Serving our stakeholders
- Strategic partnerships/alliances
- Advancement of the recreation facility profession
- Promoting safe, efficient and accessible recreation facilities
- Information management being the core activity of the Association
- Recreation facilities contribute to a healthy community
- Quality recreation facilities are an essential part of the recreation experience

CORE BUSINESS

Our core business is the creation and collection of information that has value to the recreation facilities profession. We will distribute this information to our members, key stakeholders and partners and to the general public.

GOALS

1. Strategic Alliances - Establish mutually beneficial alliances with similarly positioned organizations that further our core business and creates positive net results.
2. Membership Services - Promote the value of membership in the ORFA to retain the existing members and broaden representation from other sectors.
3. Communication of Information - Collect, create and distribute information and resources to keep our members and professionals in the broader facilities sector informed.
4. Professional Development - Develop and deliver professional development opportunities to increase the effectiveness of professionals in the recreation facility profession.
5. Professional Recognition - Sustain a high level of professional accreditation by delivering certification training programs and promoting professional designations.
6. Business Approach - Execute business-centred operating principles to achieve financial sustainability and maintain profitability.
7. Research and Development - Explore innovative initiatives to ensure ORFA offers leading products and services to meet or exceed sector needs.

2011/12 BOARD OF DIRECTORS

Steve Hardie, RRFA, CIT, CPT
 President/Chair of the Board
 Municipality of North Perth

Rob Lilbourne, RRFA, CIT
 Past President
 City of St. Thomas

Trevor Sanderson, CIT
 Director – Southern Region
 Township of Zorra

Rob Tunney, RRFA, CIT
 Director – Central Region
 St. Michael's College School Arena

Larry Fisher, RRFA, CIT
 President-Elect/Director – Eastern Region
 University of Guelph – Kemptville Campus

Dan McArthur, RRFA, CIT
 Director – Northern Region
 City of Dryden (Retired)

Justin Fidler, CIT
 Director-at-Large
 Western Fair Association

Gary Makins, RRFA
 Director-at-Large
 City of Port Colborne (Retired)

Richard Poole
 Corporate Director
 Cimco Refrigeration

ORFA PROFESSIONAL STAFF

John Milton
 Chief Administrative Officer

Sharon Dias
 Administrative Assistant

Monica Gursersaud
 Office Assistant

Terry Piche, RRFA, CIT
 Technical Director

Rebecca Russell
 Facilities Librarian

Hubie Basilio
 Public Relations & Communications
 Coordinator

Remo Petrongolo
 Director, Business Development

President's Report

It has been a great honour and privilege to have served as your 2011-12 President. The past two years have been very rewarding and has allowed me the opportunity to meet many new people in the recreation facility industry.

The ORFA Board of Directors and staff continue to operate under the established vision and mission of the association. I truly believe the ORFA is “a leader in the recreation facility profession”. This vision cannot be realized solely by the board and staff, it also requires the outstanding support from Association members as a whole.

In January of this year the ORFA Strategic Plan was updated to identify the Association's Core Business and Sector Challenges along with establishing the following seven strategic goal areas: Strategic Alliances, Membership, Communication of Information, Professional Development, Professional Recognition, Business Approach, and Research and Development. Utilizing the 2012-14 Strategic Plan as a guidance document, the ORFA will continue to operate and move forward in a unified direction.

On behalf of the Board of Directors I would like to thank the staff of the Association for their support and commitment in providing the quality programs and services that we have become accustomed to.

At this point there are a few Board members moving on from their role with the ORFA. I would like to extend a sincere thank-you to these people for their service to the Association and wish them well with all future endeavours. With the parting of these members we will see a few new faces on the Board of Directors for 2013-14. I would like to thank these people along with the returning executive members for their commitment in fulfilling these leadership roles.

Yours in Recreation,



Steve Hardie, RRFA, CIT, CPT
 President and Chair

CHIEF ADMINISTRATIVE OFFICER ANNUAL REPORT

It is my pleasure to once again provide the membership of the Ontario Recreation Facilities Association Inc. with this Annual Report that highlights some of the key initiatives and significant achievements of the last operating year.

The highlights would not have been possible without the dedication and commitment of your elected Board of Directors, volunteer committee members, and professional staff as we collectively strive to meet our mission “to provide leadership in the development and delivery of innovative training and education programs, value-added services, and quality products for the benefit of the recreation facility profession.”

Working together as a team, we have come to the end of another successful and productive year and continue in a direction of realizing our vision, “To be the leader in the recreation facilities profession.”

