



2015 ANNUAL REPORT

orfa.com

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
- Communication with our members
- Products and services that are responsive to membership needs
- Results based on business-centred principles

WE BELIEVE IN

- Serving our members
- Strategic partnerships/alliances
- Advancement of the recreation facility profession
- Promoting safe, clean, sustainable, efficient and accessible recreation facilities
- Information management being the core activity of the Association
- Being an essential part of the recreation experience
- Building community

CORE BUSINESS

Our core business is the research and dissemination of information that has value to the recreation facilities profession.

GOALS

1. **Strategic Alliances** - Review existing agreements to reconfirm value, as well as establishing new mutually beneficial alliances with similarly positioned organizations that furthers 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. **Marketing and Communication** - Collect, create and distribute information and resources to keep our members and professionals in the broader facilities sector informed. Reinforcing the ORFA brand in all marketing and communications.
4. **Professional Development and Recognition** - Review, develop and deliver professional development opportunities that are linked to professional designations and that increase the effectiveness of professionals in the recreation facility profession.
5. **Research and Development** - Explore innovative initiatives to ensure ORFA offers leading products and services to meet or exceed sector needs.

2015 BOARD OF DIRECTORS

Rob Tunney, RRFA, CIT
President/Chair of the Board
St. Michael's College School Arena

Larry Fisher, RRFA, CIT, CGT
Past President
Algonquin College

Ed Greer, RRFA, CIT, CARPT
Director - Southern Region
City of Barrie

Julie Mitchell, CIT
Director - Central Region
City of Mississauga

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

Cathy Seguin
Director - Northern Region
City of North Bay (Retired)

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

Mark Reinert, RRFM, CIT, CGT
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 Gurpersaud
Coordinator, Administration and Logistics

Terry Piche, RRFA, CIT
Technical Director

Graham Nesbitt, RRFA, CIT
Coordinator, Training and Development

Remo Petrongolo
Director, Business Development

Hubie Basilio
Director, Technology and Design



2015/16 Board of Directors (Absent: Julie Mitchell)

Presidents Report 2015

With the 1st year of my 2 year term coming to a close as your President and Chair of the Board of Director's, I would like to share some the achievements of the last year with you for awareness and acknowledgement:

Staff and the ORFA Board of Director's engaged in a Strategic Planning Exercise to help guide the organization through the next 3 years. As part of this process, we re-affirmed our mission, values, beliefs, core-business and set our goals statements.

In order to fulfil our new strategic plan and continue research and development of our training programs we added a Co-ordinator of Training and Development to our staff compliment.

Another successful year for the Annual Professional Development Program in Guelph and Regional training opportunities. In particular, we launched for the first time, our new Advanced Recreation Facilities Management course to a sold out class at Guelph. This, the first of 2 courses designed to achieve the new "Certified Recreation Facilities Professional" designation.

The continued participation of our various Technical Advisory Committees which continue to enhance our training programs and best practices that reflect the needs of our members.

The "rebranding" of the ORFA. The Board would like to recognize the ORFA staff who worked tirelessly behind the scenes to make this a reality. This also included a totally redesigned website for our members.

The ORFA continues to foster many strategic alliances and partnerships with key corporations and agencies to further enhance our membership. They include, Public Services Health and Safety Association, Frank Cowan Company Ltd., Sports Turf Canada, Canadian Hearing Society, Cimco Refrigeration, Canadian Red Cross, University of Guelph, Zamboni Company Ltd., Resurface Corp., Jet-Ice Ltd., Serving the American Rinks, Facility Operator Managers Association, National Hockey League, and the Canadian Recreation Facilities Council.

On behalf of the Board of Directors, I would like to extend my sincere appreciation to the staff at the ORFA who continue to provide our members with "excellent services".

Finally, I would like to thank my fellow Board members for their ongoing support as we continue "to be the leaders in the Recreation Facilities Profession".

Rob Tunney, RRFA, CIT
President and Chair of the Board



Buildings and Grounds

Chief Administrative Officer Annual Report - 2015

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."

