



2017 ANNUAL REPORT

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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.

2017/18 BOARD OF DIRECTORS

Ross Rankin, CRFP, CAT
President/Chair of the Board
RA Centre, Ottawa

Rob Tunney, CRFP, CIT
Past-President
St. Michael's College School Arena

Ed Greer, CRFP, CIT, CARPT
President-Elect/Director - Southern Region
City of Barrie

Karen Cooke, RRFs, CAP, CIT
Director - Central Region
City of Vaughan

Randy Watt
Director - Eastern Region
Capital Sports Management - Ottawa

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

Stephen Mearns, CIT
Director-at-Large
City of St. Catharines

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

Richard Poole
Corporate Director
Cimco Refrigeration

ORFA TEAM

John Milton
Chief Administrative Officer

Sharon Dias
Executive Assistant

Monica Gurspersaud
Coordinator, Administration and Logistics

Terry Piche, CRFP, CIT
Technical Director

Graham Nesbitt, CRFP, CIT, CARPT
Coordinator, Training and Development

Remo Petrongolo
Director, Business Development

Hubie Basilio
Director, Technology and Design

Gordana Mosher
Social Media Coordinator



2017/18 Board of Directors

President's Report 2017

As my first year as President comes to a close, it allows me to reflect on the numerous accomplishments of our Board of Directors, committees, members and staff. Our three year, aggressive strategic plan, is coming to the end with many great achievements which I would like to highlight.

- Our continued relationships and partnerships with strategic allies that include: University of Guelph, U.S. Ice Rink Association, Sports Turf Canada, Hockey Canada, Canadian Recreation Facilities Council, Ministry of Health and Long Term Care, Association of Municipalities of Ontario, ParticipACTION, Ontario Municipal Health and Safety Representatives Association, Frank Cowan Company, Ontario Ministry of Labour, Ontario Fire Marshall's Office, Technical Standards and Safety Authority, Public Services Health and Safety Association, Heart and Stroke Foundation of Ontario, Ontario Turfgrass Symposium, Facility Owners and Managers Association, Ontario Good Roads Association, Local Health Units, and our newest partner the National Swimming Pool Foundation. These and many more allow ORFA to provide you as members updated information to allow us to be "to be the leaders in the recreation facilities profession."
- Training programs continue to be strong at both the Annual Professional Development Program and Regional Training Courses. The Safe Ice Resurfacers Operator online courses have been well received.
- Membership remains strong.
- The Certified Recreation Facilities Professional professional designation has been offered to the ORFA membership with the recertification process explained.
- The Technical Advisory Committees continue to provide great input in their specific subject matter.
- The Canadian Recreation Facilities Council has dissolved as a corporation, but will continue as a group of like-minded individuals to share ideas.

We will be turning our attention to setting a new strategic plan in the new year and look forward to working with the Board of Directors and staff to chart a new course for your Association.

I would like to recognize our Board of Directors for their work and dedication. Our role is a governance role. I would also like to thank and recognize staff for their great work and dedication.

As I begin to focus on my second year as Chair and prepare for the new upcoming Board elections, I would like to ask our membership to consider allowing their names to stand. We are looking for people like you to be the future of ORFA.

Ross Rankin, CRFP, CIT
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 2017

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."

2017 ASSOCIATION ACTIVITIES

OFFICE

The head office of the ORFA continues to be located at 1 Concorde Gate, Suite 102, Toronto, Ontario and will be for the next ten years as part of a renewed lease with Artis REIT.

