



ONTARIO RECREATION
FACILITIES ASSOCIATION INC.

2014 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.

2014 BOARD OF DIRECTORS

Larry Fisher, RRFA, CIT, CGT
President/Chair of the Board
University of Guelph - Kemptville Campus

Steve Hardie, RRFA, CIT, CPT
Past President
Municipality of North Perth

Scott Mairs
Director – Southern Region
Municipality of Middlesex

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

Ross Rankin, RRFA
Director – Eastern Region
RA Centre, Ottawa

Rob Kurish
Director – Northern Region
Municipality of Greenstone

Justin Fidler, CIT
Director-at-Large
Western Fair District, London

Mark Reinert, RRFM, CIT, CPT
Director-at-Large
Town of Petawawa

Richard Poole
Corporate Director
Cimco Refrigeration

ORFA PROFESSIONAL STAFF

John Milton
Chief Administrative Officer

Sharon Dias
Executive Assistant

Monica Gursaud
Coordinator, Administration and Logistics

Terry Piche, RRFA, CIT
Technical Director

Rebecca Russell
Information Specialist

Remo Petrongolo
Director, Business Development

Hubie Basilio
Director, Technology and Design

President's Report

As my two year term as your President draws to a close and I prepare to take on my new role as past president, I take this time to reflect on the accomplishments achieved by the association members, volunteer committee, staff and the Board of Directors as a group and individually.

Our 2012-14 strategic plan has provided the necessary guidance as we strive to meet our goals and working towards the future. Our strategic plan will be renewed in 2015 with the new Board. I look forward to our planning session next month with the new Board as we review and update our priorities for the upcoming three year term of office.

Some highlights of 2014 include:

Another successful year for our training programs, both at the annual professional development program seeing 518 participants in 24 classes, as well as, regional training opportunities that continues to increase.

The technical advisory committees under the coordination of Terry Piche – Technical Director continue to review our many training programs and materials and make appropriate updates to be sure information is current and reflective of our membership training needs. These committees ensure top quality offerings to our members are possible.

Research and development efforts continue with updating of our certification and designation programs and revisions to existing and development of new training opportunities.

The association alliances continue to be a priority with several organizations including, Ministry of Labor, Ontario Fire Marshall's office, Frank Cowan Insurance, TSSA, PHSHA -Public Service Health and Safety Association, Heart and Stroke Foundation of Ontario, OTS, Canadian Hearing Society and OGRA – Ontario Good Roads Association and others. Continuing to develop and grow relationships with these groups are important. Our association's status as industry leader continues to reach new levels.

Our commitment to membership services including, updates to our website benefit from our online services, such as our resource library, job postings, forum discussions, electronic newsletters, electronic registration process among several others continue to expand and improve. The Facility Corner Forum continues to see a steady increase in participation. If you have not had an opportunity to review this service, I encourage you to do so and get involved in the various discussions by sharing your experiences, ask others members your questions, or just keep up with members. It's a fantastic tool available to you.

ORFA continues to participate as a member of the Canadian Recreation Facilities Council (CRFC) and offer support by hosting the National Office – our agreement has been extended to June 2015.

On behalf of the Board of Directors and our members I would like to take this opportunity to extend a huge thank you to the staff of the association for their commitment and hard work in providing the quality services, training programs and resources that our members have come to rely on. Thank You to John and your team.

I would also like to extend a thank you to all the Board members. For those that have completed their term with the Board and will be moving on to other adventures, as well as those returning for another term. Every individual's contributions and support over the past year has played a significant part in the association's success. You have been a great team to work with. Your efforts are appreciated and I wish you all success in the future.

I will also take this opportunity to welcome Rob Tunney to role of President for 2015-16. I will continue to provide assistance in any way possible and I look forward to your leadership.

A big welcome to the new members of the Board. I applaud each of you for your interest and willingness to take time out of your busy schedules to contribute to our organization and membership. From my experience, I am certain you will gain much from your contribution as you embark on your new leadership role with the association. I look forward to working with you all over the next couple of years.

And finally to our membership, thank you for the opportunity to be your President for the past two years. It has been a wonderful opportunity to give back to an association that has played a big part in my professional career. I have learned so much and truly enjoyed the experience of working with such an awesome group.