ASSOCIATION ACTIVITIES

Membership Report

The ORFA has 5,093 members who operate and manage recreation facilities in municipalities, educational institutions, government agencies, First Nations communities and in the private recreation sector. Members also include businesses and industries that support the recreation sector.

| MEMBERSHIP CATEGORY | 2009 | 2010 | 2011 | 2012 |
|--------------------------|-------------|-------------|-------------|-------------|
| Group (Primary Contacts) | 285 | 286 | 276 | 274 |
| Group (Employees) | 3452 | 3923 | 4014 | 4295 |
| Corporate | 136 | 129 | 115 | 108 |
| Individual | 401 | 424 | 586 | 676 |
| Life | 8 | 8 | 7 | 7 |
| Student | 3 | 4 | 6 | 7 |
| Total Members | 4285 | 4774 | 5004 | 5093 |

57th Annual Professional Development Program

The ORFA's flagship program was held Sunday, April 29 to Friday, May 4, 2012 at the University of Guelph and attracted 595 registered delegates. The program consisted of 26 different courses covering the span of four major disciplines: administration and management; aquatic facility operations; buildings and grounds and refrigeration and ice. The ORFA is thankful to the Office of Open Learning, University of Guelph for its continued support in acting as host for this annual program. Further, the ORFA is grateful to the following sponsors for their financial support of 2012 program:

Sponsor: EXPO and Awards & Recognition Dinner – CIMCO Refrigeration

Sponsor: Welcome Reception – Schoolhouse Products Inc.

Sponsor: 2012 Professional Development Events Brochure – Canadian Red Cross

Sponsors: EXPO T-Shirts – Schoolhouse Products Inc., ABC Recreation Ltd., Resurfice Corp.

| | 2009 | 2010 | 2011 | 2012 |
|--|------|---------------|------|------|
| Annual Professional Development Program Registration | 523 | 542 | 551 | 595 |
| Historical Running | | 18,496 | | |
| Total Since 1956 | | | | |

2012 EXPO

The 2012 EXPO was held on April 30th at the Delta Guelph Hotel and Conference Centre in conjunction with the Association's 57th Annual Professional Development Program. The 2012 EXPO layout was reconfigured to include outdoor pavilion tents and less exhibit space sold in an attempt to accommodate a better exhibitor and participant environment. The EXPO continued to be sold out with 68 booths and over 600 guests.

Regional Training

The ORFA delivered 45 different training courses in 2012 with a total of 911 registrations.

| | 2009 | 2010 | 2011 | 2012 |
|---------------------------------|------|------|------|------|
| Regional Training Registrations | 917 | 757 | 902 | 911 |
| # of Courses | 61 | 49 | 54 | 45 |

Operational Forums

One Operational Forum was offered in 2012. The one-day event provided members and interested stakeholders with the opportunity to listen and learn from a roster of guest speakers who presented on a variety of timely issues and trends affecting the recreation facility sector. The fall event, held December 5th in the Township of King, included the ORFA annual general meeting.

Facility Forum

The ORFA's official publication, *Facility Forum*, is produced and distributed to members and other stakeholders. The magazine highlights articles of interest covering a variety of subject areas including, refrigeration, aquatics, arenas, buildings, parks as well as providing key product updates and industry news. Over 2000 copies of the magazine are distributed on a quarterly basis and serves as the Association's primary print media service to members. 2012 saw the continuation of an online version of the magazine available to members only. The online member access served to allow greater readership of the publication to those who would not typically receive the printed version under a group membership.

Facilities Library

The Facilities Library serves the individual resource needs of ORFA members and continues to operate as a free search and retrieval service as one of the many benefits of membership. Working with various ORFA technical advisory committees and the Technical Director, the Facilities Librarian provides administrative and research support to various resource initiatives. The Facilities Librarian also acts as editor of *Facility Forum* and generates content for the weekly E-News electronic distribution.

E-News

E-News continues to be an important communication tool for the Association and was distributed to 3,460 in 2012 compared to 3,293 members in 2011 and 2,347 members in 2010 (resulting in approx. 47% increase since 2010). E-News regularly informs our members on a variety of topics including education and training opportunities, Association news, recreation sector and related industry information and alerts.

Facility Corner

Facility Corner is ORFA's online discussion board available to both members and industry stakeholders. In 2012, 170 individuals registered for this service resulting in 68 different posts in 5 forums.

Job Search Program

As of November 2012, the ORFA received 125 jobs compared to 89 in 2011 (up by 40%). This member benefit continues to be an extremely viable mechanism for employers to promote job openings to a dedicated work force.

ORFA Professional Designation Program

The ORFA grants members the exclusive use of the following professional designations: Registered Recreation Facilities Operator; Registered Recreation Facilities Supervisor; Registered Recreation Facilities Manager; Registered Recreation Facilities Administrator; Registered General Practitioner; Registered Student Practitioner; Certified Ice Technician; Certified Aquatic Professional and Refrigeration Plant Operations Technician. In 2012, 81 new professional designations were issued. Currently, there are 901 members who hold active ORFA professional designations.

| | 2011 ISSUED | 2012 ISSUED | 2012 ACTIVE |
|--------------|-------------|-------------|-------------|
| RRFA | 0 | 2 | 61 |
| RRFM | 1 | 0 | 16 |
| RRFS | 3 | 8 | 44 |
| RRFO | 3 | 1 | 11 |
| RGP | 5 | 12 | 28 |
| RSP | 0 | 1 | 1 |
| CIT | 33 | 45 | 642 |
| CPT/POSA | 3 | 5 | 35 |
| CAT/CAP | 6 | 5 | 37 |
| RPOT | 0 | 2 | 26 |
| Total | 54 | 81 | 901 |