MEMBERSHIP REPORT

The ORFA has 6,147 current 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	2017
Group (Primary Contacts)	276	274	272	266	248	243	233
Group (Employees)	4014	4295	4593	4901	4966	5002	4770
Corporate	115	108	100	90	82	88	89
Individual	586	676	685	685	814	887	881
Life	7	7	7	9	9	7	7
Student	6	7	9	15	23	19	21
Total Members	5004	5093	5394	6040	6142	6246	6147

62ND ANNUAL PROFESSIONAL DEVELOPMENT PROGRAM

The ORFA's flagship program was held Sunday, April 30 to Friday, May 5, 2017 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 2017 program:

- EXPO Luncheon – CIMCO Refrigeration
- Welcome Reception – Schoolhouse Products Inc.
- APDP Journal and Front Binder Banner Ad – Jet Ice
- 2017 Training Binders – Zamboni Company Ltd.

Annual Professional Development Program	2009	2010	2011	2012	2013	2014	2015	2016	2017
Registration		523	542	551	595	495	518	472	472
Historical Running Total Since 1956						20,935			

2017 EXPO

The 2017 EXPO was held on Monday, May 1st at the Gryphon Field House located at the University of Guelph in conjunction with the Association's 62nd Annual Professional Development Program. The 2017 EXPO venue allows the ORFA to keep the event under one roof and with a reconfigured layout, allowed for 52 exhibitor booths and an unofficial gathering for retired members of ORFA and the Ontario Arenas Alumni.

REGIONAL TRAINING

The ORFA delivered 54 different training courses in 2017 (outside that delivered at the Annual Professional Development Program) and serviced a total of 993 registrations.

Regional Training Courses	2009	2010	2011	2012	2013	2014	2015	2016	2017
Registrations	917	757	902	911	837	860	1267	1095	993
# of Courses	61	49	54	45	43	46	67	68	54

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 15 training events delivered under a Training Alliance with the United States Ice Rink Association (formerly STAR: Serving the American Rinks).

Total Training for 2017: 76 events and 1475 participants

FACILITIES OPERATIONAL FORUM

A Facilities Operational Forum and annual general meeting was held December 6th 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 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. 2017 was the second year of a three year renewed commitment to the publication with a rebranded look and feel with Naylor Association Solutions acting as publisher. A thank you is extended to the Public Services Health and Safety Association, I.B. Storey, George Barnes Cemetery Training and the Frank Cowan Company for their regular feature editorial contributions in 2017. Also, to the advertisers who continue to support the magazine.

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 and a media centre 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.

E-NEWS

E-News continues to be an important communication tool for the Association and was distributed to 4,917 members in 2017. Up slightly from 2016 and 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.

SOCIAL MEDIA

The ORFA continues to increase presence in various social media platforms. Twitter, Facebook and Instagram are the primary tools used to promote the Association and the various activities conducted throughout the year. Currently there are 246 Followers on Twitter.

JOB SEARCH PROGRAM

As of early November 2017, the ORFA received a record breaking 142 jobs in 2017 compared to 126 in 2016, 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: Certified Recreation Facilities Professional; 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 896 active ORFA professional designations.

Designation	2017 active	Designation	2017 Active
CRFP	22	CIT	531
RRFA	38	CPT/CGT	42
RRFM	14	CAT	39
RRFS	77	CAP	23
RRFO	14	CBT	43
RGP	18	CARPT/RPOT	35

AWARDS & RECOGNITION

The following individuals have been recognized as 2017 award recipients:

Award Recipient	Award Name
Public Services Health and Safety Association	Ronald G. Burnside Memorial Award
George Barnes	Ronald G. Burnside Memorial Award
Vikki Dupuis	Tony Brenner Mentor Award
Duncan Sanders	Certificate of Merit
Paul Booth	Doug Poulin Certificate of Achievement
Lynda Pinnington	Instructor Award of Excellence

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, Joanne Kuzoff, CARPT, CIT, Kevin Hill, RRFA, CIT, Steve Hardie, RRFA, CIT, CPT, CAP, Dave Merriman, Andrew Epp, Greg Wright, RRFA, Mark Reinert, RRFM, CIT, CPT, Brent Wynne, Duncan Sanders, RRFS, CIT, CARPT, Cathy Sequin, Dave Loverock, Cory Piche, CIT, Greg Dean, Gary Makins, RRFA, Jeff Pajot, Public Services Health & Safety Assoc., Len Bennett, Frank Cowan Company