Kindest Regards,



Larry Fisher, RRFA, CIT, CGT
President and Chair

CHIEF ADMINISTRATIVE OFFICER ANNUAL REPORT - 2014

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 6,040 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	2013	2014
Group (Primary Contacts)	285	286	276	274	272	266
Group (Employees)	3452	3923	4014	4295	4593	4901
Corporate	136	129	115	108	100	90
Individual	401	424	586	676	685	685
Life	8	8	7	7	7	9
Student	3	4	6	7	9	15
Total Members	4285	4774	5004	5093	5394	6040

59th Annual Professional Development Program



The ORFA's flagship program was held Sunday, April 27 to Friday, May 2, 2014 at the University of Guelph and attracted 518 registered delegates. The program consisted of 24 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 and Educational Support, 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 2014 program:

Sponsor: EXPO Dinner – CIMCO Refrigeration

Sponsor: Welcome Reception – Schoolhouse Products Inc.

Sponsor: 2014 Professional Development Events Brochure – Canadian Red Cross

Sponsors: EXPO T-Shirts – Schoolhouse Products Inc., ABC Recreation Ltd., Marchant's School Sport Ltd., Resurface Corp, and

Henderson Recreation Equipment Ltd.

Sponsors: Annual Professional Development Program Binders – Jet Ice Ltd.

	2009	2010	2011	2012	2013	2014
Annual Professional Development Program Registration	523	542	551	595	495	518
Historical Running Total Since 1956			19,509			

2014EXPO

The 2014 EXPO was held on Monday, April 28th at the Gryphon Field House located at the University of Guelph in conjunction with the Association's 59th Annual Professional Development Program. The 2014 EXPO venue allows the ORFA to keep the event under one roof and with a reconfigured layout, allowed for 62 exhibitor booths and a site for the annual gathering of the Ontario Arenas Alumni and 600 delegates.

Regional Training

The ORFA delivered 46 different training courses in 2014 with a total of 860 registrations.

	2009	2010	2011	2012	2013	2014
Regional Training Registrations	917	757	902	911	837	860
# of Courses	61	49	54	45	43	46

Operational Forums

A series of one-day Operational Forums were held in Pickering from March 25-27 addressing Introduction to Swimming Pool Operations in Ontario, Safe Ice Resurfacers Operations and Safe Registered (Unattended) Refrigeration Plant Operations.

A Facilities Operational Forum and annual general meeting was also held December 3rd at the Centre for Health and Safety Innovation in Mississauga. Each 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.

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. 2014 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.



Resource Centre

The ORFA Resource Centre (formerly known as 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 Resource Information Specialist provides administrative and research support to various resource initiatives. The Resource Information Specialist 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 is distributed to 5,031 members in 2014, compared to 4,600 members in 2013, 3,460 in 2012, 3,293 in 2011 and 2,347 members in 2010 (resulting in over a 100% increase in membership communications since 2010). E-News regularly informs our members on a variety of topics including education and training opportunities, Association news, recreation sector related industry information, alerts, job postings and corporate member classifieds.

Facility Corner

Facility Forum Corner is ORFA's online discussion board available to both members and industry stakeholders. The discussion board was integrated into our web site in 2013 and focuses on the four major pillars of our operation, plus allows for general notices, legal awareness and testimonials to be posted. The Forum is steadily growing in use and allows members an opportunity to stay connected on a particular topic of interest or pillar of interest with ORFA.

Job Search Program

As of November 2014, the ORFA received 112 jobs in 2014, compared to 110 jobs in 2013, 125 in 2012 and 89 in 2011. This member benefit continues to be an extremely viable mechanism for employers to promote job openings to a dedicated work force. Jobs are posted to our web site for access by members, as well as distributed electronically to over 5,000 members in the weekly E-News release.

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 Parks Technician; Certified Aquatic Professional and Refrigeration Plant Operations Technician. Currently, there are 870 members who hold active ORFA professional designations.

DESIGNATIONS	ACTIVE
RRFA	59
RRFM	16
RRFS	68
RRFO	20
RGP	28
RSP	1
CIT	534
CPT/CGT	46
CAT	32
CAP	26
CBT	5
RPOT/CARPT	35
Total	870

Awards & Recognition

The following individuals have been recognized as 2014 award recipients:

RECIPIENT	AWARD
Greg Dean, Zamboni Company Ltd.Doug Moore Ambassador Award
Pam Charbonneau, Ontario Ministry of Agriculture Food and Rural AffairsRonald G. Burnside Memorial Award
Energy Management Team, City of MississaugaDon Harrison Energy Champion Award
Duncan Sanders, City of LondonDon Harrison Energy Champion Award
John Archibald, Town of Halton HillsDon Harrison Energy Champion Award
Frank Cain, University of GuelphAward of Merit
Monica Szabo, Public Services Health and Safety AssociationAward of Merit
Canadian Hearing SocietyCorporate Award of Merit
Rheume BellehumeurDoug Poulin Certificate of Achievement
Rob RombergDoug Poulin Certificate of Achievement