Certified Ice Technician (CIT) Recertification

The ORFA Board of Directors and association staff have spent considerable time and effort in response to member needs to create a recertification program for the Certified Ice Technician professional designation that was appropriate, accessible, attainable and affordable for all. In doing so, three options of recertification continue to be available for those requiring recertification; a challenge exam, a classroom-based recertification course, and an online recertification course. The online recertification course was developed in partnership with the University of Guelph, Office of Open Learning and features state of the art online learning tools tailored to meet ORFA needs. Recertification assists both the Association to be diligent in its responsibilities to serve our member needs as well as the employer to meet the *Occupational Health and Safety Act's* requirement to ensure the workplace has competent workers.

Awards & Recognition

The following individuals have been recognized as 2012 award recipients:

| | |
|--|-----------------------------------|
| Ethel Dalton, Ontario Arenas Alumni Management Team | Certificate of Merit |
| Bill Heard, Ontario Arenas Alumni Management Team | Certificate of Merit |
| Dave Carter, Public Services Health & Safety Association | Certificate of Merit |
| Julie Mitchell | Doug Poulin Award of Achievement |
| Matt Scheifele | Doug Poulin Award of Achievement |
| Dave Wescott | Ronald G. Burnside Memorial Award |
| Frank Kellner | Doug Moore Ambassador Award |
| Barry Wilson (Posthumously Awarded) | Doug Moore Ambassador Award |

ORFA Committees

A special thank you is extended to the following individuals who served in a volunteer capacity in support of the Association's vision and mission:

OPERATIONAL COMMITTEES:

Arena Technical Advisory Committee - Graham Nesbitt, RRFA, CIT, John Archibald, RRFA, CIT, Steve Hardie, RRFA, CIT, CPT, Kevin Hill, RRFA, CIT, Dave Merriman, Dave Wescott, CIT, Tony Brenner, RRFA, CIT, Brent Wynne, George Acorn, Cory Portner, Don Moffatt, CIT, Terry Piche, RRFA, CIT (staff resource), Rebecca Russell (staff resource)

Aquatics Technical Advisory Committee - Karin Cronin, Red Cross, Dan McArthur, RRFA, CIT, Gary Makins, RRFA, Gail Botten, Red Cross, Rob Braid, CAT, Rob Bell, RRFA, Terry Piche, RRFA, CIT (staff resource), Rebecca Russell (staff resource)

Refrigeration Technical Advisory Committee - Bill Vass, Gaston Boissonneault, Tony Panetta, Dave Wescott, CIT, Justin Fidler, CIT, Tony Brenner, RRFA, CIT, Terry Piche, RRFA, CIT (staff resource), Rebecca Russell (staff resource)

Grounds Technical Advisory Committee Members - Mark Reinert, RRFM, CIT, CPT, Jay Kivell, Larry Fisher, RRFA, CIT, Remo Petrongolo (staff resource), Terry Piche, RRFA, CIT (staff resource), Rebecca Russell (staff resource)

BOARD APPOINTED COMMITTEES:

Administration & Finance Committee - Steve Hardie, RRFA, CIT, CPT, Rob Lilbourne, RRFA, CIT, Larry Fisher, RRFA, CIT

Awards & Recognition Committee - Rob Tunney, RRFA, CIT, Rob Lilbourne, RRFA, CIT

ORFA Strategic Plan

The ORFA Board of Directors and Association staff members have been extremely focused during the implementation of an approved three year strategic plan that concluded in 2011. Building on the success of this process, identified objectives were evaluated and refocused for yet another three year term (2012-2014). The renewed strategic plan includes seven key strategic goals to help guide and shape the ORFA vision and mission. Along with a renewed strategic plan, ORFA staff members have developed an operational plan that works towards implementation of many of the strategic goals and serves as a regular check and balance tool for staff to share progress with Board members.

GOVERNMENT/ORGANIZATION RELATIONS:

Canadian Recreation Facilities Council (CRFC)



ORFA President, Steve Hardie and Past President, Rob Lilbourne along with President-Elect, Larry Fisher represented the Association at the 2012 annual forum held in Canmore, Alberta June 10 – 13, 2012. The annual forum continues to bring together key representatives from other provincial and territorial facilities organizations, as well as government representatives, and other allied organizations in this sector to share experiences and address national facility issues and concerns. ORFA Chief Administrative Officer, John Milton also serves as Chief Executive Officer of the Canadian Recreation Facilities Council under a collaborative partnership that has ORFA act as the national administrative office for CRFC through June 2013. Included as an outcome of the 2012 annual forum meeting was approval to have the ORFA act as host and co-ordinator of the CRFC 2013 National Leadership Forum that will be held in Toronto June 10-13th.