2015 ASSOCIATION ACTIVITIES

Membership Report

The ORFA has 6,142 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	2011	2012	2013	2014	2015
Group (Primary Contacts)	276	274	272	266	248
Group (Employees)	4014	4295	4593	4901	4966
Corporate	115	108	100	90	82
Individual	586	676	685	685	814
Life	7	7	7	9	9
Student	6	7	9	15	23
Total Members	5004	5093	5394	6040	6142

60th Annual Professional Development Program

The ORFA's flagship program was held Sunday, April 26 to Friday, May 1, 2015 at the University of Guelph and attracted 472 registered delegates. The program consisted of 22 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 2015 program:

EXPO Dinner Sponsor – CIMCO Refrigeration

Welcome Reception Sponsor – Schoolhouse Products Inc.

2015 Professional Development Events Brochure Sponsor – Marmak Information Technology

Annual Professional Development Program Binders Sponsor – Zamboni Company Ltd.

Annual Professional Development Program	2009	2010	2011	2012	2013	2014	2015
Registration	523	542	551	595	495	518	472
Historical Running Total Since 1956				19,981			



Aquatics

2015 EXPO

The 2015 EXPO was held on Monday, April 27th at the Gryphon Field House located at the University of Guelph in conjunction with the Association's 60th Annual Professional Development Program. The 2015 EXPO venue allows the ORFA to keep the event under one roof and with a reconfigured layout, allowed for 52 exhibitor booths and a site for the annual gathering of the Ontario Arenas Alumni and 600 delegates.

Regional Training

The ORFA delivered 67 different training courses in 2015 (outside that delivered at the Annual Professional Development Program) and serviced a total of 1267 registrations.

Regional Training Courses	2009	2010	2011	2012	2013	2014	2015
Registrations	917	757	902	911	837	860	1267
# of Courses	61	49	54	45	43	46	67

Included in regional training course delivery are all one-day sessions such as, Introduction to Swimming Pool Operations in Ontario, Safe Ice Resurfacer Operations, Safe Arena Refrigeration Plant Operator, Certified Ice Technician Recertification, and Facility Housekeeping and Sanitization. It also includes 12 training events delivered under a Training Alliance with Serving the American Rinks (STAR).

Facilities Operational Forum

A Facilities Operational Forum and annual general meeting was held December 2nd 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, member highlight and industry news. As part of the ORFA strategic plan for 2015-2017 an internal review was conducted to determine whether or not to continue production and distribution of the publication on a quarterly basis and serve as the Association's primary print media service to members. The ORFA is pleased to advise that a renewed focus on the magazine, including a rebranded look and feel will commence in 2016. Naylor Association Solutions has been selected to work with Association staff to address and achieve all objectives related to Facility Forum.

Resource Centre

The ORFA Resource Centre provides online access to information on all aspects of facility management and operation. The collection includes materials on recreation facility design, construction, maintenance, energy management/conservation, facility safety...and much more! The ORFA researches and publishes a variety of documents to serve as suggested guidelines and best practices for recreation facility professionals. These research documents represent the combined efforts of ORFA's technical advisory committees seeking to provide leading-edge information for the benefit of the recreation facility professional and the sector.



Refrigeration and Ice

E-News

E-News continues to be an important communication tool for the Association and was distributed to 4,698 members in 2015.

E-News	2010	2011	2012	2013	2014	2015
Distribution	2,347	3,293	3,460	4,600	5,031	4,698

With 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.

Job Search Program

As of November 2015, the ORFA received 130 jobs in 2015, compared to 112 jobs in 2014, 110 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 members in the weekly E-News release.

ORFA Professional Designations

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 (Grounds) Technician; Certified Building Technician, Certified Aquatic Professional and Certified Aquatics Technician, and Certified Arena Refrigeration Plant Technician. Currently, there are 700 members who hold 890 active ORFA professional designations.

Designations	2015 active
RRFA	63
RRFM	16
RRFS	69
RRFO	16
RGP	21
RSP	1
CIT	558
CPT/CGT	52
CAT	34
CAP	22
CBT	19
CARPT/RPOT	40
Total	890



Staff and Management

Awards & Recognition

The following individuals have been recognized as 2015 award recipients:

