



# 2016 ANNUAL REPORT

[orfa.com](http://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.

## 2016 BOARD OF DIRECTORS

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

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

**Ed Greer, RRFA, CIT, CARPT, CAT**  
Director – Southern Region  
City of Barrie

**Julie Mitchell, CIT**  
Director – Central Region  
City of Mississauga

**Ross Rankin, RRFA, CAT**  
President Elect and  
Director – Eastern Region  
RA Centre, Ottawa

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

**Justin Fidler, CIT**  
Director-at-Large  
Municipality of Bluewater

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

**Richard Poole**  
Corporate Director  
Cimco Refrigeration

## ORFA TEAM

**John Milton**  
Chief Administrative Officer

**Sharon Dias**  
Executive Assistant

**Monica Gursersaud**  
Coordinator, Administration and Logistics

**Terry Piche, RRFA, CIT**  
Technical Director

**Graham Nesbitt, RRFA, CIT, CARPT**  
Coordinator, Training and Development

**Remo Petrongolo**  
Director, Business Development

**Hubie Basilio**  
Director, Technology and Design



2015/16 Board of Directors (Absent: Richard Poole)

## Presidents Report 2016

With the 2nd 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 continue to work through the 2nd year of our Strategic Plan** which guides the organization. This plan affirms 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, our staff has researched and designed a new "On-line" training course "SIRO"- Safe Ice Resurfacers Operator which was launched in October to rave reviews from our members.

**Another successful year for the Annual Professional Development Program** in Guelph and Regional training opportunities. We launched the 2nd module of our new Advanced Recreation Facilities Management course to a sold out class at Guelph. This is the 2nd module of 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.

**A new "long term lease" for ORFA.** The Board would like to recognize the ORFA staff who worked tirelessly behind the scenes to make this a reality. Our head office will remain in Toronto for the near distant future.

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, Ontario Good Roads Association, Marmak, Frank Cowan Company Ltd., Sports Turf Canada, Cimco Refrigeration, Canadian Red Cross, University of Guelph, Zamboni Company Ltd., Resurface Corp., Jet-Ice Ltd., Serving the American Rinks, Facility Operator Managers Association, Hockey Canada, 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 and the Board with "excellent services".

Finally, I would like to thank my fellow Board members and St. Michael's College School (my employer), for their ongoing support, especially for outgoing Board members Julie Mitchell, Justin Fidler and Past President Larry Fisher, your service to our Board and Association is much appreciated. I look forward to working with our new President, Ross Rankin and our new Board members as we continue "to be the leaders in the Recreation Facilities Profession".

Rob Tunney, RRFA  
President and Chair of the Board

# ORFA PROFESSIONAL DEVELOPMENT PILLARS

The ORFA's is committed to collecting and sharing our members' frontline and managerial experiences. This research, and educational efforts, results in industry best practice that often focuses on four major areas of the recreation facility profession. Each area includes an ever-evolving list of subject matter relevant to enhancing the skills and knowledge of today's recreation facility professional.



**BUILDINGS AND GROUNDS:** includes all types of sports fields, turf (natural and artificial), parks, parkettes, playgrounds, natural forested areas, trails, extreme sport systems, water infrastructure and cemetery operations. Professional development focuses on infrastructure maintenance and management, energy management, equipment safety, and related health and safety regulations and legislation.

**AQUATICS:** the regulatory maintenance and operation of all types of contained water related infrastructure such as swimming pools, splash pads and play fountains. Professional development focuses on infrastructure maintenance and management, energy management, equipment safety, and related health and safety regulations and legislation.



**REFRIGERATION AND ICE:** includes the maintenance and operation of facility air management systems such as the heating, ventilation, air conditioning and refrigeration systems as well as the creation and maintenance of both artificial and natural recreational ice surfaces. Professional development focuses on regulatory operational obligations and industry best practice in the use of all related ice maintenance tools and equipment, infrastructure maintenance and management, energy management, equipment safety, and related health and safety regulations and legislation.