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 - John Archibald, RRFA, CIT , Greg Dean, Steve Hardie, RRFA, CIT, CPT, Kevin Hill, RRFA, CIT, Gary Makins, RRFA, Dave Merriman, Don Moffat, CIT , Graham Nesbitt, RRFA, CIT, Mark Reinert, RRFM, CIT, CPT, Duncan Sanders, RRFS, CIT, Cathy Sequin, and Dave Wescott, CIT

Aquatics Technical Advisory Committee - Rob Bell, RRFA, Rob Braid, CAT, Karin Cooke, Red Cross , Julie Evans, Red Cross , Gary Makins, RRFA , Dan McArthur, RRFA, CIT , and Amanda Nadeau

Refrigeration Technical Advisory Committee - Andrew Epp, Justin Fidler, CIT, Ed Greer, Ray Hammond, Todd Langer, Rob Lilbourne, RRFA, CIT, Gary Makins, RRFA, Dave Merriman, Don Moffat, CIT, Tony Panetta, Bill Vass, and Dave Wescott, CIT

Grounds Technical Advisory Committee Members - Joe Brown, RRFS, CIT, CGT, Frank Cain, Curtis Dray, Steve Hardie, RRFA, CIT, CPT, Jay Kivell, Gary Makins, RRFA, and Mark Reinert, RRFM, CIT, CPT

BOARD APPOINTED COMMITTEES:

Administration & Finance Committee - Larry Fisher, RRFA, CIT, CGT, Steve Hardie, RRFA, CIT, CPT, and Rob Tunney, RRFA, CIT

Awards & Recognition Committee - Justin Fidler, CIT and Rob Tunney, RRFA, CIT

EXPO Advisory Committee - Hubie Basilio (staff resource), Sharon Dias (staff resource), Remo Petrongolo (staff resource), and Richard Poole

Note: A special acknowledgement is also extended to the following individuals who acted in an advisory role with one or more of the technical committees. George Acorn, Gail Botten, Fred Horvath, RRFA, Dave Loverock, Greg Wright, RRFA, and Brent Wynne

ORFA Strategic Plan

The ORFA Board of Directors and Association staff members continue to be extremely focused on the implementation of an approved three year strategic plan that commenced in 2012 and ends 2014. Our three year plan has continued to build upon the goals and objectives set in 2009. Building on the success of the initial plan, objectives were prioritized and resources allocated to achieve maximum efficiency and effectiveness measurements. The strategic plan includes seven key strategic goals to help guide and shape the ORFA vision and mission. Along with the strategic plan, ORFA staff utilize 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. At the end of 2014, both Board members and staff will participate in a consultant led exercise to evaluate accomplishments and identify any challenges experienced prior to setting goals for the 2015-2017 period.

Strategic 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 training and professional development opportunities to increase the effectiveness of professionals in the recreation facilities 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.

GOVERNMENT/ORGANIZATION RELATIONS:

Canadian Recreation Facilities Council (CRFC)



ORFA President, Larry Fisher and President-Elect, Rob Tunney represented the Association at the 2014 annual forum held in Charlottetown, PEI June 9-11, 2014. 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 continues to act as the national administrative office for CRFC through June 2015.

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 be fostered between ORFA and the Ontario Arenas Alumni. 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, administers the web site on behalf of the Alumni Management Board, and prints and distributes the Alumni News as required. 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 2014 was “The Changing Face of Turf” and was held February 19 – 20 at the University of Guelph. Registrations totaled 404 in 2014, compared to 392 in 2013, 414 delegates in 2012, 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 Turfgrass Research Foundation, Ontario Ministry of Agriculture and Food, and the Centre for Open Learning and Educational Support at the University of Guelph. The ORFA would also like to acknowledge and thank Pam Charbonneau, the Ontario Ministry of Agriculture, Food and Rural Affairs in her pending retirement. Pam has been the driving force of the education program for OTS and deserves recognition of her valued role with the Symposium delivery each year.

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 2014, 118 students registered for advanced refrigeration training compared to 60 in 2013, 81 students in 2012, 44 in 2011 and 60 in 2010. A significant increase in 2014 due in part to the newly released CARPT professional designation.

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 continue to assist STAR on an as required basis, for either regional training courses or the annual North American Rink Conference (NARCE) that was held May 19 – 22, 2014 in Columbus, Ohio.

