



2020 ANNUAL REPORT

orfa.com

VISION

To be the leader in the recreation facility profession.

MISSION

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

WE VALUE

- Expertise in the recreation facility profession that comes from personal and organizational development
- Dedication to the professional, efficient and competent operation of recreation facilities
- Communication with our members
- Products and services that are responsive to membership needs
- Results based on business-centred principles

WE BELIEVE IN

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

CORE BUSINESS

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

GOALS

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

2019/20 BOARD OF DIRECTORS

Ed Greer, CRFP, CIT, CARPT, CAT, CBT
President/Chair of the Board
City of Barrie

Ross Rankin, CRFP, CAT, CPO
Past-President
Town of Carlton Place

Cathy Seguin
President-Elect/Director - Northern Region
Canadore College

Amy Gangl, CRFP, CAT
Director - Western Region
Municipality of North Perth

Karen Cooke, RRFS, CAP, CIT, CGT
Director - Central Region

Joseph Brown, RRFS, CIT, CPT, CBT
Director - Eastern Region
City of Pembroke

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 Gursersaud
Coordinator, Administration and Logistics

Terry Piche, CRFP, CIT
Technical Director

Remo Petrongolo
Director, Business Development

Gordana Mosher
Social Media Coordinator

Hubie Basilio
Director, Technology and Design



2020 Board of Directors

President's Report 2020

When we came together this same time last year for ORFA's annual general meeting, we openly shook hands with our friends and colleagues without rushing to sanitize those same hands, we sat next to new people without wearing a mask, and we talked with less than 2M distance about our industry and what's been going on over the past year. Physical distancing wasn't a phrase we used when talking about people coming into our facilities. Neither was limiting the number of people coming onto our ice surfaces or into our pools. I wrote in last years President's Report about looking ahead for the "new and exciting challenges" that were coming in 2020. In reflection, the challenges were new, but not exciting!

When March 2020 hit and the Emergency Declaration was announced by the Province of Ontario, we experienced unprecedented closures and cancellations not only in our province, but across the country and the world. No one knew at the time how long the closures would last, so the ORFA had to make hard decisions to cancel events as well. During this time, the ORFA staff and the board of directors didn't lose sight of our vision, our mission or our core business. We collectively worked harder behind the scenes with resource development and access to information specific to COVID-19 for the betterment of the membership. We invested resources on a new learning management system that would allow us to move forward with new online courses and create a dedicated training portal for ORFA members.

Since April, the ORFA has released five webinars to the membership. Attendance has ranged from 300 plus to over 500 plus members joining in. There are also five podcasts available to listen to on key topics during the pandemic. The summer edition of the Facility Forum magazine has informative articles on COVID-19 and some of our online courses have been updated and added to the new learning management system. With this new system you have 24/7 access to learning materials, receive your marks in real time, along with the ability to review all the material again at a future date. This LMS is easy to use and is a welcome addition to the benefits of being an ORFA member.

The updated online courses are Safe Ice Resurfacers Operator, Safe Arena Refrigeration Plant Owner/Operator, Recreation Facility Cleaning, Disinfection and Sanitizing Principals and Basic Arena Refrigeration. To add to that, there are now four instructor lead courses online - Leadership Skills for Recreation Professionals, Advanced Recreation Business Management I & II, Events Planning and Management along with the CIT Recertification Course. All of this information is at ORFA.com under the Events or the Resource Centre tabs. I highly recommend reviewing the website as this is a huge benefit of membership and there is so much information not only for COVID-19, but your industry that you work in every day.

None of this could have been done without the dedication from our CAO, John Milton and the ORFA staff. The skill and commitment from this team is second to none. On behalf of the Board of Directors, I would like to say thank you for everything you do to make sure the ORFA keeps moving forward.

To our current Board of Directors, I have said it before, but you are an amazing group of people! I feel very privileged in getting to know you and being able to work with you over these past two years. Thank you for everything you have done and especially this year for your strong decision making and sense of team.

As this was an election year, I would also like to thank all members who put their names forward for nominations and I would like to encourage more members to get involved within your association. Congratulations to our returning Board of Directors and congratulations to our new board members. It is also a time to say thank you to departing Board member Stephen Mearns for your dedication and commitment to the association over the last four years, I wish you all the best.