Aquatics Technical Advisory Committee: Amanda Nadeau, CAP, RRFS, Cameron Evanoff, CIT, Rob Braid, CAT, Gary Makins, RRFA, Karen Cooke, CAP, CIT, RRFS, Dan McArthur, RRFA, CIT, CAT, Rob Bell, RRFA, Amy Gangl, Shelley Makepeace, Canadian Red Cross, Len Bennett, Frank Cowan Company

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, CAT, Ray Hammond, RRFO, Len Bennett, Frank Cowan Company

Grounds Technical Advisory Committee Members: Mark Reinert, RRFM, CIT, CPT, Steve Hardie, RRFA, CIT, CPT, Jay Kivell, Joe Brown, RRFS, CIT, CPT, CBT, Curtis Dray, Frank Cain, Paul Gillen, Sports Turf Canada, Len Bennett, Frank Cowan Company, George Acorn, Fred Horvath, RRFA, BJ Foster, George Barnes, Larry Fisher, RRFA, CIT, CGT, Paul Anthony, RRFA, Joanne Clark, Public Services Health & Safety Assoc., Anne Baliva, Sports Turf Canada

BOARD APPOINTED COMMITTEES:

Administration & Finance Committee: Ross Rankin, RRFA, CAT (Chair), Rob Tunney, RRFA, CIT, Ed Greer, RRFA, CIT, CARPT

Awards & Recognition Committee: Karen Cooke, RRFS, CAP, CIT (Chair), Randy Watt, Ed Greer, RRFA, CIT, CARPT

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 a 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.

GOAL AREAS AND KEY INITIATIVES

- 1. Strategic Alliances** - Align the ORFA with other organizations that advances the core business and creates positive net results.
- 2. Membership Services** - Develop and deliver products and services that result in the retention of existing members and broaden representation from other sectors.
- 3. Marketing and Communication** - Position the ORFA as a progressive leader in the development and delivery of quality training programs, services and related resources.
- 4. Research and Development** - Develop innovative products, services and delivery strategies that meet or exceed member and sector needs and increase market share.
- 5. 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 Ross Rankin, Past-President Rob Tunney, and ORFA staff John Milton and Remo Petrongolo represented the Association at the 2017 annual forum held in Victoriaville, Quebec, May 28-30, 2017. The annual forum brings 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 2017, CRFC member approved a voluntary wound-up and dissolution of the Corporation in accordance with the Canada Not-for-profit Corporations Act. It was collectively determined that CRFC is better served as a group of like-minded representatives who come together periodically and share information without being bound by the Corporations Act and the resources required to administer responsibilities under the Act.

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 continue to serve as members of the Aquatics Technical Advisory Committee.

FACILITY OPERATORS AND MANAGERS ASSOCIATION (FOMA)

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 26 - July 1, 2017 event in Nashville, TN.

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 GOOD ROADS ASSOCIATION/MARMAK

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 Data Works 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. The RFAM solution continues to gain recognition and with ORFA members in Ontario and is now the exclusive solution for the Alberta Association of Recreation Facility Personnel.

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 2017 was "A Changing Landscape" and was held February 22 – 23 at the University of Guelph. Registrations totaled 273 in 2017, compared to 282 in 2016, 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

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 2017, we saw 19 students register for the Advanced Refrigeration course, with no registrations in HVAC/R or the B-Prep training course. This when compared to 39 in 2016, 87 in 2015, 118 in 2014, 60 in 2013, 81 in 2012, 44 in 2011 and 60 in 2010 is considered a reflection of declined member interest or need for the B-Class Refrigeration Certificate issued by the TSSA. On a positive note, there is a continued interest in the CARPT professional designation issued by ORFA.

ORFA/U.S. ICE RINK ASSOCIATION ALLIANCE

The ORFA and U.S. Ice Rink Association (formerly known as 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 U.S 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, 2017 in Columbus, Ohio.