Award Recipient	Award Name
Bill Vass	Doug Moore Ambassador Award
Municipality of Strathroy-Caradoc	Don Harrison Energy Champion Award
Kevin Datema, City of Barrie	Don Harrison Energy Champion Award
Tom Plese, Town of Caledon	Don Harrison Energy Champion Award
South Western Ontario Recreation Facilities Association (SWORFA)	Award of Merit
Ian Hennigar	Award of Merit
Thomas Jadi, City of Burlington	Doug 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, Ray Hammond, Kevin Hill, RRFA, CIT, Steve Hardie, RRFA, CIT, CPT, Dave Merriman, Dave Wescott, CIT, George Acorn, Fred Horvath, RRFA, Greg Wright, RRFA, Mark Reinert, RRFM, CIT, CPT, Brent Wynne, Duncan Sanders, RRFA, CIT, Cathy Seguin, Dave Loverock, Cory Piche, Greg Dean, Gary Makins, RRFA, Andrew Epp, Joanne Kuzoff, CARPT, Ed Greer, RRFA, CIT, CARPT

Aquatics Technical Advisory Committee:

Amanda Nadeau, Cameron Evanoff, CIT, Rob Braid, CAT, Gary Makins, RRFA, Karen Cronin, Red Cross, Dan McArthur, RRFA, CIT, Rob Bell, RRFA, Vikki Dupuis, Shelley Makepeace, Red Cross

Refrigeration Technical Advisory Committee: Bill Vass, Dave Wescott, CIT, Tony Panetta, Justin Fidler, CIT, Todd Langer, Dave Merriman, Rob Lilbourne, RRFA, CIT, Andrew Epp, Ed Greer, RRFA, CIT, CARPT, Ray Hammond

Grounds Technical Advisory Committee Members: Mark Reinert, RRFM, CIT, CPT, Steve Hardie, RRFA, CIT, CPT, Jay Kivell, Joe Brown, Curtis Dray, Frank Cain, Paul Gillen, Sports Turf Canada, Gary Makins, RRFA, George Acorn, Fred Horvath, RRFA, BJ Foster

BOARD APPOINTED COMMITTEES:

Administration & Finance Committee: Larry Fisher, RRFA, CIT, CGT, Rob Tunney, RRFA, CIT, Ross Rankin, RRFA

Awards & Recognition Committee: Ed Greer, RRFA, CIT, CARPT, Julie Mitchell, CIT, Cathy Seguin

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

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 2015 and ends 2017. Our three year plan has continued to build upon the goals and objectives set in 2009 and then again in 2012. Building on the success of the initial plans, objectives were prioritized and resources allocated to achieve maximum efficiency and effectiveness measurements. The strategic plan includes five 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.

Strategic Alliances 2015



GOAL AREAS AND KEY INITIATIVES

Strategic Alliances Align the ORFA with other organizations that advances the core business and creates positive net results.

Membership Services Develop and deliver products and services that result in the retention of existing members and broaden representation from other sectors.

Marketing and Communication Position the ORFA as a progressive leader in the development and delivery of quality training programs, services and related resources.

Research and Development Develop innovative products, services and delivery strategies that meet or exceed member and sector needs and increase market share.

Professional Development and Recognition Review, develop and deliver professional development opportunities that are linked to professional designations to increase the effectiveness of professionals in the recreation facility profession.

Government/Organization Relations

Canadian Recreation Facilities Council (CRFC)

ORFA President, Rob Tunney and Past-President, Larry Fisher represented the Association at the 2015 annual forum held in Yellowknife, NWT June 8-10, 2015. 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. The ORFA concluded a commitment to act as the national administrative office for CRFC on August 31, 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 and mutual respect continued between the ORFA and the Ontario Arenas Alumni through to the official final day of the Alumni. The Alumni journey officially ended on Monday, April 27th 2015 at the Field House, University of Guelph during the annual EXPO. Regretfully bringing an end to Alumni activities that the late Morris Snider (Port Huron, MI) and "The Prez" (Bud Stanley, Kitchener) founded December 16, 1991 in Toronto, along with Jada Dahmer, Bill Kurelo, Paul Saxe and Cec Nobes. The Alumni was officially launched in Kitchener, October 12, 1992. Sadly after more than 23 memorable years the final chapter has been written. Our appreciation continues to be extended to Mr. Bud Stanley and the Alumni Board of Management for their tireless service to the membership.