Facility Operators And Managers Association (FOMA)



The ORFA/STAR Alliance remains the educational choice of the NHL facility operators group under a signed partnership agreement thru 2016. This annual forum allows for both training and team building to address operational issues that affect these larger unique venues. Under ORFA/STAR Alliance, ORFA was sanctioned by FOMA to create educational material for FOMA Level I and II training material. This educational material was delivered by ORFA at the FOMA June 19-20, 2014 event in Orlando, Florida.

Public Services Health & Safety Association



ORFA's Chief Administrative Officer, John Milton continued to serve as a member of the Municipal and Community Affairs Advisory Council in 2014. Significant developments in 2014 included: a signed memorandum of understanding between ORFA and PSHSA, co-branding of a Legal Awareness course, input from PSHSA staff on different ORFA guidelines and best practice documents and an invitation from PSHSA for ORFA to become a voting member on behalf of the municipal recreation sector. The ORFA continues to explore ongoing partnership opportunities with PSHSA with a goal to increase access to health and safety sector specific education.

Canadian Hearing Society



The ORFA continued to work in partnership with the Canadian Hearing Society in 2014 on a project to help create accessible and inclusive environments in recreation facilities that will enable people who are Deaf and hard of hearing to have increased access to opportunities that promote healthy living and active leisure activities. The Creating Accessible Recreation Facilities program included:

- an education program for ORFA's 6,000 members, who are directors, managers and staff at recreation facilities across the province, with a series of vignettes, videos and webinars to improve communication.
- tools, technology and resources to enhance facilities with assistive listening devices such as FM systems, communication aids like the double-keyboard and screen combination UbiDuos, visual technology such as visual alarms and alerting systems, on-screen captioning, messaging on scoreboards and LED signs.

ONTARIO GOOD ROADS ASSOCIATION

The ORFA and Ontario Good Roads Association (OGRA) have entered into an agreement that will see mutually beneficial partnerships in areas of education, recognition and data collection and management. The ORFA has adopted OGRA's Municipal DataWorks data management system for the collection and utilization of municipal recreation facilities asset management data in Ontario. The OGRA have also accepted ORFA Advanced Recreation Facilities Business Management I course as equivalent to OGRA's specialty course applicable to OGRA's professional designation program, Accredited Asset Manager.

FRANK COWAN COMPANY LIMITED



The ORFA continues to provide a reciprocal access portal for those that are both members of ORFA and clients of the Frank Cowan Company. The Frank Cowan Company Risk Management Centre of Excellence is an online resource created to provide Cowan's clients with the information and tools needed to manage the various risk issues faced on a daily basis. The access point can be found within the ORFA Guidelines and Best Practices section of ORFA.COM

Respectfully submitted,

John Milton
Chief Administrative Officer



*Administration
and Management*



Aquatics



*Buildings
and Grounds*



*Refrigeration
and Ice*

ORFA.COM

@orfainc

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

ANNUAL GENERAL MEETING MINUTES, DECEMBER 4, 2013

1. Call to Order and Welcome

Larry Fisher, President and Chair of the Board welcomed all to the Cornell Community Centre and Library, Markham and called the meeting to order at 12:40 pm following a morning of Corporate displays and information sessions at the 2013 Facilities Operational Forum. As the first order of business President Fisher introduced the 2013/14 Board of Directors. They are as follows:

President - Larry Fisher, RRFA, CIT – University of Guelph, Kemptville Campus
Past President - Steve Hardie, RRFA, CIT, CPT – Municipality of North Perth
Director, South Region - Scott Mairs, Municipality of Middlesex Centre
Director, Central Region - Rob Tunney, RRFA, CIT – St. Michaels College School, Arena
Director, East Region - Ross Rankin, RRFA – RA Centre, Ottawa
Director, North Region - Rob Kurish, Municipality of Greenstone
Director At Large - Mark Reinert, RRFM, CIT, CPT – Town of Petawawa
Director At Large - Justin Fidler, CIT – Western Fair District, London
Corporate Director - Richard Poole, Cimco Refrigeration

Recognition was also extended to Bud Stanley, Fred Horvath, Steve Hardie and Terry Piche as association Past-President's who were in attendance for the annual general meeting. Larry also recognized Don Moffatt from Serving the American Rinks and Chris Kenopic from the Canadian Hearing Society as special guests who were also in attendance. Finally, Larry formally extended appreciation to Robert Bell, Town of Markham and the Cornell Community Centre staff for hosting this event. Rob was presented a token of appreciation from ORFA for acting as host of the event.

The ORFA's Chief Administrative Officer, John Milton was introduced and voting rules for the 2013 annual general meeting was explained.