PUBLIC SERVICES HEALTH & SAFETY ASSOCIATION

ORFA's Chief Administrative Officer, John Milton continues to serve as a member of the Municipal and Community Affairs Advisory Council in 2017. 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.

ASSOCIATION PARTNERSHIPS



ONTARIO RECREATION FACILITIES ASSOCIATION INC.

ANNUAL GENERAL MEETING MINUTES, DECEMBER 7, 2016

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 12:55 pm following a morning of Corporate displays and information sessions at the 2016 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, CBT – Algonquin College

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, CGT – 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, Bill Vass, Larry Fisher and Terry Piche as association Past-President's who were in attendance for the annual general meeting. Rob also further 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.

Rob introduced ORFA's Chief Administrative Officer, John Milton and all other staff members in attendance. John was identified as the recording secretary for the annual general meeting and he explained the voting rules of order for the meeting

2. Approval of the Annual General Meeting Minutes of Wednesday, December 2, 2015

All delegates received a copy of the 2015 AGM minutes at registration check in. President, Rob Tunney looked for confirmation and approval of the 2015 annual general meeting minutes.

MOTION: 2016/01 – CARRIED

Moved by: Rob Lilbourne, Municipality of Strathroy-Caradoc

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

3. President's Report

Rob Tunney reported that as he comes to the end of his two-year term as President, he is extremely pleased with 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 Directors continue to work through the 2nd year of a 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 have researched and designed a new "On-line" training course "SIRO" - Safe Ice Resurfacers Operator which was launched in October 2016 to rave reviews from our members.

- Another successful year for the Annual Professional Development Program in Guelph and Regional training opportunities. The ORFA 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. At this point, Rob recognized the ORFA staff who worked tirelessly behind the scenes to make this a reality. Our head office will remain in Toronto for the next ten years.

In closing, Rob took the opportunity to thank his fellow Board members, staff and St. Michael's College School (his employer), for their ongoing support. Further recognizing outgoing Board members Julie Mitchell, Justin Fidler and Past President Larry Fisher, commenting that your service to our Board and Association is very much appreciated. Rob also welcomed Ross Rankin as ORFA's new incoming President and acknowledged that he was looking forward to working with Ross and the new Board as we continue "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 2015 financial statement that led to an excess of revenues over expenses in the amount of \$90,003. The audited 2015 financial statement was made available within the 2016 ORFA annual report. With no questions raised related to the review of the audit by the Treasurer, a motion to accept the 2015 ORFA audited financial statement was entertained.

MOTION: 2016/02 – CARRIED

Moved by: Larry Fisher, Algonquin College

Seconded by: Steve Hardie, Municipality of North Perth

As required in the ORFA By-Law, the Treasurer reminded members that we are required to confirm the auditors for 2016. The Treasurer recommended that we continue to use the firm of Norton McMullen & Co. With no objections a motion was entertained.

MOTION: 2016/03 – CARRIED

Moved by: Ed Greer, City of Barrie

Seconded by: Cathy Ballantyne, County of Brant

5. Awards and Recognition Committee Report

The following awards were presented as part of the 2016 annual general meeting. Ed Greer was introduced as Chair of the Awards Committee

Certificate of Merit – presented by Rob Tunney

Lee Huether, Executive Manager of Sports Turf Canada

Alan Carey, City of Hamilton who was unfortunately not able to be in attendance.