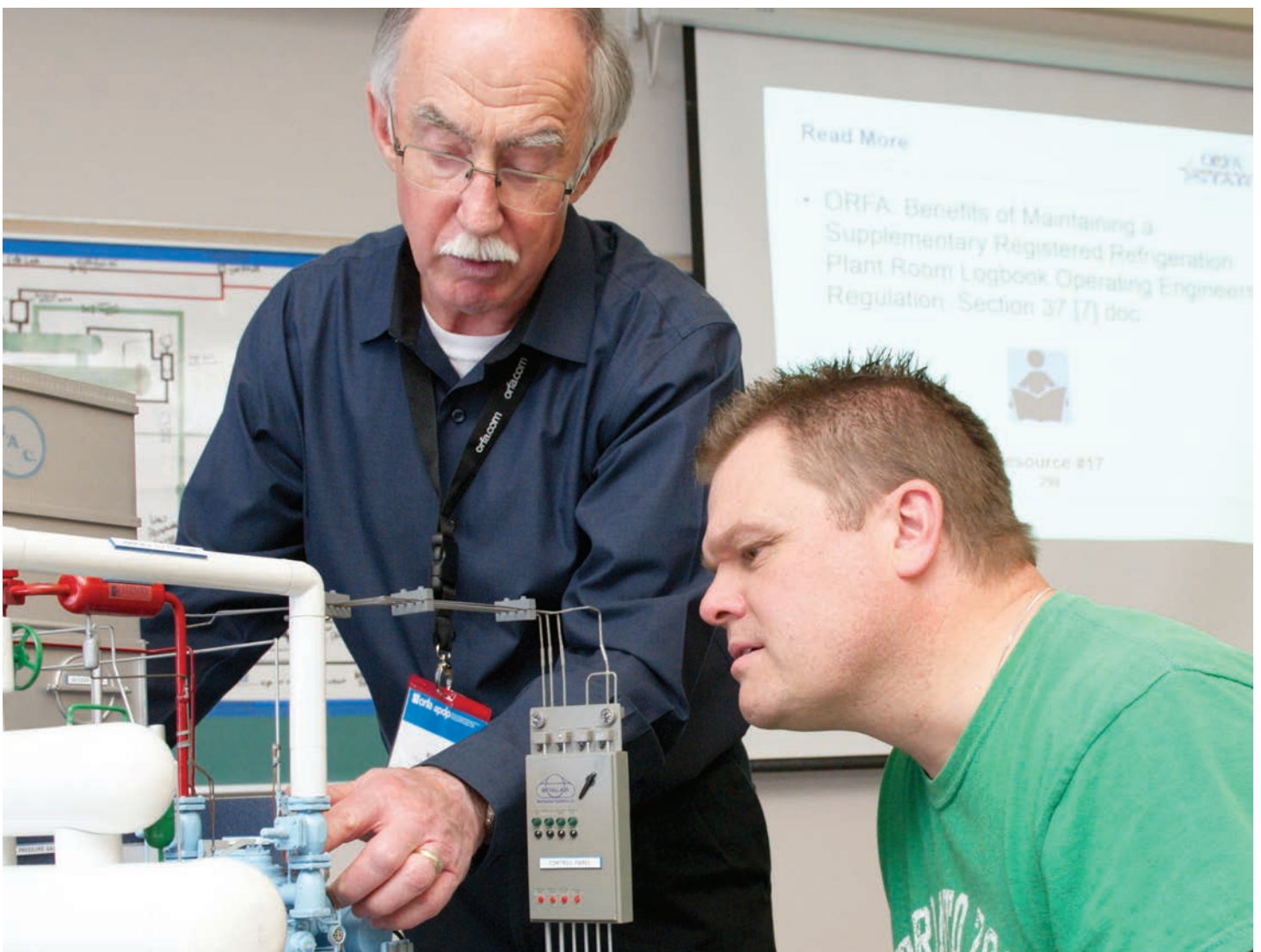
In Memory - "The Alumni Theme Song"

We'll meet again
Don't know where, don't know when
But I'll know we'll meet again,
Some sunny day
Keep smiling through
Just like you always do
Till the blue skies,
Drive the dark clouds far away

So will you please say hello
To the folks that I know
Tell them I won't be long
They'll be happy to know
That as you saw me go
I was singing this song
We'll meet again
Don't know where, don't know when
But I'll know we will meet again
Some sunny day!

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 2015 was "The Evolution of Green" and was held February 18 – 19 at the University of Guelph. Registrations totaled 346 in 2015, compared to 404 in 2014, 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 Canada, 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.