To our outgoing Past President Ross Rankin, thank you for your friendship over the past six years and everything you have done for the ORFA. I wish you luck on your new journey at the Town of Carlton Place. To our incoming President Cathy Seguin, I look forward to your guidance as President of the ORFA and our continued friendship.

As my term as President comes to an end, I am very honoured to have been able to serve as President for the ORFA. This is such a great association to be a part of and I look forward to my continued service as Past President for the next term. I would like to thank the City of Barrie for their support in allowing me to take the time to contribute and be a part of our association.



Ed Greer, CRFP, CIT, CARPT, CAT, CBT
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

It is once again my pleasure to provide the membership of the Ontario Recreation Facilities Association Inc. with this Annual Report that provides a glimpse into our operations over the last year.

2020 has been a year like no other in our recent past. The extreme effects of COVID-19 and the emergency declaration made by the Province of Ontario has turned what was the start to yet another very promising and productive year, into a challenging year with numerous event cancellations; including the 65th Annual Professional Development Program and EXPO, the Recreation Facilities Emergency Management Forum, and numerous face-to-face classroom deliveries of regional training across the Province and beyond.

It has also resulted in new exciting products and services that will form an even stronger foundation for years to come. Projects and deliverables that were not deemed a priority prior to COVID-19 have become deeply entrenched in our operations plan and will provide members even greater access to services in coming years. The ability of ORFA staff to quickly shift to meet these needs is applauded and the outcomes will have not only an immediate positive impact but leave a long-lasting legacy for the future of our operation.

The following highlights would also not have been possible without the support, dedication and commitment of your elected Board of Directors 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 battled through a challenging year that has forced all of us personally and professionally to evaluate priorities, think outside the box, but always cognizant of realizing our vision, “To be the leader in the recreation facilities profession.”

2020 ASSOCIATION ACTIVITIES

OFFICE

The ORFA Board of Directors and Association staff members continued to focus on the implementation of a three-year strategic plan that was due to end in 2020. With the challenges of COVID-19, significant reflection was required to prioritize workplans and in some cases, go in completely different directions to respond to immediate needs of the organization. The original strategic plan included five key strategic goals to help guide and shape the ORFA vision and mission. Along with the strategic plan, ORFA staff utilize an internal operations 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.

ORFA STRATEGIC PLAN

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.

MEMBERSHIP REPORT

The ORFA has 7,343 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 retention was observed in 2020 compared to past years of approximately 15-18% growth. COVID-19 and the cancellation of many of the planned professional development events can be attributed to this flattened growth.

Membership Category	2015	2016	2017	2018	2019	2020
Group (Primary Contacts)	248	243	233	241	247	246
Group (Employees)	4966	5002	4770	5284	5748	5868
Corporate (Primary Contacts)	82	88	89	98	93	75
Corporate (Employees)	125	143	146	159	164	173
Individual	814	887	881	933	997	946
Life	9	7	7	7	8	9
Student	23	19	21	24	25	26
Total Members	6142	6246	6147	6768	7282	7343

65TH ANNUAL PROFESSIONAL DEVELOPMENT PROGRAM

The ORFA's flagship program was scheduled for Sunday, April 26 to Friday, May 1, 2020 at the University of Guelph and typically attracts just over 500 delegates in 21 different training courses. However, cancellation was required due to the emergency declaration issued by the Province of Ontario and closure of the University to outside groups.

2020 EXPO

The 2020 EXPO would have been held on Monday, April 27th at the Gryphon Field House located at the University of Guelph in conjunction with the Association's 65rd Annual Professional Development Program. The event typically attracts over 700 attendees and accommodates over 50 exhibitor displays. Once again, the event was cancelled due to the effects of COVID-19.

COVID-19 RESPONSE

The ORFA directly responded to COVID-19 with a myriad of products and services that included the following:

Member Toolbox Is a consolidation and direct links to a variety of resources that are specific to a subject matter and housed in one area of the ORFA website for member convenience and ease of access. Facility Touch Point Maintenance became a starting point to gain access to a variety of resources dedicated to COVID-19 response. The Toolbox included updates and member discussions, facility staff training and certification, improved facility operations and maintenance resources and facility revenue generation and recovery information. ORFA's Guidelines and Best Practices section of the website also included a dedicated "Reentering and Reopening Guideline" that was recognized by the Ministry of Heritage, Sport, Tourism and Culture Industries.

Webinars A total of seven sixty-minute webinars with Q&A were offered as a benefit of ORFA membership in 2020. These webinars attracted a total of 1,579 registered participants.