Ronald G. Burnside Award – presented by Rob Tunney

Ontario Good Roads Association, represented by Joe Tiernay, Executive Director

Doug Moore Ambassador Award – presented by Dave Loverock and Deborah Wilcock

Todd Jackson, Director of Insurance and Risk Management at Hockey Canada

Tony Brenner Mentor Award – presented by Rob Tunney

Darin Ayres, County of Brant

Doug Poulin Award of Achievement – presented by Bill Vass

Jason Cragg, Town of Englehart

Paul Smith, Township of Lucan Biddulph

6. Introduction of 2017/18 Board of Directors

Outgoing Past President, Larry Fisher introduced the newly elected 2017/18 Board of Directors and conducted the swearing in, oath of office ceremony

7. Incoming Presidents Remarks

Ross Rankin was introduced and welcomed both new and returning Board members. Ross reminded everyone that 2017 is a celebration of Canada 150 and also the 70th anniversary of ORFA. His personal thanks was extended to the many past and present Board members, volunteers and staff who have left their imprint on the Association. Ross expressed his commitment and pride in being able to serve the Association in the coming two year term of office

8. Adjournment

With no other new business the meeting was adjourned at 1:25 pm.

MOTION: 2015/04 – CARRIED

Moved by: Steve Hardie, Municipality of North Perth

Seconded by: Gary Makins, Town of Port Colborne (retired)

9. Next Meeting Date

The next annual general meeting date was identified for Wednesday, December 6, 2017 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, 2016 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, 2016 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 13, 2017

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

As at December 31,

2016

2015

ASSETS**Current**

Cash and cash equivalents

Unrestricted

\$ 417,512 \$ 397,033

Held in trust (Note 2)

57,554 50,862

Accounts receivable

57,977 63,835

HST receivable

870 5,115

Inventories (Note 3)

24,322 36,554

Prepaid expenses

14,217 6,345

\$ 572,452 \$ 559,744

Internally Restricted Investments (Note 4)

942,594 843,390\$ 1,515,046 \$ 1,403,134

LIABILITIES**Current**

Accounts payable and accrued liabilities

\$ 57,763 \$ 12,616

Government remittances payable

11,709 -

CRFC trust funds (Note 2)

57,554 50,862

Deferred amounts (Note 5)

101,612 101,635

\$ 228,638 \$ 165,113

NET ASSETS

Internally restricted (Note 4)

\$ 942,594 \$ 843,390

Unrestricted

343,814 394,631\$ 1,286,408 \$ 1,238,021\$ 1,515,046 \$ 1,403,134

Commitments (Note 6)

Approved by the Board:

Director

Director

See accompanying notes

- 2 -

ONTARIO RECREATION FACILITIES ASSOCIATION INC.**STATEMENT OF CHANGES IN NET ASSETS**For the year ended December 31, 2016

	BALANCE - Beginning	EXCESS OF REVENUES OVER EXPENSES	TRANSFERS (Note 4)	BALANCE - Ending
INTERNALLY RESTRICTED				
Current Period				
Operation reserve	\$ 837,016	\$ 9,201	\$ 90,003	\$ 936,220
Bursary reserve	<u>6,374</u>	<u>-</u>	<u>-</u>	<u>6,374</u>
	<u>\$ 843,390</u>	<u>\$ 9,201</u>	<u>\$ 90,003</u>	<u>\$ 942,594</u>
Prior Period				
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>
UNRESTRICTED				
Current Period	<u>\$ 394,631</u>	<u>\$ 39,186</u>	<u>\$ (90,003)</u>	<u>\$ 343,814</u>
Prior Period	<u>\$ 390,667</u>	<u>\$ 90,003</u>	<u>\$ (86,039)</u>	<u>\$ 394,631</u>

See accompanying notes

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

For the year ended December 31,

2016**2015**

UNRESTRICTED**REVENUES** (Page 6)

Professional development	\$ 1,022,401	\$ 985,739
Communication and member services	396,486	359,707
Resource and recognition	72,349	92,493
Corporate affiliation	67,315	65,164
Interest	3,520	4,842
	<u>\$ 1,562,071</u>	<u>\$ 1,507,945</u>

EXPENSES (Page 7)

Administration and finance	\$ 910,752	\$ 854,312
Professional development	440,207	390,480
Communication and member services	87,091	79,146
Resource and recognition	51,030	69,276
Corporate affiliation	47,802	53,130
	<u>\$ 1,536,882</u>	<u>\$ 1,446,344</u>