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 2015, 87 students registered for advanced refrigeration, HVAC/R and B-Prep training compared to 118 in 2014, 60 in 2013, 81 students in 2012, 44 in 2011 and 60 in 2010. A continued interest in the CARPT professional designation generates a good percentage of the registrations.

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 18 – 21, 2015 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 the ORFA/STAR Alliance, ORFA continues to be sanctioned by FOMA to deliver the FOMA Level I and II training material. In 2015, both courses were delivered by ORFA at the FOMA June 18-19, 2015 event in Columbus, Ohio.

Public Services Health & Safety Association (PSHSA)

ORFA's Chief Administrative Officer, John Milton continues to serve as a member of the Municipal and Community Affairs Advisory Council in 2015. The ORFA and PSHSA continue to operate under a signed memorandum of understanding that includes voting member status on behalf of the municipal recreation sector, co-branding of a Legal Awareness course, and input from PSHSA staff on different ORFA guidelines and best practice documents. 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.

Ontario Good Roads Association (OGRA)

The ORFA and Ontario Good Roads Association (OGRA) continue to develop a 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 software program 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

ONTARIO RECREATION FACILITIES ASSOCIATION INC.
ANNUAL GENERAL MEETING MINUTES
DECEMBER 3, 2014

1. Call to Order and Welcome

Larry Fisher, President and Chair of the Board welcomed all to the Centre for Health and Safety Innovation in Mississauga and called the meeting to order at 12:30 pm following a morning of Corporate displays and information sessions at the 2014 Facilities Operational Forum.

As the first order of business President Fisher introduced the 2014/15 Board of Directors. They are as follows:

President - Larry Fisher, RRFA, CIT, CGT – 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 Steve Hardie, Rob Lilbourne, John Archibald and Terry Piche as association Past-President's who were in attendance for the annual general meeting. Larry also recognized Joe Tierney, Ontario Good Roads Association and John Tarantino, Marmak as special guests who were also in attendance.

The ORFA's Chief Administrative Officer, John Milton was introduced to explain the voting rules for the 2014 annual general meeting.

2. Approval of the Annual General Meeting Minutes of Wednesday, December 4, 2013

All delegates received a copy of the 2013 AGM minutes at registration check in. President, Larry Fisher looked for confirmation and approval of the 2013 annual general meeting minutes.

MOTION: 2014/01 – CARRIED

Moved by: Rob Lilbourne, Municipality of Strathroy-Caradoc

Seconded by: Rob Kurish, Municipality of Greenstone

3. President's Report

Larry Fisher reported that his two year term as President is drawing to a close and he will take on a new role as past president. Over the term of his leadership, there have been numerous accomplishments achieved by the association members, volunteer committees, staff and the Board of Directors, both as a group and individually.

Larry explained that In brief, the 2012-14 strategic plan 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. He reported that he looked forward to a planning session next month with the new Board as they review and update 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. Larry commented that if you have not had an opportunity to review this service, he encouraged 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.

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.

Larry reported that on behalf of the Board of Directors and our members would wanted 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 Milton and your team.

He also extended 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. Larry commented that you have been a great team to work with and your efforts are appreciated and I wish you all success in the future.

Larry also took the opportunity to welcome Rob Tunney to the role of President for 2015-16. He indicated he would continue to provide assistance in any way possible and he looked forward to Rob's leadership.

And finally with respect to the membership, Larry thanked them for the opportunity to be President for the past two years. He noted it has been a wonderful opportunity to give back to an association that has played such a big part in his professional career.

4. Treasurer's Report

ORFA CAO and Treasurer, John Milton provided a brief overview of outcomes from the audited 2013 financial statement that led to an excess of revenues over expenses in the amount of \$112,523. The audited 2013 financial statement was made available within the 2014 ORFA annual report. With no questions raised related to the review of the audit by the Treasurer, a motion to accept the 2013 ORFA audited financial statement was entertained.

MOTION: 2014/02 – CARRIED

Moved by: Justin Fidler, District of Western Fair - London

Seconded by: Graham Nesbitt, Resurfice

As required in the ORFA By-Law, the Treasurer reminded members that we are required to confirm the auditors for 2014. The Treasurer recommended that we continue to use the firm of Norton McMullen & Co. With no objections a motion was entertained.