**STAFF AND MANAGEMENT:** includes legislative and regulatory awareness, leadership skills, project management, budgeting and financial management, asset management, human resources, strategic planning, events planning, and marketing and administration.



# Chief Administrative Officer Annual Report 2016

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."

## 2016 ASSOCIATION ACTIVITIES

### ORFA Office

The head office of the ORFA will continue to be located at 1 Concorde Gate, Suite 102, Toronto, Ontario for the next ten years as a new signed lease has been negotiated and agreed upon. Both the Board of Directors and staff are delighted that an agreement could be reached with the building owner that meets both our immediate and foreseeable future administrative needs.

### Membership Report

The ORFA has 6,246 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	2016
Group (Primary Contacts)	276	274	272	266	248	243
Group (Employees)	4014	4295	4593	4901	4966	5002
Corporate	115	108	100	90	82	88
Individual	586	676	685	685	814	887
Life	7	7	7	9	9	7
Student	6	7	9	15	23	19
<b>Total Members</b>	<b>5004</b>	<b>5093</b>	<b>5394</b>	<b>6040</b>	<b>6142</b>	<b>6246</b>

### 61st Annual Professional Development Program

The ORFA's flagship program was held Sunday, April 24 to Friday, April 29, 2016 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 2016 program:

- EXPO Dinner Sponsor – CIMCO Refrigeration
- Front Binder Banner Advertisement and Delegate Sport Packs - Jet Ice Ltd.
- Welcome Reception Sponsor – Schoolhouse Products Inc.
- Training Binders Sponsor – Zamboni Company Ltd.
- EXPO T-Shirt Sponsors - Schoolhouse Products Inc., Zamboni Company Ltd.

Annual Professional Development Program	2009	2010	2011	2012	2013	2014	2015	2016
Registration	523	542	551	595	495	518	472	472
Historical Running Total Since 1956					20,453			

## 2016 EXPO

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The 2016 EXPO was held on Monday, April 25th at the Gryphon Field House located at the University of Guelph in conjunction with the Association's 61st Annual Professional Development Program. The 2016 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

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The ORFA delivered 68 different training courses in 2016 (outside that delivered at the Annual Professional Development Program) and serviced a total of 1095 registrations.

Regional Training Courses	2009	2010	2011	2012	2013	2014	2015	2016
Registrations	917	757	902	911	837	860	1267	1261
# of Courses	61	49	54	45	43	46	67	74

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 Recreation Facility Housekeeping. It also includes 13 training events delivered under a Training Alliance with Serving the American Rinks (STAR).

## Facilities Operational Forum

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A Facilities Operational Forum and annual general meeting was held December 7th 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

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The ORFA's official publication, Facility Forum, is produced quarterly 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. 2016 saw a renewed commitment to the publication with a rebranded look and feel with Naylor Association Solutions acting as publisher. A special thank you is extended to the Public Services Health and Safety Association, I.B. Storey and George Barnes and Associates for their regular feature editorial contributions in 2016.

## Resource Centre

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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. New for 2016 included a media centre where videos and a safe ice resurfacer operator online course was housed.

## E-News

E-News continues to be an important communication tool for the Association and was distributed to 4,612 members in 2016. Down slightly from 2015, but includes an in-house clean-up of contacts with bad or undeliverable email addresses.

E-News	2010	2011	2012	2013	2014	2015	2016
Distribution	2,347	3,293	3,460	4,600	5,031	4,698	4,612

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 early November 2016, the ORFA received 110 jobs in 2016, compared to 130 at year end in 2015, 112 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 895 active ORFA professional designations.