- Post COVID-19 Operational Plan
- COVID-19 Staffing Issues
- Infection Prevention & Control in The Recreational Facility Setting
- Mental Health First Aid
- Risk Mitigation & COVID-19
- The Next Crisis You SHOULD be planning for
- Where We Are Now with COVID-19

Facility Focus Podcast The ORFA offered nine Facility Focus Podcasts with 2,043 views in 2020 hosted by Terry Piche, ORFA's Technical Director.

- Episode 1 - Recreation Facility COVID-19 Reentering and Reopening Guiding Principles and Best Practices
- Episode 2 - Confusion Erupts Surrounding Recreation Facility Conflicting Reopening Directives
- Episode 3 - Recreation Facility COVID-19 HVAC & Air Quality
- Episode 4 - The Realities of Re-entry and Reopening Costs
- Episode 5 - RFAM - Recreation Facility Asset Management Software

- Episode 6 - Changing How We Use Recreation Changerooms During the Pandemic
- Ask The Zamboni Experts Podcast: Emergency Procedures, Fuel Powered Machines - Episode #23
- Ask The Zamboni Experts Podcast: A Conversation About Safe Fuel Handling - Episode #22
- Ask The Zamboni Experts Podcast: Top 10 Considerations For Ice Rink Post COVID-19 Re-ignition – Episode #2

Online Learning The ORFA strives to provide member, access to timely recreation facilities operations/management information, regardless of geography, work or personal schedules, and external pressures such as COVID-19. In response and in addition to classroom-based learning events, the ORFA has developed the following new or updated online self study learning courses for members in 2020.

- Safe Ice Resurfacer Operator (SIRO)
- Safe Arena Refrigeration Plant Owner/Operator (SARPO)
- Recreation Facility Cleaning and Disinfection Best Practices
- Basic Arena Refrigeration - Online Course

In addition, the following courses were delivered in an Online Instructor Led format in 2020:

- Basic Arena Refrigeration
- Leadership Skills for Recreation Professionals
- Advanced Recreation Facilities Business Management I
- Advanced Recreation Facilities Business Management II
- Events Planning and Management

Learning Management System (LMS) In direct response to the cancellation of classroom-based training due to COVID-19, ORFA responded with the purchase of a learning management software solution that is designed specifically to create, distribute, and manage the delivery of educational content. The benefits of an LMS include, organizes e-learning content in one location, provides unlimited access to e-learning material, easily tracks learner progress and performance, reduces learning and development costs, reduces learning and development time, keeps organizations up to date on compliance regulations, quickly and conveniently manages courses, and integrates social learning experiences.

TRAINING

The ORFA delivered 80 training events in 2020 with total registrations of 2,349. A significant change in direction due to COVID-19 in 2020 and the inability to provide classroom-based training for the majority of the year. Of the 2,349 registrations, 291 were delivered in a classroom format, 71 in an instructor led online format, and 1,987 using ORFA's new online learning management system. A further breakdown of the 1,987 online participants includes 1,579 registered participants for seven webinar-based sessions. A comparison of 2020 to 2019 training events results in a 41.2% decrease in the total number of training events, but an increase of 59.9% in total event registrations.

Regional Training Courses	2015	2016	2017	2018	2019	2020
Registrations	1267	1095	993	1437	1469	2349
# of Events	67	68	76	110	136	80

The total also includes one online training events and 21 registrations delivered under a Training Alliance with the United States Ice Rink Association (formerly STAR: Serving the American Rinks).

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. A publishing contract with Naylor Association Solutions was renewed in 2020 to take advantage of early signing bonuses and extended the contract thru until 2023. A special thank you is extended to the Public Services Health and Safety Association, I.B. Storey, George Barnes Cemetery Training, Jamie Knight of Filion, Wakely, Thorup, Angeletti LLP and the Frank Cowan Company for the continuation of regular feature editorial contributions in 2020 and 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. New for 2020 included a dedicated COVID-19 update page that included the latest Federal, Provincial, Agency and ORFA Updates along with a Member Toolbox to serve as a consolidation and direct link to a variety of resources that are specific to COVID-19 subject matter and housed in one area of the ORFA web site for member convenience and ease of access.

E-NEWS

E-News continues to be an important communication tool for the Association and was distributed to 6,070 members in 2020. Up by 4% from 2019. There continues to be a large number of email addresses that are filtered or blocked by email servers during our communication attempts and our long-term goal requires constant ongoing clean-up of contacts with bad or undeliverable email addresses.