2. Approval of the Annual General Meeting Minutes of Wednesday, December 5, 2012

All delegates received a copy of the 2012 AGM minutes at registration check in. President, Larry Fisher looked for confirmation and approval of the 2012 annual general meeting minutes.

Moved by: C. Earle Moore, City of Brockville

Seconded by: Steve Hardie, Municipality of North Perth

CARRIED

3. President's Report

Larry Fisher reported that as the first year of a two year term of office as the President and Chair of the Board draws to a close, it is an opportunity to reflect on the accomplishments achieved by the members, volunteer committee members, staff and the Board of Directors. Larry reported that the 2012-14 strategic plan continues to be the Board's guiding document for future operations and helps the ORFA to meet the seven agreed upon strategic goal areas. Highlights of Larry's report included:

- Another successful year for our training programs, both at the Annual Professional Development Program and Regional training opportunities;
- The return of our annual EXPO under one roof at the Field House at the University of Guelph – allowing for our corporate, group and individual members to connect and see what is new and innovative in the operations field and meet old and new friends;
- The involvement of our various technical advisory committees in the review of training programs and support resource materials to ensure they are meeting current industry needs;
- The important role played by an ad-hoc committee who came together as grass root members and helped provide staff with the feedback necessary for the update of our Professional Designations program.

In addition, Larry was pleased to report that ORFA acted as host for the Canadian Recreation Facilities Council annual general meeting. The gathering also included the National Leadership Forum, held in Toronto from June 12-13, 2013. Larry acknowledged the work of ORFA staff in making both of these events a huge success.

Larry reported that the ORFA continues to foster alliances with many different key organizations and was pleased to identify the Ministry of Labour, Frank Cowan Insurance, Technical Standards and Safety Authority, Public Services Health and Safety Association, Heart and Stroke Foundation of Ontario, Ontario Turfgrass Symposium partner organizations and the Canadian Hearing Society as organizations that have produced a tangible outcome during the last year.

As a final comment, Larry acknowledged fellow Board members and ORFA staff for their continued commitment and hard work in providing the quality services, education programs and resources that we as members have come to rely upon.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

ANNUAL GENERAL MEETING MINUTES, DECEMBER 4, 2013

4. Treasurer's Report

ORFA CAO, John Milton provided a brief overview of outcomes from the audited 2012 financial statement that led to an excess of revenues over expenses in the amount of \$220,678. The audited 2012 financial statement was made available within the 2013 ORFA Annual Report. With no questions raised related to the review of the audit by the Treasurer, a motion to accept the 2012 ORFA audited financial statement was entertained.

Moved by: Cathy Ballantyne, County of Brant **Seconded by:** Chris Cressman, City of Waterloo **CARRIED**

As required in the ORFA By-Law, the Treasurer reminded members that we are required to confirm the auditors for 2013. The Treasurer recommended that we continue to use the firm of Norton McMullen & Co. With no objections a motion was entertained.

Moved by: Fred Horvath, Municipality of Clarington **Seconded by:** Justin Fidler, District of Western Fair - London **CARRIED**

5. By-Law and Governance Committee Report

Steve Hardie provided an update on the previously circulated request of the membership to suspend the Supplementary Letters Patent, as well as update the objects of the Corporation. This decision was confirmed by the membership by unanimous vote. The motion approved by the membership included:

- a) That the application be and is hereby confirmed, authorized and approved; and
- b) That any one director or officer of the Corporation is authorized and directed to execute and deliver all things, and documents necessary or desirable for the carrying out of the supplementary letters patent.

Moved by: Rob Tunney, St. Michaels College School **Seconded by:** Ross Rankin, RA Centre **CARRIED**

6. Awards and Recognition Committee Report

The following awards were presented as part of the 2013 annual general meeting:

Certificate of Merit – presented by Larry Fisher to Howie Dietrich, Ontario Arenas Alumni, Ken Fagel, Ontario Arenas Alumni, Katerina Jordan, University of Guelph, and C. Earle Moore, City of Brockville

Corporate Certificate of Merit – presented by Richard Poole to Frank Cowan Company (accepted by Todd Beattie)

Doug Moore Ambassador Award – presented by Dave Loverock to Mark Reinert, Town of Petawawa

CC Jada Dahmer Award of Excellence – presented by Larry Fisher to Steve Hardie, Municipality of North Perth

Life Membership – presented by Larry Fisher to Robert McQuiggin, Keyway Vending (retired), and Mike Swartz, City of Oshawa (retired)

Moved by: Rob Tunney, St. Michaels College School **Seconded by:** Justin Fidler, Western Fair District **CARRIED**

7. Adjournment

As there was no other new business the meeting was adjourned at 1:30 pm.