Designation	2016 active	Designation	2016 Active
RRFA	57	CIT	535
RRFM	18	CPT/CGT	43
RRFS	79	CAT	30
RRFO	15	CAP	26
RGP	18	CBT	37
		CARPT/RPOT	37

## Awards & Recognition

The following individuals have been recognized as 2016 award recipients:

Award Recipient	Award Name
Todd Jackson	Doug Moore Ambassador Award
Ontario Good Roads Association	Ronald G. Burnside Memorial Award
Darin Ayres	Tony Brenner Mentor Award
Alan Carey	Certificate of Merit
Lee Huether	Certificate of Merit
Jason Cragg	Doug Poulin Certificate of Achievement
Paul Smith	Doug Poulin Certificate of Achievement

## ORFA COMMITTEES

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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, RRFO, Kevin Hill, RRFA, CIT, Steve Hardie, RRFA, CIT, CPT, CAP, Dave Merriman, Dave Wescott, CIT, George Acorn, Fred Horvath, RRFA, Greg Wright, RRFA, Mark Reinert, RRFM, CIT, CPT, Brent Wynne, Duncan Sanders, RRFA, CIT, CARPT, Cathy Sequin, Dave Loverock, Cory Piche, CIT, 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 Cooke, RRFs, CIT, CAP, Dan McArthur, RRFA, CIT, CAT, 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, RRFO

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

### BOARD APPOINTED COMMITTEES:

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

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

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

## ORFA Strategic Plan

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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 2016 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.

### 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)

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ORFA President Rob Tunney, Past-President Larry Fisher, and President-elect Ross Rankin represented the Association at the 2016 annual forum held in Ottawa, Ontario, May 3-5, 2016. 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. In 2016, CRFC member organizations joined the Canadian Parks and Recreation Association for a joint meeting and lobby opportunity on Parliament Hill. During the 2016 annual forum an election for the CRFC Chair-elect position was transacted, congratulations is extended to current ORFA President, Rob Tunney for his selection.

## Canadian Red Cross - Ontario Zone

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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 Turfgrass Symposium

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The ORFA continues to be a proud partner in the planning and delivery of the Ontario Turfgrass Symposium. The theme for OTS 2016 was "Changing Lives Improving Life" and was held February 17 – 18 at the University of Guelph. Registrations totaled 282 in 2016, compared to 346 in 2015, 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

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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 2016, 39 students registered for advanced refrigeration, HVAC/R and B-Prep training compared to 87 in 2015, 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

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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 16 – 19, 2016 in Columbus, Ohio.

## Facility Operators and Managers Association (FOMA)

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The ORFA/STAR Alliance remains the education choice of the NHL facility operators group under a signed partnership agreement. This annual forum allows for both training and team building to address operational issues that affect these larger unique venues. The Professional Ice Makers course was delivered by ORFA at the FOMA June 22-24, 2016 event in Columbus, Ohio.

## Public Services Health & Safety Association (PSHSA)

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ORFA's Chief Administrative Officer, John Milton continues to serve as a member of the Municipal and Community Affairs Advisory Council in 2016. 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. The 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)

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The ORFA and Ontario Good Roads Association (OGRA) continue to develop a mutually beneficial partnership 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 (RFAM) information in partnership with OGRA and Marmak Information Technologies. The OGRA have also accepted ORFA's 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

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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.

## Association Partnerships

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**ONTARIO RECREATION FACILITIES ASSOCIATION INC.  
ANNUAL GENERAL MEETING MINUTES  
DECEMBER 2, 2015**

**1. Call to Order and Welcome**

Rob Tunney, 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 2015 Facilities Operational Forum.

As the first order of business, President Tunney introduced the 2015/16 Board of Directors. They are as follows

President - Rob Tunney, RRFA, CIT – St. Michaels College School, Arena  
Past President - Larry Fisher, RRFA, CIT, CGT – University of Guelph, Kemptville Campus  
Director, South Region - Ed Greer, RRFA, CIT, CARPT, City of Barrie  
Director, Central Region - Julie Mitchell, CIT, City of Mississauga  
Director, East Region - Ross Rankin, RRFA – RA Centre, Ottawa  
Director, North Region - Cathy Seguin, City of North Bay (Retired)  
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, Fred Horvath, Bill Vass, Larry Fisher and Terry Piche as association Past-President's who were in attendance for the annual general meeting. Rob also recognized Rob Lilbourne as the current Chair of the Canadian Recreation Facilities Council.