E-News	2012	2013	2014	2015	2016	2018	2019	2020
Distribution	3,460	4,600	5,031	4,698	4,612	5,419	5845	6070

With over a 160% 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 506 Followers on our Twitter account @ORFAInc – up by 16.6% in the last year. 203 Followers on Instagram ORFA Inc. – up by 19.4% in the last year.

JOB SEARCH PROGRAM

As of October 31, 2020 the ORFA received a total of 93 job postings in 2020 compared to a record breaking 164 jobs in 2019. A 41% decrease in postings compared to 2019 but not unexpected due to the effects of COVID-19 on the workplace and hiring practices experienced in 2020.

	2012	2013	2014	2015	2016	2017	2018	2019	2020
Job Postings	125	110	112	130	126	142	150	175	103

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 889 active ORFA professional designations; down 1.5% from the previous year and reflective of COVID-19, retirements and changes in career path.

Designation (Active)	2019	2020	Designation (Active)	2019	2020
CRFP	25	26	CIT	536	531
RRFA	22	20	CPT/CGT	45	44
RRFM	11	9	CAT	53	52
RRFS	63	58	CAP	23	21
RRFO	11	9	CBT	555	58
RGP	13	15	CARPT/RPOT	46	48

ONTARIO TURFGRASS SYMPOSIUM

The ORFA continues to be a proud partner in the planning and delivery of the Ontario Turfgrass Symposium. The theme for the 29th annual OTS 2020 was “The Leading Edge of Information” and was held February 19 – 20 at the University of Guelph.

Designed for turfgrass professionals in partnership with the Ontario Recreation Facilities Association, Sports Turf Canada, Nursery Sod Growers Association, Professional Lawn Care Association of Ontario, and the Ontario Turfgrass Research Foundation - the annual Ontario Turfgrass Symposium (OTS) is hosted by the Guelph Turfgrass Institute at the University of Guelph, an international leader in the turf sciences. It continues to be a great opportunity to take advantage of turfgrass professionals, network with colleagues in the turf profession, and expand your expertise. Attend a variety of high-quality sessions focusing on the areas of sports turf, recreational facilities, lawn care, golf course, and nursery sod. A modest 4.1% increase in registrations from 2019 to 2020.

	2013	2014	2015	2016	2017	2018	2019	2020
Registrations	392	404	386	328	351	365	389	405

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 on an as required basis for either regional training courses or the annual North American Rink Conference (NARCE) that was unfortunately cancelled for 2020 due to COVID-19. The annual 2021 North American Rink Conference & Expo is scheduled for May 18-21 in Buffalo, NY.

POOL AND HOT TUB ALLIANCE

In 2017, the ORFA established a partnership agreement with the National Swimming Pool Foundation® (NSPF) who became the Pool and Hot Tub Alliance. The partnership was created to promote educational programs for swimming pool professionals of both organizations and includes designating the ORFA as the exclusive distributor of PHTA handbooks and exams in Canada.

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 2020. 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.

TECHNICAL STANDARDS AND SAFETY AUTHORITY

ORFA's Chief Administrative Officer, John Milton serves as a member of the Technical Standards and Safety Authority (TSSA) Boiler and Pressure Vessels Advisory Council. The TSSA actively solicits the advice and input of the key stakeholders from the respective industries that it regulates through a number of industry specific advisory councils. The advisory councils are invited to work with TSSA in support of safety initiatives and general enhancements in service delivery within their respective industries.

AWARDS & RECOGNITION

The 2020 award recipients are:

Award Recipient	Award Name
Frederick Horvath	Life Membership Award
Robert Lilbourne	Tony Brenner Mentor Award
Deborah Wilcock	Doug Moore Ambassador Award
John Tarantino	Ronald G. Burnside Memorial Award
Christopher Helka	Doug Poulin Award of Achievement
Hubert Evoy	Doug Moore Scholarship Trust Fund

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, CRFP, CIT, Marty Elliott, Frank J. Zamboni, Andrew Epp, David Freeborn, Resurfce Corporation, Steve Hardie, RRFA, CIT, CPT, CAP, Kevin Hill, CRFP, CIT, Jessica Jaremchuk, Frank Cowan Company, Joanne Kuzoff, CARPT, CIT, Dave Loverock, Jet Ice Ltd. , John Monteleone, U.S. Ice Rink Association, Jeff Pajot, Public Services Health & Safety Assoc. , Cory Piche, CIT, Mark Reinert, CRFP, CIT, CPT, Cathy Seguin, Ian Storey, I.B. Storey Inc., Greg Wright, CRFP, and Brent Wynne