In partnership with:



Canadian Red Cross - Ontario Zone

The ORFA and the Canadian Red Cross – Ontario Zone continue to partner in the promotion and delivery of the Certified Aquatic Professional (CAP) professional designation. The Certified Aquatic Professional training program consists of three courses representing 48 hours of classroom based instruction and hands on training. The courses are Essentials of Swimming Pool Operations; Aquatic Facility Operations Beyond the Basics; and Aquatic Program Administration. Representatives of Canadian Red Cross also serve as members of the Aquatics Technical Advisory Committee.



Ontario Arenas Alumni

A healthy and co-operative partnership continues to mature with the Alumni family. The ORFA recognizes the Alumni as the foundation and pioneering members of the Association and continues to recognize this partnership with complimentary exposure at the ORFA EXPO tradeshow, in Facility Forum, and in our weekly E-News. The ORFA maintains a web site link to the OAA and also administers the web site on behalf of the Alumni Management Board. Congratulations was extended to the Ontario Arenas Alumni in 2012 as they celebrated their 20th anniversary in Orillia during their Fall Gathering event. Our appreciation continues to be extended to Mr. Bud Stanley and the Alumni Board of Management for their continued support in fostering this mutually beneficial relationship.



Ontario Turfgrass Symposium

The ORFA continues to be a proud partner in the planning and delivery of the Ontario Turfgrass Symposium. The theme for OTS 2012 was “Grow Your Knowledge” and was held February 22 – 23 at the University of Guelph. Registrations totaled 414 delegates in 2012 compared to 462 in 2011 and 348 in 2010. This annual event is produced in partnership with the Sports Turf Association, Guelph Turfgrass Institute, Nursery Sod Growers Association, Professional Lawn Care Association of Ontario, Ontario Ministry of Agriculture and Food, and the Office of Open Learning at the University of Guelph.



ORFA/CIMCO Refrigeration Training

Arena operators across North America continue to benefit from the partnership between the ORFA and CIMCO Refrigeration in providing recreation facility-focused refrigeration training. These enhanced programs have improved both the basic training for operators and serve as the preparatory course for the Technical Standards and Safety Authority (TSSA)-Regulated Refrigeration Operator RB-1 and RB-2 examinations. In 2012, 60 students registered for advanced refrigeration training compared to 44 in 2011 and 60 in 2010.

ORFA/STAR Alliance



The ORFA and Serving the American Rinks (STAR) Alliance was created in 2001 and continues to successfully operate under a partnership agreement to jointly-deliver training courses applicable to the Certified Ice Technician (CIT) professional designation to the US arena industry. ORFA instructors taught at the 10th Annual North American Rink Conference (NARCE) held May 16 – 19 in Dearborn, Michigan to lead technical training courses that are required for the CIT professional designation.



Facility Operators And Managers Association (FOMA)

The ORFA/STAR Alliance remains the educational choice of the NHL facility operators group. This annual forum allows for both training and team building to address operational issues that affect these larger unique venues.

Public Services Health & Safety Association



ORFA's Chief Administrative Officer, John Milton continues to serve a member of the Municipal and Community Affairs Advisory Council in 2012. The Public Services Health & Safety Association (PSHSA) is a not for profit corporation created as a result of a restructuring of Ontario's health and safety associations. Its creation marks the beginning of a new approach to delivering prevention services in Ontario. PSHSA is the amalgamation of the Municipal Health and Safety Association (MHSA), Education Safety Association of Ontario (ESAO), and the Ontario Safety Association for Community and Healthcare (OSACH). PSHSA is one of four health and safety associations designated and funded by the WSIB pursuant to section 6(1) of the Workplace Safety and Insurance Act, 1997. As such, PSHSA plays a key role in the Ontario health and safety system's Road to Zero commitment to eliminate workplace fatalities, injuries and illnesses.

Ministry of Health and Long Term Care



ORFA participated in a Recreational Water Consultation Task Group that was led by the Ontario Ministry of Health and Long-Term Care (MOHLTC) to provide input and advice on a draft report of results from the Recreational Water Safety Consultation Series to inform options for public policy on how to reduce death and injury, and promote safe recreational water use in Ontario. The scope of work of the Recreational Water Consultation Task Group was limited to reviewing and assessing, from a systems perspective, key findings of the consultation in the draft report and consideration of options for operationalizing key recommendations. The final report, which will be drafted by Ipsos Reid, will include areas of activity (in proposed order of priority) which will inform options for public policy on how to reduce death, injury, and illness and promote safe recreational water use in Ontario.

Ringette Canada



In an effort to standardize ringette line markings across the country, the ORFA acted as project lead with the Canadian Recreation Facilities Council and Ringette Canada on how best to layout a ringette ice sheet. An ice markings tool was created to encourage facility managers to consider the benefits of conforming to standardized layout guidelines whenever possible. New construction and/or retrofits to a facility were also targeted to give consideration to these measurements, along with other ice sports user groups.