A moment of silence was offered in memory of those members who have passed during the last year.

The ORFA's Chief Administrative Officer, John Milton was introduced as the recording secretary and he explained the voting rules of order for the 2015 annual general meeting

**2. Approval of the Annual General Meeting Minutes of Wednesday, December 3, 2014**

All delegates received a copy of the 2014 AGM minutes at registration check in. President, Rob Tunney looked for confirmation and approval of the 2014 annual general meeting minutes.

MOTION: 2015/01 – CARRIED

Moved by: Rob Lilbourne, Municipality of Strathroy-Caradoc

Seconded by: Julie Mitchell, City of Mississauga

**3. President's Report**

Rob Tunney reported that he is at the half-way point in his two-year term as President. Over the term of office, there have been numerous accomplishments achieved by association members, volunteer committees, staff and the Board of Directors.

Rob, highlighted the following accomplishments for general 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, our mission, values, beliefs, core-business and goals statements were all re-affirmed.
- In order to address deliverables in the new strategic plan and give focus to the area of research and development, a new contract position as Co-ordinator of Training and Development was added to our staff compliment.
- There was continued registration success at the Annual Professional Development Program in Guelph and regional training opportunities throughout the province. A new Advanced Recreation Facilities Management course was launched to a sold-out class at the University of Guelph. Rob reported, that this is the first of two courses designed to achieve the new "Certified Recreation Facilities Professional" designation.
- The various Technical Advisory Committees worked behind the scenes to share industry feedback and enhance our current training programs and best practices.
- The "rebranding" of the ORFA was extremely well received by members and stakeholders. Rob took this opportunity to recognize the ORFA staff who worked tirelessly behind the scenes to make this a reality.

Finally, Rob took the opportunity to thank his fellow Board members for their ongoing leadership and support as we collectively strive "to be the leaders in the Recreation Facilities Profession".

#### **4. Treasurer's Report**

ORFA CAO and Treasurer, John Milton provided a brief overview of outcomes from the audited 2014 financial statement that led to an excess of revenues over expenses in the amount of \$90,331. The audited 2014 financial statement was made available within the 2015 ORFA annual report. With no questions raised related to the review of the audit by the Treasurer, a motion to accept the 2014 ORFA audited financial statement was entertained.

MOTION: 2015/02 – CARRIED

Moved by: Fred Horvath, Municipality of Clarington

Seconded by: Cathy Seguin, City of North Bay (retired)

As required in the ORFA By-Law, the Treasurer reminded members that we are required to confirm the auditors for 2015. 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 2015 annual general meeting. Ed Greer was introduced as Chair of the Awards Committee

Certificate of Merit presented by Rob Tunney to South Western Ontario Recreation Facilities Association (represented

by Steve Hardie) and Ian Hennigar, formerly Ontario Speed Skating Association

Don Harrison Energy Champion Award presented by Justin Fidler to Tom Plese, Town of Caledon, Kevin Datema, City of Barrie, and The Municipality of Strathroy-Caradoc (represented by her Worship Mayor Joanne Vanderheyden).

Doug Moore Ambassador Award presented by Dave Loverock and Deborah Wilcock to Bill Vass, City of Thunder Bay (retired)

Doug Poulin Award of Achievement presented by Justin Fidler to Thomas Jadi, City of Burlington      MOTION:  
2014/04 – CARRIED

A special presentation was made by past ORFA President's in attendance to CAO, John Milton for his 26 years of dedicated service to the Association,

## 8. Adjournment

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

MOTION: 2015/04 – CARRIED

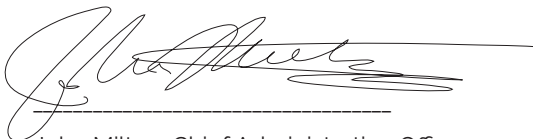
Moved by: Rob Lilbourne, Municipality of Strathroy-Caradoc

Seconded by: Larry Fisher, University of Guelph, Kemptville Campus

## 9. Next Meeting Date

The next annual general meeting date was identified for Wednesday, December 7, 2016 at the Centre for Health and Safety Innovation in Mississauga.