Aquatics Technical Advisory Committee: Gail Botten, Canadian Red Cross, Scott Bowron, Rob Braid, CAT, Karen Cooke, CAP, CIT, RRFS, CGT, Cameron Evanoff, CIT, Amy Gangl, CRFP, CAT, Jessica Jaremchuk, Frank Cowan Company, Gary Makins, RRFA, Amanda Nadeau, CAP, RRFS, Ross Rankin, CRFP, CAT, and Ian Storey, I.B. Storey Inc.

Refrigeration Technical Advisory Committee: Andrew Epp, Ed Greer, CRFP, CIT, CARPT, CAT, CBT, Ray Hammond, RRFO, Jessica Jaremchuk, Frank Cowan Company, Todd Langer, Rob Lilbourne, CRFP, CIT, Dave Merriman, Tony Panetta, Ian Storey, I.B. Storey Inc, Bill Vass, and Dave Wescott, CIT

Buildings and Grounds Technical Advisory Committee Members: George Acorn, Paul Anthony, RRFA, Anne Baliva, Sports Turf Canada, George Barnes, Barnes Cemetery Training , Joe Brown, RRFS, CIT, CPT, CBT, Frank Cain, Larry Fisher, CRFP, CIT, CGT, BJ Foster, Kevin Gale, RRFS, CIT, Steve Hardie, RRFA, CIT, CPT, Fred Horvath, CRFP, Jessica Jaremchuk, Frank Cowan Company, Jay Kivell, Mark Reinert, CRFP, CIT, CPT, Randy Shaw, CIT, and Ian Storey, I.B. Storey Inc..

BOARD APPOINTED COMMITTEES:

Administration & Finance Committee

Ed Greer, CRFP, CIT, CARPT, CAT, CBT (Chair), Ross Rankin, CRFP, CAT, CPO, and Cathy Seguin

Nomination and Elections Committee

Ross Rankin, CRFP, CAT, CPO, (Chair), Ed Greer, CRFP, CIT, CARPT, CAT, CBT and Cathy Seguin

Awards & Recognition Committee

Karen Cooke, RRFS, CAP, CIT, CGT, (Chair), Amy Gangl, CRFP, CAT, and Cathy Seguin

ASSOCIATION PARTNERSHIPS



**ONTARIO RECREATION FACILITIES ASSOCIATION INC.
ANNUAL GENERAL MEETING MINUTES
DECEMBER 4, 2019**

1. Call to Order and Welcome

Ed Greer, 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 12:15 pm following a morning of Corporate displays and information sessions at the 2019 Facilities Operational Forum. The Forum was commenced earlier in the day with acknowledgement of the land on which we gather; the land is part of the Treaty Lands and Territory of the Mississaugas of the Credit.

As the first order of business, President Greer introduced the 2019/20 Board of Directors. They are as follows:

President – Ed Greer, CRFP, CIT, CARPT, CAT, City of Barrie
Past President – Ross Rankin, CRFP, CAT, RA Centre, Ottawa
Director, West Region – Amy Gangl, CRFP, CAT, Municipality of North Perth
Director, Central Region – Karen Cooke, RRFS, CAP, CIT, City of Vaughan
Director, East Region – Joe Brown, RRFS, CIT, CPT, CBT, City of Pembroke
Director, North Region and President-elect – Cathy Seguin, Canadore College, North Bay
Director At Large – Mark Reinert, CRFP, CIT, CPT, Town of Petawawa
Director At Large – Stephen Mearns, CIT, City of St. Catharines
Corporate Director – Richard Poole, Cimco Refrigeration

Recognition was also extended to John Archibald, Larry Fisher, Steve Hardie, Fred Horvath, Robert Lilbourne, Ross Rankin, Rob Tunney, Terry Piche and Bill Vass as Past-President's who were either in attendance or participating online for the annual general meeting.

Acknowledgement was also extended to special guests in attendance including, Anne Baliva from Sports Turf Canada, Jessica Jaremchuk from Frank Cowan Company and John Monteleone from the United States Ice Rink Association.