Moved by: Cathy Ballantyne, County of Brant **Seconded by:** C. Earle Moore, City of Brockville **CARRIED**

8. Next Meeting Date

The next annual general meeting date was identified for Wednesday, December 3, 2014 at the Centre for Health and Safety Innovation in Mississauga.

Recording Secretary:



John Milton, Chief Administrative Officer

INDEPENDENT AUDITORS' REPORT

To the Members of
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, 2013 and the statements of revenues and expenses, changes in net assets and cash flows year then ended and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations 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 entity'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, 2013 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.



NORTON McMULLEN LLP

Chartered Professional Accountants, Licensed Public Accountants

MARKHAM, Canada
October 16, 2014

ONTARIO RECREATION FACILITIES ASSOCIATION INC.**STATEMENT OF FINANCIAL POSITION**

As at December 31,

2013

2012

ASSETS**Current**

Cash and cash equivalents

Unrestricted

\$ 276,970 \$ 170,825

Held in trust (Note 2)

61,808 67,666

Accounts receivable

88,039 50,449

Inventories (Note 3)

53,118 42,345

Prepaid expenses

12,159 9,224

\$ 492,094 \$ 340,509

Internally restricted cash and investments (Note 4)

735,251 729,271

\$ 1,227,345 \$ 1,069,780

LIABILITIES**Current**

Accounts payable and accrued liabilities

\$ 55,615 \$ 16,814

Government remittances payable

9,325 27,289

CRFC trust funds (Note 2)

61,808 67,666

Deferred revenue (Note 5)

65,010 40,928

\$ 191,758 \$ 152,697

NET ASSETS

Internally restricted (Note 4)

\$ 735,251 \$ 729,271

Unrestricted

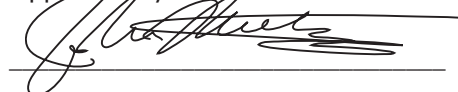

300,336 187,812

\$ 1,035,587 \$ 917,083

\$ 1,227,345 \$ 1,069,780

Commitments (Note 7)

Approved by the Board:


Director
Director

See accompanying notes

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ONTARIO RECREATION FACILITIES ASSOCIATION INC.**STATEMENT OF CHANGES IN NET ASSETS**For the year ended December 31, 2013

	BALANCE - Beginning	EXCESS OF REVENUES OVER EXPENSES	TRANSFERS	BALANCE - Ending
INTERNALLY RESTRICTED				
Current Period				
Operation reserve	\$ 722,897	\$ 5,980	\$ -	\$ 728,877
Bursary reserve	<u>6,374</u>	<u>-</u>	<u>-</u>	<u>6,374</u>
	<u>\$ 729,271</u>	<u>\$ 5,980</u>	<u>\$ -</u>	<u>\$ 735,251</u>
Prior Period				
Operation reserve	\$ 273,346	\$ 4,100	\$ 445,451	\$ 722,897
Bursary reserve	<u>6,374</u>	<u>-</u>	<u>-</u>	<u>6,374</u>
	<u>\$ 279,720</u>	<u>\$ 4,100</u>	<u>\$ 445,451</u>	<u>\$ 729,271</u>
UNRESTRICTED				
Current Period	<u>\$ 187,813</u>	<u>\$ 112,523</u>	<u>\$ -</u>	<u>\$ 300,336</u>
Prior Period	<u>\$ 412,585</u>	<u>\$ 220,678</u>	<u>\$ (445,451)</u>	<u>\$ 187,812</u>

See accompanying notes

ONTARIO RECREATION FACILITIES ASSOCIATION INC.**STATEMENT OF REVENUES AND EXPENSES**

For the year ended December 31,

2013

2012

UNRESTRICTED**REVENUES** (Page 6)

Professional development	\$ 948,182	\$ 1,006,704
Communication and member services	358,107	344,027
Corporate affiliation	94,946	74,909
Resource and recognition	66,362	75,611
Interest	8,808	3,433
	<u>\$ 1,476,405</u>	<u>\$ 1,504,684</u>

EXPENSES (Page 7)

Administration and finance	\$ 765,231	\$ 742,517
Professional development	452,705	420,959
Resource and recognition	60,970	65,326
Corporate affiliation	43,611	39,756
Communication and member services	41,365	15,448
	<u>\$ 1,363,882</u>	<u>\$ 1,284,006</u>

EXCESS OF REVENUES OVER EXPENSES - UNRESTRICTED\$ 112,523 \$ 220,678**INTERNALLY RESTRICTED - OPERATION RESERVE****REVENUES**