Recording Secretary:

A handwritten signature in black ink, appearing to read 'John Milton', is written over a horizontal line. The signature is fluid and cursive.

John Milton, Chief Administrative Officer

## INDEPENDENT AUDITORS' REPORT

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

### *Report on the Financial Statements*

We have audited the accompanying financial statements of Ontario Recreation Facilities Association Inc., which comprise the statement of financial position as at December 31, 2015 and the statements of revenues and expenses, changes in net assets and cash flows for the 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, 2015 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 & CO. LLP  
Chartered Accountants, Licensed Public Accountants

MARKHAM, Canada  
September 14, 2016

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# ONTARIO RECREATION FACILITIES ASSOCIATION INC.

## STATEMENT OF FINANCIAL POSITION

As at December 31,

2015

2014

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### ASSETS

#### Current

Cash and cash equivalents		
Unrestricted	\$ 397,033	\$ 336,459
Held in trust (Note 2)	50,862	54,705
Accounts receivable	63,835	103,909
HST receivable	5,115	-
Inventories (Note 3)	36,554	58,107
Prepaid expenses	6,345	26,753

\$ 559,744 \$ 579,933

#### Internally Restricted Cash and Investments (Note 4)

843,390 742,002

\$ 1,403,134 \$ 1,321,935

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### LIABILITIES

#### Current

Accounts payable and accrued liabilities	\$ 12,616	\$ 51,718
Government remittances payable	-	16,981
CRFC trust funds (Note 2)	50,862	54,705
Deferred revenue (Note 5)	101,635	65,862

\$ 165,113 \$ 189,266

### NET ASSETS

Internally restricted (Note 4)	\$ 843,390	\$ 742,002
Unrestricted	394,631	390,667

\$ 1,238,021 \$ 1,132,669


\$ 1,403,134 \$ 1,321,935


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### Commitments (Note 6)

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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, 2015

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	BALANCE - Beginning	EXCESS OF REVENUES OVER EXPENSES	TRANSFERS (Note 4)	BALANCE - Ending
<b>INTERNALLY RESTRICTED</b>				
<b>Current Period</b>				
Operation reserve	\$ 735,628	\$ 15,349	\$ 86,039	\$ 837,016
Bursary reserve	<u>6,374</u>	<u>-</u>	<u>-</u>	<u>6,374</u>
	<u>\$ 742,002</u>	<u>\$ 15,349</u>	<u>\$ 86,039</u>	<u>\$ 843,390</u>
<b>Prior Period</b>				
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>
<b>UNRESTRICTED</b>				
<b>Current Period</b>	<u>\$ 390,667</u>	<u>\$ 90,003</u>	<u>\$ (86,039)</u>	<u>\$ 394,631</u>
<b>Prior Period</b>	<u>\$ 300,336</u>	<u>\$ 90,331</u>	<u>\$ -</u>	<u>\$ 390,667</u>

See accompanying notes

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# ONTARIO RECREATION FACILITIES ASSOCIATION INC.

## STATEMENT OF REVENUES AND EXPENSES

For the year ended December 31,

2015

2014

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### UNRESTRICTED

#### REVENUES (Page 6)

Professional development	\$ 985,739	\$ 957,688
Communication and member services	359,707	362,656
Resource and recognition	92,493	62,471
Corporate affiliation	65,164	71,306
Interest	4,842	4,472
	<u>\$ 1,507,945</u>	<u>\$ 1,458,593</u>

#### EXPENSES (Page 7)

Administration and finance	\$ 854,312	\$ 760,820
Professional development	390,480	475,883
Communication and member services	79,146	45,825
Resource and recognition	69,276	49,732
Corporate affiliation	53,130	46,827
	<u>\$ 1,446,344</u>	<u>\$ 1,379,087</u>