**EXCESS OF REVENUES OVER EXPENSES - UNRESTRICTED
BEFORE THE FOLLOWING:**

	\$ 25,189	\$ 61,601
Gain on foreign exchange	<u>13,997</u>	<u>28,402</u>

EXCESS OF REVENUES OVER EXPENSES - UNRESTRICTED

	<u>\$ 39,186</u>	<u>\$ 90,003</u>
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INTERNALLY RESTRICTED - OPERATION RESERVE**REVENUES**

Interest	\$ 9,201	\$ 15,349
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EXPENSES

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

	<u>\$ 9,201</u>	<u>\$ 15,349</u>
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See accompanying notes

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

For the year ended December 31,

2016**2015**

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

Excess of revenues over expenses - unrestricted	\$	39,186	\$	90,003
Net change in non-cash working capital balances:				
Accounts receivable		5,858		40,074
HST receivable		4,245		(5,115)
Inventories		12,232		21,553
Prepaid expenses		(7,872)		20,408
Accounts payable and accrued liabilities		45,147		(39,102)
Government remittances payable		11,709		(16,981)
Deferred amounts		(23)		35,773
	\$	110,482	\$	146,613

INVESTING ACTIVITIES

Increase in investments	\$	(90,003)	\$	(90,331)
Change in restricted cash		-		4,292
	\$	(90,003)	\$	(86,039)

INCREASE IN UNRESTRICTED CASH AND CASH EQUIVALENTS\$ **20,479** \$ 60,574**UNRESTRICTED CASH AND CASH EQUIVALENTS - Beginning****397,033** 336,459**UNRESTRICTED CASH AND CASH EQUIVALENTS - Ending****\$ 417,512** \$ 397,033

See accompanying notes

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ONTARIO RECREATION FACILITIES ASSOCIATION INC.

SCHEDULE OF REVENUES

For the year ended December 31,

2016

2015

Professional Development

Regional training	\$ 586,056	\$ 559,646
Annual training program	431,055	419,237
Regional information sessions	<u>5,290</u>	<u>6,856</u>
	<u>\$ 1,022,401</u>	<u>\$ 985,739</u>

Communication and Member Services

Membership fees		
Group	\$ 166,459	\$ 165,083
Individual and student	96,830	82,223
Corporate	<u>43,340</u>	<u>43,161</u>
	\$ 306,629	\$ 290,467
Job search fees	54,064	57,900
Advertising	<u>35,793</u>	<u>11,340</u>
	<u>\$ 396,486</u>	<u>\$ 359,707</u>

Resource and Recognition

Manuals, logbooks and souvenir sales	<u>\$ 72,349</u>	<u>\$ 92,493</u>
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Corporate Affiliation

EXPO	<u>\$ 67,315</u>	<u>\$ 65,164</u>
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Interest

	<u>\$ 3,520</u>	<u>\$ 4,842</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,	2016	2015
Administration and Finance		
Wages and benefits	\$ 669,713	\$ 633,509
Office supplies, photocopies and printing	52,163	31,773
Bank and credit card charges	38,664	35,030
Office rent	37,750	44,046
Office equipment and software	26,543	31,224
Telephone	21,338	16,910
Board meetings	21,334	23,706
Insurance	16,868	15,625
Accounting and bookkeeping	16,650	10,600
Postage	7,427	8,880
Legal	2,302	3,009
	<u>\$ 910,752</u>	<u>\$ 854,312</u>
Professional Development		
Regional training	\$ 255,225	\$ 232,894
Annual training	178,190	152,403
Regional information sessions	6,792	5,183
	<u>\$ 440,207</u>	<u>\$ 390,480</u>
Communications and Member Services		
Printing and distribution	\$ 44,815	\$ 17,634
Marketing and communications	22,891	46,444
Advisory committee meetings	13,167	7,434
Professional designation program	6,218	7,634
	<u>\$ 87,091</u>	<u>\$ 79,146</u>
Resource and Recognition		
Log books	\$ 36,545	\$ 38,025
CRFC	6,430	8,423
Refrigeration manuals	3,921	9,331
Partnership development	2,389	9,707
Facility library	1,271	847
Awards	434	1,106
Souvenir purchases	40	1,837
	<u>\$ 51,030</u>	<u>\$ 69,276</u>
Corporate Affiliation		
EXPO	\$ 44,516	\$ 48,938
Event sponsorships	3,286	4,192
	<u>\$ 47,802</u>	<u>\$ 53,130</u>