Respectfully submitted,

John Milton
Chief Administrative Officer



**ONTARIO RECREATION FACILITIES ASSOCIATION INC - ANNUAL GENERAL MEETING MINUTES
DECEMBER 7, 2011**

1. Call to Order and Welcome

Steve Hardie, President and Chair of the Board welcomed all present to the Pickering Recreation Complex in the City of Pickering and called the meeting to order at 1:15 pm following a morning of Corporate displays and information sessions. The President thanked all corporate vendors for their attendance and helping to make the annual Facilities Operational Forum a successful event. Appreciation was formally extended by the President to the City of Pickering and the Pickering Recreation Complex staff for hosting this event. The ORFA's Chief Administrative Officer, John Milton was introduced and voting rules of the annual general meeting was explained.

2. Approval of the Annual General Meeting minutes of Wednesday, December 1, 2010

All delegates received a copy of the 2010 AGM minutes at registration check in. President Steve Hardie looked for confirmation and approval of the 2010 Annual General Meeting minutes.

Moved by: C. Earle Moore, City of Brockville
 Seconded by: Gary Makins, City of Port Colborne

CARRIED

3. President's Report

Steve Hardie remarked that 2011 marks his first year of a two year term as president and chairman of the board for the ORFA. He further commented that this past year has been extremely rewarding in allowing him the opportunity to meet many new faces in the recreation facility industry.

Steve extended a sincere thank-you to the ORFA staff, along with the board of directors and operational committees of the association for their continued dedication and hard work on behalf of the association in meeting membership needs. He also thanked his employer, The Municipality of North Perth for allowing him the time to continue his involvement with the ORFA.

Steve commented that the association continues to operate under the guiding principles of the ORFA mission and vision, as well as the 2009-11 strategic plan based on the following six key strategic goal areas: Strategic Alliances, Membership Services, Communication of Information, Professional Development, Professional Recognition, and Business Approach. In 2012 the Board of Director will undertake a review of the existing strategic plan and make required revisions and amendments to ensure the ORFA continues to operate and function in a progressive manner.

A major highlight of Steve's report included continued strong participation at both the annual professional development program at the University of Guelph, as well as regional training opportunities. It was Steve's feeling, as the recreation facility profession continues to move forward, the need and requirement for ongoing professional development will only be greater. Steve commented that we continue to distance ourselves from the era of handing over facility keys to new facility workers with little experience and/or lack of training.

Looking forward to 2012 President Hardie reported that the ORFA will strive to continue to improve upon the annual professional development program and Expo which had been relocated in 2011. He indicated that as a new initiative, the association will be in attendance at the Association of Municipalities of Ontario (AMO) Annual Conference in Ottawa in an effort to promote the ORFA and our services to elected officials and senior municipal administrative personnel.

In conclusion, Steve reminded members that the ORFA Board of Directors election will take place in the fall of 2012. He strongly encouraged all members that have contemplated becoming involved in the association to consider the upcoming election as an opportunity to become the future of the ORFA.

4. Treasurer's Report

ORFA CAO, John Milton provided a brief overview of outcomes from the audited 2010 financial statement that led to an excess of revenues over expenses in the amount of \$63,652.00. The audited 2010 financial statement was made available within the 2011 ORFA Annual Report. With no questions raised related to the review of the audit by the Treasurer, a motion to accept the 2010 ORFA audited financial statement was entertained.

Moved by: Rob Lilbourne, City of St. Thomas
 Seconded by: Gary Makins, City of Port Colborne

CARRIED

As required in the ORFA By-Law, the Treasurer reminded members that we are required to confirm the auditors for 2011. The Treasurer recommended that we continue to use the firm of Norton McMullen & Co. With no objections a motion was entertained.

Moved by: Rob Lilbourne, City of St. Thomas
 Seconded by: Rob Tunney, St. Michael's College School

CARRIED

5. Adjournment

As there was no other new business the meeting was adjourned at 1:37 pm.

Moved by: Jay Kivell, City of Guelph (retired)
 Seconded by: Justin Fidler, Western Fair Sports Centre

CARRIED

6. Next Meeting Date

The next annual general meeting date was identified for Wednesday, December 5, 2012 in the Township of King.

Recording Secretary:



John Milton, Chief Administrative Officer

ONE VALLEYWOOD DRIVE, SUITE 200
MARKHAM, ONTARIO L3R 5L9
TELEPHONE (905) 479-7001
FAX (905) 479-0045

To the Members
Ontario Recreation Facilities Association Inc.
TORONTO, Ontario

Report on the Financial Statements

We have audited the accompanying financial statements of Ontario Recreation Facilities Association Inc., which comprise the statement of financial position as at December 31, 2011 and the statements of changes in net assets and revenue and expenses for the year then ended.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Association's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of Ontario Recreation Facilities Association Inc. as at December 31, 2011 and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Other Matter

The statement of financial position as at December 31, 2010 and the statement of changes in net assets and revenue and expenses for the year ended December 31, 2010 are unaudited.

NORTON MCMULLEN & CO. LLP
Chartered Accountants. Licensed Public Accountants



MARKHAM, Canada
September 19, 2012


ONTARIO RECREATION FACILITIES ASSOCIATION INC.