#### EXCESS OF REVENUES OVER EXPENSES - UNRESTRICTED BEFORE THE FOLLOWING

\$ 61,601 \$ 79,506

Gain on foreign exchange

28,402 10,825

#### EXCESS OF REVENUES OVER EXPENSES - UNRESTRICTED

\$ 90,003 \$ 90,331

### INTERNALLY RESTRICTED - OPERATION RESERVE

#### REVENUES

Interest \$ 15,349 \$ 6,751

#### EXPENSES

- -

#### EXCESS OF REVENUES OVER EXPENSES - INTERNALLY RESTRICTED - OPERATION RESERVE

\$ 15,349 \$ 6,751

See accompanying notes

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# ONTARIO RECREATION FACILITIES ASSOCIATION INC.

## STATEMENT OF CASH FLOWS

For the year ended December 31,

2015

2014

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

#### OPERATING ACTIVITIES

Excess of revenues over expenses - unrestricted	\$	90,003	\$	90,331
Net change in non-cash working capital balances:				
Accounts receivable		40,074		(23,244)
HST receivable		(5,115)		-
Inventories		21,553		(4,989)
Prepaid expenses		20,408		(14,594)
Accounts payable and accrued liabilities		(39,102)		(3,897)
Government remittances payable		(16,981)		7,656
Deferred revenue		35,773		852
	\$	<u>146,613</u>	\$	<u>52,115</u>

#### INVESTING ACTIVITIES

Increase in investments	\$	(90,331)	\$	-
Change in restricted cash		4,292		-
	\$	<u>(86,039)</u>	\$	<u>-</u>

#### INCREASE IN UNRESTRICTED CASH AND CASH EQUIVALENTS

\$ 60,574 \$ 52,115

#### UNRESTRICTED CASH AND CASH EQUIVALENTS - Beginning

336,459 284,344

#### UNRESTRICTED CASH AND CASH EQUIVALENTS - Ending

\$ 397,033 \$ 336,459

See accompanying notes

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# ONTARIO RECREATION FACILITIES ASSOCIATION INC.

## SCHEDULE OF REVENUES

For the year ended December 31,

2015

2014

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### Professional Development

Regional training	\$ 559,646	\$ 550,060
Annual training program	419,237	400,798
Regional information sessions	<u>6,856</u>	<u>6,829</u>
	<u>\$ 985,739</u>	<u>\$ 957,687</u>

### Communication and Member Services

Membership fees		
Group	\$ 165,083	\$ 167,125
Individual and student	82,223	74,469
Corporate	<u>43,161</u>	<u>48,365</u>
	\$ 290,467	\$ 289,959
Job search fees	57,900	51,313
Advertising	<u>11,340</u>	<u>21,384</u>
	<u>\$ 359,707</u>	<u>\$ 362,656</u>

### Resource and Recognition

Manuals, logbooks and souvenir sales	<u>\$ 92,493</u>	<u>\$ 62,471</u>
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### Corporate Affiliation

EXPO	<u>\$ 65,164</u>	<u>\$ 71,306</u>
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### Interest

	<u>\$ 4,842</u>	<u>\$ 4,472</u>
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See accompanying notes

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# ONTARIO RECREATION FACILITIES ASSOCIATION INC.

## SCHEDULE OF EXPENSES

For the year ended December 31,

2015

2014

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### Administration and Finance

Wages and benefits	\$ 633,509	\$ 548,352
Office rent	44,046	47,904
Bank and credit card charges	35,030	34,394
Office supplies, photocopies and printing	31,773	25,651
Office equipment and software	31,224	16,461
Board meetings	23,706	22,988
Telephone	16,910	18,857
Insurance	15,625	16,770
Accounting and bookkeeping	10,600	12,975
Postage	8,880	12,934
Legal	3,009	3,021
Bad debts	-	513
	<u>\$ 854,312</u>	<u>\$ 760,820</u>