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

Ed 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 5, 2018

All delegates received a copy of the 2018 AGM minutes at the registration check in. President, Ed Greer requested confirmation and approval of the 2018 annual general meeting minutes.

MOTION: 2019/01 – CARRIED

Moved by: John Archibald, Town of Halton-Hills
Seconded by: Ross Rankin, RA Centre, Ottawa

3. President's Report

Ed reported that as his first year as President comes to a close, it allows him to reflect on the numerous accomplishments of the Board of Directors, Committees, members and staff. In year two of a three year strategic plan, Ed reviewed a list of accomplishments that either have or will be undertaken before the end of 2020.

The ORFA continues to build and strengthen strategic alliances that includes: Marmak Information Technologies, Ontario Good Roads Association, Jet Ice Ltd., I.B. Storey Inc., Pool and Hot Tub Alliance (formerly the National Swimming Pool Foundation), Public Services Health and Safety Association, Association of Municipalities of Ontario, Intact insurance (formerly Frank Cowan Company) and the

Technical Standards and Safety Authority. Ed reported that these and many more relationships allow the ORFA to provide members with updated information and allow us “to be the leaders in the Recreation Facilities Profession”.

Other areas of accomplishment identified by Ed included:

- Our CAO, John Milton, was approved as a new member of the TSSA Boiler and Pressure Vessels Advisory Council.
- A new ORFA online store. The one stop shop for all your logbook needs and more.
- Draft Guidelines & Best Practices, under the discussion section of the ORFA website.
- Recreation Facilities Emergency Management Forum 2020.
- Course updates for Legal Awareness I and II, Aquatic Facility Operations, Basic Arena Refrigeration, Ice Maintenance and Equipment Operations, and Ice Making and Painting Technologies.
- This year marked another first for the ORFA. An instructional team crossed into the United Kingdom to deliver an Ice Making and Painting Technologies course at the Motorpoint Arena in Nottingham, England.
- A new Accessibility and Inclusion Award. Recognizing those members who are working hard to ensure everyone has the same independence coming through our facilities.

In conclusion, Ed reported that on behalf of the Board of Directors, he would like to say a huge thank you to the ORFA staff, they consistently go above and beyond. The continuous hard work and dedication that you provide is noticed by all and very much appreciated.

In addition, Ed thanked the Board of Directors for their professionalism, support and friendship. Finally, to the membership for allowing him the opportunity to meet some great people and network this past year. Just one of the benefits of being a Board member and allowing your name to be put forward to represent a truly professional organization dedicated to the recreation facilities industry.

4. Treasurer’s Report

ORFA CAO and Treasurer, John Milton provided a brief overview of outcomes from the audited 2018 financial statement that led to an excess of revenues over expenses in the amount of \$171,022. John reported that the Board of Directors elected to move this surplus to restricted reserve funds for continued re-investment in future Association activities and special projects. The audited 2018 financial statement was made available within the 2019 ORFA annual report. Fred Horvath, Municipality of Clarington asked for clarification on the inventory reference found on page 12 of the audited report. The CAO clarified that reference to inventory in the notes section to the financial statement refers mostly to logbooks and resource manuals held in inventory. Through a license agreement with LogBooks Unlimited, the ORFA has an inventory of logbooks for resale and these have a value of approximately \$36,000. Fred thanks staff and the Board for their leadership and clear understanding of the financial statements.

MOTION: 2019/02 – CARRIED

Moved by: Robert Tunney, St. Michael’s College School, Toronto
Seconded by: Cathy Seguin, Canadore College, North Bay

As required in the ORFA By-Law, the Treasurer reminded members that we are required to confirm the auditors for 2019. The Treasurer recommended that we continue to use the firm of Norton McMullen & Co. With no objections a motion was entertained.

MOTION: 2019/03 – CARRIED

Moved by: Stephen Mearns, City of St. Catharines
Seconded by: Fred Horvath, Municipality of Clarington

5. Awards and Recognition Committee Report

The following awards were presented as part of the 2019 annual general meeting. Karen Cooke was introduced as Chair of the Awards and Recognition Committee.

Tony Brenner Mentor Award – John Archibald, Town of Halton-Hills

Doug More Ambassador Award – Ian Andresen, City of Kawartha Lakes

Don Harrison Energy Champion Award – Sumeet Jhingan, City of Mississauga

Certificate of Merit – Rob Braid, City of Vaughan

Doug Poulin Certificate of Achievement – Lucas Clarkson - Township of West Lincoln, Christopher Cottingham - City of Burlington, Jeff Hawkins - City of Kingston, and Mike Matas - City of Kitchener

6. Other Business

No other business was raised during the meeting.