MOTION: 2014/03 – CARRIED

Moved by: John Archibald, Town of Halton-Hills

Seconded by: Ross Rankin, RA Centre, Ottawa

5. Awards and Recognition Committee Report

The following awards were presented as part of the 2014 annual general meeting:

Certificate of Merit presented by Larry Fisher to Frank Cain, University of Guelph and Monica Szabo, Public Services Health and Safety Association

Corporate Certificate of Merit presented by Richard Poole to the Canadian Hearing Society

Don Harrison Energy Champion Award presented by Justin Fidler to Duncan Sanders, City of London, Town of Halton Hills, John Archibald (Project Manager), and the City of Mississauga, Energy Management Team, Rajan Balchandani, Nicole Fitz-Henry, Daryl Martin and Alberto Ang Co.

Doug Poulin Award of Achievement presented by Justin Fidler to Rheaume Bellehumeur and Rob Romberg

Ronald G. Burnside Memorial Award presented by Justin Fidler Pamela Charbonneau from the Ministry of Agriculture, Food and Rural Affairs

Doug Moore Ambassador Award presented by Dave Loverock to Greg Dean from the Zamboni Company Ltd.

MOTION: 2014/04 – CARRIED

Moved by: Rob Tunney, St. Michaels College School - Toronto

Seconded by: Justin Fidler, District of Western Fair - London

6. Election Report

Past President, Steve Hardie announced the 2015-16 Board Members as follows:

President – Rob Tunney, St. Michael's College School - Toronto

Past President – Larry Fisher, Algonquin College - Pembroke

East Region Director – Ross Rankin, R.A. Centre - Ottawa
Central Region Director – Julie Mitchell, City of Mississauga
Western Region Director – Ed Greer, City of Barrie
North Region Director – Cathy Sequin, North Bay
Corporate Director – Richard Poole, Cimco Refrigeration
Director At Large (2 positions) – Justin Fidler, Western Fair District - London and Mark Reinert, Town of Petawawa

Congratulations were extended to all Board members on their election and a special thank you was also extended to all candidates who let their name stand for Board nomination and participated in the election process.

7. Incoming President's Remarks

Rob Tunney was introduced as the new incoming ORFA President and provided members with his commitment and assurance that he will continue the rich heritage of the association during his term of office. Rob took time to acknowledge Larry Fisher as the outgoing President and presented him with the Past-President's scroll and watch for his dedicated service and leadership.

8. Adjournment

With no other new business the meeting was adjourned at 1:00 pm.

MOTION: 2014/05 – CARRIED

Moved by: Steve Hardie, Municipality of North Perth

Seconded by: Rob Lilbourne, Municipality of Strathroy-Caradoc

9. Next Meeting Date

The next annual general meeting date was identified for Wednesday, December 2, 2015 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, 2014 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, 2014 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
September 25, 2015

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

STATEMENT OF FINANCIAL POSITION

As at December 31,

2014

2013

ASSETS

Current

Cash and cash equivalents		
Unrestricted	\$ 336,459	\$ 284,344
Held in trust (Note 2)	54,705	61,808
Accounts receivable	103,909	80,665
Inventories (Note 3)	58,107	53,118
Prepaid expenses	26,753	12,159
	<u>\$ 579,933</u>	<u>\$ 492,094</u>
Internally Restricted Cash and Investments (Note 4)	<u>742,002</u>	<u>735,251</u>
	<u>\$ 1,321,935</u>	<u>\$ 1,227,345</u>

LIABILITIES

Current

Accounts payable and accrued liabilities	\$ 51,718	\$ 55,615
Government remittances payable	16,981	9,325
CRFC trust funds (Note 2)	54,705	61,808
Deferred revenue (Note 5)	65,862	65,010
	<u>\$ 189,266</u>	<u>\$ 191,758</u>

NET ASSETS

Internally restricted (Note 4)	\$ 742,002	\$ 735,251
Unrestricted	<u>390,667</u>	<u>300,336</u>
	<u>\$ 1,132,669</u>	<u>\$ 1,035,587</u>
	<u>\$ 1,321,935</u>	<u>\$ 1,227,345</u>

Commitments (Note 7)

Approved by the Board:

 Director

 Director

See accompanying notes

ONTARIO RECREATION FACILITIES ASSOCIATION INC.**STATEMENT OF CHANGES IN NET ASSETS**For the year ended December 31, 2014