**STATEMENT OF FINANCIAL POSITION
As at December 31,**


| | 2011 | 2010 Unaudited |
|------------------------------------|-------------------|---------------------------|
| ASSETS | | |
| Current | | |
| Cash and Cash Equivalents | | |
| Unrestricted | \$ 404,992 | \$ 307,146 |
| Held in trust (Note 3) | 56,315 | 57,162 |
| Internally restricted (Note 4) | 279,720 | 213,313 |
| Accounts receivable | 59,672 | 36,347 |
| Inventory (Note 5) | 50,262 | 76,669 |
| Prepaid expenses and sundry assets | <u>3,896</u> | <u>10,012</u> |
| | <u>\$ 854,857</u> | <u>\$ 700,649</u> |
| LIABILITIES | | |
| Current | | |
| Accounts payable and accruals | \$ 37,117 | \$ 30,665 |
| Government remittances payable | 11,955 | 21,933 |
| CRFC trust funds (Note 3) | 56,315 | 57,162 |
| Deferred revenue | <u>57,165</u> | <u>47,668</u> |
| | <u>\$ 162,552</u> | <u>\$ 157,428</u> |
| NET ASSETS | | |
| Internally restricted (Note 4) | \$ 279,720 | \$ 213,313 |
| Unrestricted | <u>412,585</u> | <u>329,908</u> |
| | <u>\$ 692,305</u> | <u>\$ 543,221</u> |
| | <u>\$ 854,857</u> | <u>\$ 700,649</u> |

Commitments (Note 8)

Approved by the Board:



President



Chief Administrative Officer

**STATEMENT OF CHANGES IN NET ASSETS
For the year ended December 31, 2011**

| | Opening Balance | Excess (Shortfall) of Revenue Over Expenses | Transfers (Note 6) | Closing Balance |
|---|----------------------------|--|-------------------------------|----------------------------|
| INTERNALLY RESTRICTED NET ASSETS | | | | |
| Current Period | | | | |
| Operating reserve | \$ 206,939 | \$ 2,754 | \$ 63,653 | \$ 273,346 |
| Bursary reserve | <u>6,374</u> | <u>-</u> | <u>-</u> | <u>6,374</u> |
| | <u>\$ 213,313</u> | <u>\$ 2,754</u> | <u>\$ 63,653</u> | <u>\$ 279,720</u> |
| Prior Period (Unaudited) | | | | |
| Operating reserve | \$ 204,177 | \$ 2,762 | \$ - | \$ 206,939 |
| Bursary reserve | <u>6,374</u> | <u>-</u> | <u>-</u> | <u>6,374</u> |
| | <u>\$ 210,551</u> | <u>\$ 2,762</u> | <u>\$ -</u> | <u>\$ 213,313</u> |
| UNRESTRICTED NET ASSETS | | | | |
| Current Period | | | | |
| | <u>\$ 329,908</u> | <u>\$ 146,330</u> | <u>\$ (63,653)</u> | <u>\$ 412,585</u> |
| Prior Period (Unaudited) | | | | |
| | <u>\$ 266,256</u> | <u>\$ 63,652</u> | <u>\$ -</u> | <u>\$ 329,908</u> |

**ONTARIO RECREATION FACILITIES
ASSOCIATION INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2011**

1. PURPOSE OF THE ORGANIZATION

The Ontario Recreation Facilities Association Inc. ("Association") is a not-for-profit corporation whose mission is to provide leadership in the development and delivery of innovative training and education programs, value-added services and quality products for the benefit of the recreation facility profession. The Association is exempt from income taxes.

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting

Revenues and expenses are reported on the accrual basis of accounting. Accordingly, revenues and expenses are recognized only when they are earned or incurred. Any revenue received, directly related to future expenses, is reflected in the accounts as deferred revenue.

(b) Revenue Recognition

i) Professional Development

Revenue is recognized when professional development courses and sessions are presented. Courses and sessions invoiced but not yet presented are recorded as deferred revenue.

ii) Communication and Member Services

Communication and member services include revenue generated from membership, professional designation and advertising fees. Membership fees are set annually by the Board of Directors and are recognized as revenue proportionately over the calendar year to which they relate. Revenue from professional designations is recognized when certification is complete and the fees and dues paid. Advertising revenue is based on the date the advertisement is published. Membership and advertising fees paid in advance are recorded as deferred revenue.

iii) Resource and Recognition

Resource and recognition revenue includes sales of manuals, log books and souvenirs. Revenue is recognized when the sale and delivery is complete and collection is reasonably assured.

iv) Corporate Affiliation

Corporate affiliation includes trade show revenue that is recognized based on the date the trade show occurs. Trade show amounts paid in advance are recorded as deferred revenue.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