### Professional Development

Regional training	\$ 232,894	\$ 309,711
Annual training	152,403	162,217
Regional information sessions	5,183	3,955
	<u>\$ 390,480</u>	<u>\$ 475,883</u>

### Communications and Member Services

Marketing and communications	\$ 46,444	\$ 21,501
Printing and distribution	17,634	9,130
Professional designation program	7,634	3,936
Advisory committee meetings	7,434	11,258
	<u>\$ 79,146</u>	<u>\$ 45,825</u>

### Resource and Recognition

Log books	\$ 38,025	\$ 28,649
Partnership development	9,707	4,897
Refrigeration manuals	9,331	7,940
CRFC	8,423	4,634
Souvenir purchases	1,837	1,033
Awards	1,106	1,195
Facility library	847	1,384
	<u>\$ 69,276</u>	<u>\$ 49,732</u>

### Corporate Affiliation

EXPO	\$ 48,938	\$ 43,593
Event sponsorships	4,192	3,234
	<u>\$ 53,130</u>	<u>\$ 46,827</u>

See accompanying notes

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# ONTARIO RECREATION FACILITIES ASSOCIATION INC.

## NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

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### 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 and PayPal 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.

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# ONTARIO RECREATION FACILITIES ASSOCIATION INC.

## NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

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### 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 a significant number of hours per year to assist the Association in carrying out its activities. Because of the difficulty in determining their fair market value, contributed services are not recognized in the financial statements.

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# ONTARIO RECREATION FACILITIES ASSOCIATION INC.

## NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

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### 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 and cash equivalents, accounts receivable and HST 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:

	2015	2014
Printed materials	\$ 34,750	\$ 56,107
Promotional materials	<u>1,804</u>	<u>2,000</u>
	<u>\$ 36,554</u>	<u>\$ 58,107</u>



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# ONTARIO RECREATION FACILITIES ASSOCIATION INC.

## NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

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### 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, \$86,039 (2014 – \$Nil) was transferred from unrestricted net assets to the operation reserve.

Internally restricted cash and investments consist of the following:

	2015	2014
Guaranteed investment certificates, 0.75 - 1.75% (2014 - 1.25 - 2.7%), maturing between December 2016 and October 2018	\$ 843,390	\$ 737,710
Internally restricted cash	<u>-</u>	<u>4,292</u>
	<u>\$ 843,390</u>	<u>\$ 742,002</u>

### 5. DEFERRED REVENUE

Deferred revenue consists of the following:

	2015	2014
Membership fees	\$ 94,135	\$ 58,362
EXPO sponsorship	<u>7,500</u>	<u>7,500</u>
	<u>\$ 101,635</u>	<u>\$ 65,862</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) required under this lease are \$24,214. Subsequent to June 30, 2016, the Association continued leasing the premises on a month-to-month arrangement with rental payments of \$5,270 per month.

The Association leases office equipment requiring lease payments totaling \$8,715 annually until June 2020.

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# ONTARIO RECREATION FACILITIES ASSOCIATION INC.

## NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

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### 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, 2015:

##### 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, 2015. 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 and accrued liabilities. The Association manages this risk by managing its working capital, generating sufficient cash flows from operations 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. Approximately 4% (2014 - 6%) of the Association's revenues are in US dollars. Consequently some assets are exposed to foreign exchange fluctuations. As at December 31, 2015, cash and cash equivalents of \$38,920 (2014 - \$120,249) are denominated in US dollars and have been converted into equivalent Canadian dollars at the exchange rate in effect at the year end. Foreign exchange gains and losses are included in the excess of revenues over expenses and total \$28,402 for 2015 (2014 - \$10,825). The exposure to this risk changes as the transaction amounts change and as the exchange rate fluctuates. The average \$US exchange rate for 2015 was 1.28 (2014 - 1.10).

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# ONTARIO RECREATION FACILITIES ASSOCIATION INC.

## NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

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### 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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