	BALANCE - Beginning	EXCESS OF REVENUES OVER EXPENSES	TRANSFERS	BALANCE - Ending
INTERNALLY RESTRICTED				
Current Period				
Operation reserve	\$ 728,877	\$ 6,751	\$ -	\$ 735,628
Bursary reserve	<u>6,374</u>	<u>-</u>	<u>-</u>	<u>6,374</u>
	<u>\$ 735,251</u>	<u>\$ 6,751</u>	<u>\$ -</u>	<u>\$ 742,002</u>
Prior 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>
UNRESTRICTED				
Current Period	<u>\$ 300,336</u>	<u>\$ 90,331</u>	<u>\$ -</u>	<u>\$ 390,667</u>
Prior Period	<u>\$ 187,813</u>	<u>\$ 112,523</u>	<u>\$ -</u>	<u>\$ 300,336</u>

See accompanying notes

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

For the year ended December 31,

2014**2013**

UNRESTRICTED**REVENUES** (Page 25)

Professional development	\$ 968,513	\$ 948,182
Communication and member services	362,656	358,107
Corporate affiliation	71,306	94,946
Resource and recognition	62,471	66,362
Interest	4,472	8,808
	<u>\$ 1,469,418</u>	<u>\$ 1,476,405</u>

EXPENSES (Page 26)

Administration and finance	\$ 760,820	\$ 765,231
Professional development	475,883	452,705
Resource and recognition	49,732	60,970
Corporate affiliation	46,827	43,611
Communication and member services	45,825	41,365
	<u>\$ 1,379,087</u>	<u>\$ 1,363,882</u>

EXCESS OF REVENUES OVER EXPENSES - UNRESTRICTED

	<u>\$ 90,331</u>	<u>\$ 112,523</u>
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INTERNALLY RESTRICTED - OPERATION RESERVE**REVENUES**

Interest	\$ 6,751	\$ 5,980
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EXPENSES

	<u>-</u>	<u>-</u>
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EXCESS OF REVENUES OVER EXPENSES**- INTERNALLY RESTRICTED - OPERATION RESERVE**

	<u>\$ 6,751</u>	<u>\$ 5,980</u>
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See accompanying notes

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

STATEMENT OF CASH FLOWS

For the year ended December 31,

2014

2013

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

OPERATING ACTIVITIES

Excess of revenues over expenses - unrestricted	\$ 90,331	\$ 112,523
Net change in non-cash working capital balances:		
Accounts receivable	(23,244)	(30,216)
Inventories	(4,989)	(10,773)
Prepaid expenses	(14,594)	(2,935)
Accounts payable and accrued liabilities	(3,897)	38,802
Government remittances payable	7,656	(17,964)
Deferred revenue	<u>852</u>	<u>24,082</u>

INCREASE IN UNRESTRICTED CASH AND CASH EQUIVALENTS \$ 52,115 \$ 113,519

UNRESTRICTED CASH AND

CASH EQUIVALENTS - Beginning 284,344 170,825

UNRESTRICTED CASH AND

CASH EQUIVALENTS - Ending \$ 336,459 \$ 284,344

See accompanying notes

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

SCHEDULE OF REVENUES

For the year ended December 31,

2014

2013

Professional Development

Regional training	\$ 560,886	\$ 492,835
Annual training program	400,798	376,071
Regional information sessions	6,829	14,831
National leadership forum	-	64,445

\$ 968,513 **\$ 948,182**

Communication and Member Services

Membership fees		
Group	\$ 167,125	\$ 157,513
Individual and student	74,469	68,583
Corporate	48,365	51,095

\$ 289,959 **\$ 277,191**

Job search fees	51,313	46,529
Advertising	21,384	34,387

\$ 362,656 **\$ 358,107**

Corporate Affiliation

EXPO	\$ 71,306	\$ 94,946
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\$ 71,306 **\$ 94,946**

Resource and Recognition

Manuals, logbooks and souvenir sales	\$ 62,471	\$ 66,362
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\$ 62,471 **\$ 66,362**

Interest

\$ 4,472 **\$ 8,808**

See accompanying notes

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

SCHEDULE OF EXPENSES

For the year ended December 31,

2014

2013

Administration and Finance

Wages and benefits	\$ 548,352	\$ 558,657
Office rent	47,904	43,165
Bank and credit card charges	34,394	35,307
Office supplies, photocopies and printing	25,651	30,163
Board meetings	22,988	23,057
Telephone	18,857	17,119
Insurance	16,770	14,419
Office equipment and software	16,461	17,504
Accounting and bookkeeping	12,975	10,800
Postage	12,934	7,012
Legal	3,021	8,028
Bad debts	513	-
	<u>\$ 760,820</u>	<u>\$ 765,231</u>