**STATEMENT OF REVENUE AND EXPENSES
For the year ended December 31,**

| | 2011 | 2010 Unaudited |
|--|---------------------|---------------------|
| UNRESTRICTED OPERATIONS | | |
| REVENUE (Page 12) | | |
| Professional development | \$ 855,087 | \$ 883,587 |
| Communication and member services | 337,190 | 308,222 |
| Corporate affiliation | 79,520 | 69,555 |
| Resource and recognition | 69,528 | 72,155 |
| Interest | 3,951 | 880 |
| | <u>\$ 1,345,276</u> | <u>\$ 1,334,399</u> |
| EXPENSES (Page 13) | | |
| Administration and finance | \$ 708,143 | \$ 694,653 |
| Professional development | 373,590 | 448,939 |
| Resource and recognition | 54,633 | 52,981 |
| Communication and member services | 32,992 | 18,065 |
| Corporate affiliation | 29,588 | 56,109 |
| | <u>\$ 1,198,946</u> | <u>\$ 1,270,747</u> |
| EXCESS OF REVENUE OVER EXPENSES – UNRESTRICTED | <u>\$ 146,330</u> | <u>\$ 63,652</u> |
| INTERNALLY RESTRICTED OPERATING RESERVE | | |
| REVENUE | | |
| Interest | \$ 2,754 | \$ 2,762 |
| EXPENSES | <u>\$ -</u> | <u>\$ -</u> |
| EXCESS OF REVENUE OVER EXPENSES – INTERNALLY RESTRICTED | <u>\$ 2,754</u> | <u>\$ 2,762</u> |

SCHEDULE OF REVENUE

For the year ended December 31,

| | 2011 | 2010 Unaudited |
|--|-------------------|-------------------|
| Professional Development | | |
| Regional training programs | \$ 430,801 | \$ 457,162 |
| Annual training program | 409,247 | 404,246 |
| Regional information sessions | 15,039 | 22,179 |
| | <u>\$ 855,087</u> | <u>\$ 883,587</u> |
| Communication and Member Services | | |
| Membership fees | | |
| Group | \$ 148,473 | \$ 154,039 |
| Corporate | 54,919 | 56,819 |
| Individual and student | 48,681 | 21,675 |
| | <u>\$ 252,073</u> | <u>\$ 232,533</u> |
| Job search fees | 46,942 | 45,450 |
| Facility forum advertising | 38,175 | 14,229 |
| Professional designations fees and dues | - | 16,010 |
| | <u>\$ 337,190</u> | <u>\$ 308,222</u> |
| Corporate Affiliation | | |
| Tradeshaw display fees | <u>\$ 79,520</u> | <u>\$ 69,555</u> |
| Resource and Recognition | | |
| Manuals, logbooks and souvenir sales | <u>\$ 69,528</u> | <u>\$ 72,155</u> |
| Interest | <u>\$ 3,951</u> | <u>\$ 880</u> |

SCHEDULE OF EXPENSES
For the year ended December 31,

2011

2010
Unaudited

Administration and Finance

| | | |
|--|-------------------|-------------------|
| Wages and benefits | \$ 507,858 | \$ 508,852 |
| Less: Amounts charged to specific projects | (7,200) | (7,200) |
| | <u>\$ 500,658</u> | <u>\$ 501,652</u> |
| Office rent | 39,118 | 35,699 |
| Office supplies, photocopies and printing | 37,295 | 45,878 |
| Bank and credit card charges | 32,157 | 26,247 |
| Board meetings – travel, meals and accommodation | 18,847 | 21,524 |
| Postage | 18,701 | 16,487 |
| Telephone | 17,428 | 16,314 |
| Office equipment and software | 16,553 | 8,627 |
| Insurance | 16,193 | 10,401 |
| Accounting and bookkeeping | 11,193 | 11,824 |
| | <u>\$ 708,143</u> | <u>\$ 694,653</u> |

Professional Development

| | | |
|-------------------------------|-------------------|-------------------|
| Regional training programs | \$ 186,861 | \$ 234,808 |
| Annual training program | 182,611 | 206,058 |
| Regional information sessions | 4,118 | 6,573 |
| Casual help | - | 1,500 |
| | <u>\$ 373,590</u> | <u>\$ 448,939</u> |

Resource and Recognition

| | | |
|-------------------------|------------------|------------------|
| Log books | \$ 36,991 | \$ 36,275 |
| Refrigeration manuals | 6,901 | 11,348 |
| CRFC | 3,474 | 3,171 |
| Souvenir purchases | 3,211 | (392) |
| Partnership development | 2,004 | 153 |
| Facility library | 1,381 | 1,368 |
| Awards | 671 | 1,058 |
| | <u>\$ 54,633</u> | <u>\$ 52,981</u> |

Communications and Member Services

| | | |
|---|------------------|------------------|
| Facility Forum printing and distribution | \$ 25,742 | \$ 11,679 |
| Professional designation program | 4,084 | 2,323 |
| Advisory Committee meetings | 2,335 | 3,253 |
| Membership cards, certificates, directory, decals and bereavement | 831 | 810 |
| | <u>\$ 32,992</u> | <u>\$ 18,065</u> |