See accompanying notes

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ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2016

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) **Foreign Currency Translation**

Accounts in foreign currencies have been translated into Canadian dollars using the temporal method. Under this method, monetary assets and liabilities are translated at the year-end exchange rate, while non-monetary assets are translated at the rate of exchange prevailing at the date of the transaction. Revenues and expenses are translated at the average rates of exchange during the year.

c) **Cash and Cash Equivalents**

Cash and cash equivalents include cash held in bank and PayPal accounts.

d) **Inventories**

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

e) **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.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2016

1. SIGNIFICANT ACCOUNTING POLICIES - Continued

f) 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/or 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.

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.

g) 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.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2016

1. SIGNIFICANT ACCOUNTING POLICIES - Continued

g) Revenue Recognition - Continued

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.

h) 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 value, contributed services are not recognized in the financial statements.

i) 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 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.

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ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2016

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:

	2016	2015
Printed materials	\$ 23,421	\$ 34,750
Promotional materials	<u>901</u>	<u>1,804</u>
	<u>\$ 24,322</u>	<u>\$ 36,554</u>

4. INTERNALLY RESTRICTED 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, \$90,003 (2015 – \$86,039) was transferred from unrestricted net assets to the operation reserve.

Internally restricted investments consist of the following:

	2016	2015
Guaranteed investment certificates, 0.75 - 1.35% (2015 - 0.75 - 1.75%), maturing between October 2018 and September 2021	<u>\$ 942,594</u>	<u>\$ 843,390</u>

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2016

5. DEFERRED AMOUNTS

Deferred amounts consist of the following:

	2016	2015
Membership fees	\$ 91,144	\$ 94,135
EXPO sponsorship	7,500	7,500
Alumni community activity funds	<u>2,968</u>	<u>-</u>
	<u>\$ 101,612</u>	<u>\$ 101,635</u>

During the year an independent group of alumni closed a joint bank account that was used to fund social activities within the Association's community. The cash from this bank account was provided to the Association with the expectation that the balance would be used for future expenditures in support of alumnus community activity.

6. COMMITMENTS

The Association has entered into a ten year lease for its office premises expiring October 2026. The Association also leases office equipment under two operating leases that expire June 2020 and June 2021. Future minimum annual payments for each of the next five years and thereafter are as follows:

	Premises	Equipment	Total
2017	\$ 21,755	\$ 10,659	\$ 32,414
2018	21,946	10,659	32,605
2019	22,900	10,659	33,559
2020	22,900	6,301	29,201
2021	23,091	972	24,063
Thereafter	<u>119,653</u>	<u>-</u>	<u>119,653</u>
	<u>\$ 232,244</u>	<u>\$ 39,250</u>	<u>\$ 271,494</u>

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2016

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, 2016:

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, 2016. 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 8% (2015 - 4%) of the Association's revenues are in US dollars. Consequently some assets are exposed to foreign exchange fluctuations. As at December 31, 2016, cash and cash equivalents of \$84,453 (2015 - \$38,920) 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 \$13,997 for 2016 (2015 - \$28,402). The exposure to this risk changes as the transaction amounts change and as the exchange rate fluctuates. The average \$US exchange rate for 2016 was 1.34 (2015 - 1.28).

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

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