Professional Development

Regional training	\$ 309,711	\$ 248,039
Annual training	162,217	160,800
Regional information sessions	3,955	5,849
National leadership forum	-	38,017
	<u>\$ 475,883</u>	<u>\$ 452,705</u>

Resource and Recognition

Log books	\$ 28,649	\$ 37,171
Refrigeration manuals	7,940	8,864
Partnership development	4,897	2,928
CRFC	4,634	9,881
Facility library	1,384	1,089
Awards	1,195	687
Souvenir purchases	1,033	350
	<u>\$ 49,732</u>	<u>\$ 60,970</u>

Corporate Affiliation

EXPO	\$ 43,593	\$ 43,611
Event sponsorships	3,234	-
	<u>\$ 46,827</u>	<u>\$ 43,611</u>

Communications and Member Services

Marketing and communications	\$ 21,501	\$ 5,607
Advisory committee meetings	11,258	13,968
Printing and distribution	9,130	19,190
Professional designation program	3,936	2,600
	<u>\$ 45,825</u>	<u>\$ 41,365</u>

See accompanying notes

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

NATURE OF OPERATIONS

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) 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.

b) Cash and Cash Equivalents

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

c) Inventories

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

d) Capital Assets

Capital assets are recorded at cost. Amortization is provided over the estimated useful life of the assets using appropriate annual rates and methods. At present, all assets have been fully amortized.

e) 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 cash equivalents 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.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

1. SIGNIFICANT ACCOUNTING POLICIES - Continued

e) Internally Restricted Net Assets - Continued

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.

f) 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 revenue amounts paid in advance are recorded as deferred revenue.

g) 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.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

1. SIGNIFICANT ACCOUNTING POLICIES - Continued

h) Financial Instruments

Measurement of 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, except for internally restricted guaranteed investment certificates which are measured at fair value. Changes in fair value are recognized in the excess of revenue over expenses.

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

Other than internally restricted guaranteed investment certificates, 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.

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:

	2014	2013
Printed materials	\$ 56,107	\$ 51,118
Promotional materials	<u>2,000</u>	<u>2,000</u>
	<u>\$ 58,107</u>	<u>\$ 53,118</u>

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

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 (2013 – \$Nil) was transferred from unrestricted net assets to the operation reserve.

Internally restricted cash and investments consist of the following:

	2014	2013
Guaranteed investment certificates, 1.00 - 2.70%, maturing between October 2015 and December 2016	\$ 737,710	\$ 725,590
Internally restricted cash	<u>4,292</u>	<u>9,661</u>
	<u>\$ 742,002</u>	<u>\$ 735,251</u>

5. DEFERRED REVENUE

Deferred revenue consists of Association membership and deposits for training programs related to the subsequent year.

	2014	2013
Balance - Beginning	\$ 65,010	\$ 40,928
Less: amounts recognized as revenue in the year	(65,010)	(40,928)
Add: amounts received related to the following years	<u>65,862</u>	<u>65,010</u>
Balance - Ending	<u>\$ 65,862</u>	<u>\$ 65,010</u>

6. COMMITMENTS

The Association's lease agreement for its premises expires June 30, 2016. Future minimum annual rent payments (excluding property taxes, maintenance, and insurance) for each of the next two years are as follows:

2015	\$ 44,968
2016	<u>24,214</u>
	<u>\$ 69,182</u>

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

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

7. 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, 2014.

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, 2014. There has been no change in the assessment of credit risk 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 cash and cash equivalents to mitigate such risk. There has been no change in the assessment of liquidity risk from the prior year.

c) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk, and price risk. The Association is mainly exposed to currency risk as follows:

i) 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. As at December 31, 2014, cash and cash equivalents of \$120,249 (2013 – \$101,545) are denominated in US dollars and have been converted into equivalent Canadian dollars at the exchange rate in effect at the year end.

8. COMPARATIVE FIGURES

Certain of the comparative figures have been restated in order to conform with the presentation adopted in the current year.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

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