Interest	\$ 5,980	\$ 4,100
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EXPENSES- -**EXCESS OF REVENUES OVER EXPENSES****- INTERNALLY RESTRICTED - OPERATION RESERVE**\$ 5,980 \$ 4,100

See accompanying notes

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ONTARIO RECREATION FACILITIES ASSOCIATION INC.**STATEMENT OF CASH FLOWS**

For the year ended December 31,

2013

2012

UNRESTRICTED CASH AND CASH EQUIVALENTS WERE PROVIDED BY (USED IN):**OPERATING ACTIVITIES**

Excess of revenues over expenses - unrestricted	\$ 112,523	\$ 220,678
Net changes in non-cash working capital balances:		
Accounts receivable	(37,590)	9,223
Inventories	(10,773)	7,917
Prepaid expenses	(2,935)	(5,328)
Accounts payable and accrued liabilities	38,802	(20,303)
Government remittances payable	(17,964)	15,334
Deferred revenue	24,082	(16,237)
	<u>\$ 106,145</u>	<u>\$ 211,284</u>

INVESTING ACTIVITIES

Transfer to the operation reserve	<u>-</u>	<u>(445,451)</u>
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NET INCREASE (DECREASE) IN

UNRESTRICTED CASH AND CASH EQUIVALENTS	\$ 106,145	\$ (234,167)
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UNRESTRICTED CASH AND

CASH EQUIVALENTS - Beginning	<u>170,825</u>	<u>404,992</u>
-------------------------------------	----------------	----------------

UNRESTRICTED CASH AND

CASH EQUIVALENTS - Ending	<u>\$ 276,970</u>	<u>\$ 170,825</u>
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See accompanying notes

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

SCHEDULE OF REVENUES

For the year ended December 31,	2013	2012
Professional Development		
Regional training	\$ 492,835	\$ 540,146
Annual training program	376,071	451,529
National leadership forum	64,445	-
Regional information sessions	<u>14,831</u>	<u>15,029</u>
	<u>\$ 948,182</u>	<u>\$ 1,006,704</u>
Communication and Member Services		
Membership fees		
Group	\$ 157,513	\$ 150,470
Individual and student	68,583	59,457
Corporate	<u>51,095</u>	<u>62,789</u>
	\$ 277,191	\$ 272,716
Job search fees	46,529	61,400
Advertising	<u>34,387</u>	<u>9,911</u>
	<u>\$ 358,107</u>	<u>\$ 344,027</u>
Corporate Affiliation		
EXPO	<u>\$ 94,946</u>	<u>\$ 74,909</u>
Resource and Recognition		
Manuals, logbooks and souvenir sales	<u>\$ 66,362</u>	<u>\$ 75,611</u>
Interest	<u>\$ 8,808</u>	<u>\$ 3,433</u>

See accompanying notes

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

SCHEDULE OF EXPENSES

For the year ended December 31,	2013	2012
Administration and Finance		
Wages and benefits	\$ 558,657	\$ 542,934
Office rent	43,165	42,060
Bank and credit card charges	35,307	35,410
Office supplies, photocopies and printing	30,163	31,234
Board meetings	23,057	26,087
Office equipment and software	17,504	15,902
Telephone	17,119	17,161
Insurance	14,419	16,294
Accounting and bookkeeping	10,800	4,884
Legal	8,028	-
Postage	7,012	10,551
	<u>\$ 765,231</u>	<u>\$ 742,517</u>
Professional Development		
Regional training	\$ 248,039	\$ 228,784
Annual training	160,800	187,958
National leadership forum	38,017	-
Regional information sessions	5,849	4,217
	<u>\$ 452,705</u>	<u>\$ 420,959</u>
Resource and Recognition		
Log books	\$ 37,171	\$ 32,865
CRFC	9,881	13,662
Refrigeration manuals	8,864	6,749
Partnership development	2,928	10,002
Facility library	1,089	1,247
Awards	687	422
Souvenir purchases	350	379
	<u>\$ 60,970</u>	<u>\$ 65,326</u>
Corporate Affiliation		
EXPO	\$ 43,611	\$ 39,756
Communications and Member Services		
Printing and distribution	\$ 19,190	\$ -
Advisory committee meetings	13,968	6,941
Membership cards, certificates and bereavement	5,607	815
Professional designation program	2,600	7,692
	<u>\$ 41,365</u>	<u>\$ 15,448</u>

See accompanying notes

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

The Ontario Recreation Facilities Association Inc. (the "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.

1. SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

a) Revenue Recognition

The Association follows the deferral method of accounting for revenues. Deposits received for subsequent years are recognized as revenue in the year in which the related expenses are incurred.

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 fees, job search fees and advertising. 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 job search fees is recognized upon payment. Advertising revenue is recognized based on the date the advertisement is published. Membership fees and advertising 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 EXPO revenue that is recognized based on the date the event occurs. EXPO amounts paid in advance are recorded as deferred revenue.

b) Cash and Cash Equivalents

Cash and cash equivalents include cash held in bank accounts and term deposits that are cashable within three months.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

1. SIGNIFICANT ACCOUNTING POLICIES - Continued

c) Internally Restricted Net Assets

The Board has elected to internally restrict certain assets for strategic purposes. These internally restricted reserves are described as follows:

i) Operation Reserve

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

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

f) Capital Assets

Capital assets are recorded at cost. Amortization is provided over the estimated useful life of the assets using the following annual rates and methods:

	<u>Rate</u>	<u>Method</u>
Furniture and fixtures	5 years	Straight-line
Leasehold improvements	5 years	Straight-line
Computers and equipment	5 years	Straight-line

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

1. SIGNIFICANT ACCOUNTING POLICIES - Continued

g) Impairment of Long-Lived Assets

A long-lived asset is tested for impairment whenever events or changes in circumstances indicate that its carrying amount may not be recoverable. An impairment loss is recognized when the carrying amount of the asset exceeds the sum of the undiscounted cash flows resulting from its use and eventual disposition. The impairment is measured as the amount by which the carrying amount of the long-lived asset exceeds its fair value. There are no impairment indicators in the current year.

h) Use of Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations 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 revenues and expenses during the year. Actual results could differ from the estimates used.

i) Financial Instruments

The Association initially measures all of its financial assets and liabilities at fair value. The Association subsequently measures all of its financial assets and liabilities at amortized cost.

Financial assets measured at amortized cost include cash and cash equivalents and accounts receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

The Association has no financial assets measured at fair value and has not elected to carry any financial asset or liability at fair value.

Impairment

Financial assets measured at amortized cost are tested for impairment when events or circumstances indicate possible impairment. Write-downs, if any, are recognized in excess of revenues over expenses and may be subsequently reversed to the extent that the net effect after the reversal is the same as if there had been no write-down. There are no impairment indicators in the current year.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

2. 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.

3. INVENTORIES

Inventories consist of the following:

	2013	2012
Printed materials	\$ 51,118	\$ 35,365
Promotional materials	<u>2,000</u>	<u>6,980</u>
	<u>\$ 53,118</u>	<u>\$ 42,345</u>

4. INTERNALLY RESTRICTED CASH AND INVESTMENTS

The Board of Directors of the Association internally restricts certain amounts after consideration of operating cash flow requirements. These internally restricted amounts are not available for unrestricted purposes without the approval of the Board of Directors. During the year, \$Nil (2012 – \$445,451) was transferred from unrestricted net assets to the operation reserve.

Internally restricted cash and investments consist of the following:

	2013	2012
Guaranteed investment certificates, 1.00 - 2.70%, maturing between October 2015 to December 2016	\$ 725,590	\$ 609,927
Internally restricted cash	<u>9,661</u>	<u>119,344</u>
	<u>\$ 735,251</u>	<u>\$ 729,271</u>

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

5. DEFERRED REVENUE

Deferred revenue consists of 2014 Association membership and deposits for training programs scheduled for 2014.

	2013	2012
Balance - Beginning	\$ 40,928	\$ 57,165
Less: amounts recognized as revenue in the year	(40,928)	(57,165)
Add: amounts received related to the following years	<u>65,010</u>	<u>40,928</u>
Balance - Ending	<u>\$ 65,010</u>	<u>\$ 40,928</u>

6. FINANCIAL INSTRUMENTS

Risks and Concentrations

The Association is exposed to various risks through its financial instruments. The following analysis provides a measure of the Association's exposure to and concentrations of risks as at December 31, 2013.

a) 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. The Association's main credit risks relate to its accounts receivable. The Association provides credit to its clients and members in the normal course of operations. There were no concentrations of credit risk as at December, 31, 2013. There has been no change in the risk assessment from the prior year.

b) Liquidity Risk

Liquidity risk is the risk that the Association will encounter difficulty in meeting obligations associated with financial liabilities. The Association is exposed to this risk mainly with respect to its accounts payable, accrued liabilities, and government remittances payable. The Association manages this risk by managing its working capital and by internally restricting a portion of net assets supported by low risk investments to allow for such risk. There has been no change in the risk assessment from the prior year.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

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