Corporate Affiliation

| | | |
|--------------------|------------------|------------------|
| Trade shows | \$ 27,673 | \$ 52,710 |
| Event sponsorships | 1,915 | 3,399 |
| | <u>\$ 29,588</u> | <u>\$ 56,109</u> |

2. SIGNIFICANT ACCOUNTING POLICIES continued

(c) Internally Restricted Net Assets

i) Operating Reserve

The Board of Directors has segregated and restricted a portion of the net assets of the Association in order to provide an operating reserve. Funds equivalent to the full amount of the operating reserve are held in guaranteed investment certificates and are not available for general operations without approval from the Board of Directors. Interest earned on the funds is recognized as revenue in the operating reserve.

ii) Bursary Reserve

A portion of the net assets of the Association have been segregated and restricted in a bursary reserve. The bursary reserve may be used at the discretion of the Board of Directors to support applicant students' educational requirements for studies pertaining to the recreational facilities industry. The Board is evaluating the mandate of the bursary reserve and has temporarily suspended activity within the reserve until a long-term plan is put in place.

(d) Contributed Services

Volunteers contribute substantial amounts of time to assist the Association in carrying out its activities. Due to the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

(e) Cash and Cash Equivalents

Cash and cash equivalents include cash held in bank accounts and cashable guaranteed investment certificates plus accrued interest.

(f) Inventory

Inventory is recorded at the lower of cost or net realizable value. Cost is determined on a first-in, first-out basis.

(g) Capital Assets

Capital assets are expensed in the year of acquisition.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2011

2. SIGNIFICANT ACCOUNTING POLICIES continued

(h) Use of Estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions based on currently available information. Such estimates and assumptions affect the reported amounts of assets and liabilities as at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from the estimates used.

(i) Financial Instruments

The Association's financial instruments consist of cash and cash equivalents, accounts receivable, accounts payable and accruals and government remittances payable. The fair value of these financial instruments approximate their carrying value due to their short-term maturities.

3. CASH HELD IN TRUST

The Association performs national administrative duties for the Canadian Recreation Facilities Council ("CRFC"). The CRFC holds an annual forum to bring together key representatives from provincial and territorial facilities organizations as well as government representatives and other allied organizations to address national facility issues and concerns. The Association, in its administrative capacity, organizes the forum and holds the resulting net proceeds of the event in trust for future activities.

4. INTERNALLY RESTRICTED CASH AND CASH EQUIVALENTS

The Board of Directors of the Association has internally restricted certain amounts as detailed on the Statement of Changes in Net Assets. These internally restricted amounts are not available for unrestricted purposes without the approval of The Board of Directors.

| | 2011 | 2010 |
|---|-------------------|-------------------|
| Guaranteed Investment Certificates (Cashable) – bearing interest at 0.7% - 2%, maturing October, 2012 to December, 2013 | \$ 216,067 | \$ 213,313 |
| Cash in bank | 63,653 | - |
| | <u>\$ 279,720</u> | <u>\$ 213,313</u> |

5. INVENTORIES

Inventories consist of the following:

| | 2011 | 2010 |
|-----------------------|------------------|------------------|
| Printed materials | \$ 43,210 | \$ 67,813 |
| Promotional materials | 7,052 | 8,856 |
| | <u>\$ 50,262</u> | <u>\$ 76,669</u> |

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

December 31, 2011

6. TRANSFERS

During the year the Board of Directors transferred \$63,653 (2010 – \$nil) from unrestricted net assets to the operating reserve to increase the operating reserve.

7. FINANCIAL INSTRUMENTS

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause financial loss for the other party by failing to discharge an obligation. It is management's opinion that the Association .

Liquidity Risk

Liquidity risk is the risk that the Association will encounter difficulty in meeting obligations associated with financial liabilities. The Association has internally restricted a portion of net assets with a supporting cash reserve to allow for such risk.

Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Approximately 47% of the Association's unrestricted cash and cash equivalents is held in U.S. dollars and has been converted into equivalent Canadian dollars at the exchange rate in effect at the year end.

8. COMMITMENTS

The Association leases its premises from Sport Alliance Ontario under a lease expiring March 31, 2012. The lease provides for automatic one year extensions unless a termination notice is provided by either party 90 days prior to the end of the current term.

The Association leases office equipment requiring lease payments totalling \$7,760 annually until March 2017.

9. CAPITAL MANAGEMENT

In managing capital, the Association focuses on liquid resources available for operations. The Association's objective is to have sufficient liquid resources to continue operating despite adverse financial events. The need for sufficient liquid resources is considered in the preparation of an annual budget and in the monthly monitoring of cash flows, projections and actual operating results compared to budget. Furthermore, the Association has internally restricted certain amounts for use as determined by the Board of Directors. The restricted amounts are supported by cash held in a term deposit. At the year end, the Association has met its objective of maintaining sufficient liquid resources available for operations.

10. STATEMENT PRESENTATION

A statement of cash flows has not been prepared because it would not provide additional meaningful information.



ONTARIO RECREATION
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