7. Adjournment

The annual general meeting was adjourned at 12:45 pm.

MOTION: 2019/04 – CARRIED

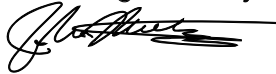
Moved by: Karen Cooke, City of Vaughan

Seconded by: Joe Brown, City of Pembroke

8. Next Meeting Date

The next annual general meeting date was identified for Wednesday, December 2, 2020 once again at the Centre for Health and Safety Innovation in Mississauga.

Recording Secretary:



John Milton, Chief Administrative Officer

INDEPENDENT AUDITOR'S REPORT

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

Opinion

We have audited the accompanying financial statements of Ontario Recreation Facilities Association Inc. which comprise the statement of financial position as at December 31, 2019 and the statement of revenues and expenses, statement of changes in net assets, statement of cash flows, and schedule of revenues and schedule of expenses for the year then ended and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the entity as at December 31, 2019 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.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance 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.

In preparing the financial statements, management is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

WILLIAM L. McMULLEN, CPA, CA
JOHN C. KARRAM, CPA, CA, LPA
RODNEY J. RUSSELL, CPA, CA
PAUL A. SIMPSON, CPA, CA, LPA

PAUL W. McMULLEN, CPA, CA, LPA
MARK D. POTTER, CPA, CA, LPA
MICHAEL J. McNEILL, CPA, CA, LPA

PETER A. SIMPSON, CPA, CA, LPA
MARC F. CERNELE, CPA, CA, LPA
DAVID J. NORTON, CPA, CA (CONSULTANT)

- 1 -

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



NORTON McMULLEN LLP
Chartered Professional Accountants, Licensed Public Accountants

MARKHAM, Canada
September 9, 2020

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

As at December 31,

2019

2018

ASSETS**Current**

Cash and cash equivalents	\$ 463,234	\$ 477,477
Accounts receivable	62,026	7,513
Inventories (Note 2)	41,016	36,074
Prepaid expenses	10,729	16,361

\$ 577,005 \$ 537,425

Internally Restricted Cash and Investments (Note 3)

1,374,383 1,172,059

\$ 1,951,388 \$ 1,709,484

LIABILITIES**Current**

Accounts payable and accrued liabilities	\$ 51,585	\$ 38,514
Government remittances payable	38,499	22,386
Deferred revenue (Note 4)	112,743	102,347

\$ 202,827 \$ 163,247

NET ASSETS

Internally restricted (Note 3)	\$ 1,374,383	\$ 1,172,059
Unrestricted	374,178	374,178

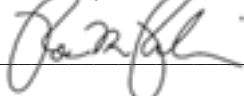
\$ 1,748,561 \$ 1,546,237

\$ 1,951,388 \$ 1,709,484

Commitments (Note 5)

Subsequent Event (Note 7)

Approved by the Board:

 Director

 Director

See accompanying notes

- 3 -

ONTARIO RECREATION FACILITIES ASSOCIATION INC.**STATEMENT OF CHANGES IN NET ASSETS**For the year ended December 31, 2019

	BALANCE - Beginning	EXCESS OF REVENUES OVER EXPENSES	TRANSFERS (Note 3)	BALANCE - Ending
Current Period				
INTERNALLY RESTRICTED				
Operation reserve	\$ 1,122,059	\$ 12,574	\$ 189,750	\$ 1,324,383
Recreation Facilities Emergency Management Forum reserve	40,000	-	-	40,000
Awards and Recognition reserve	10,000	-	-	10,000
	<u>\$ 1,172,059</u>	<u>\$ 12,574</u>	<u>\$ 189,750</u>	<u>\$ 1,374,383</u>
UNRESTRICTED	<u>374,178</u>	<u>189,750</u>	<u>(189,750)</u>	<u>374,178</u>
	<u>\$ 1,546,237</u>	<u>\$ 202,324</u>	<u>\$ -</u>	<u>\$ 1,748,561</u>
Prior Period				
INTERNALLY RESTRICTED				
Operation reserve	\$ 984,632	\$ 10,031	\$ 127,396	\$ 1,122,059
Recreation Facilities Emergency Management Forum reserve	-	-	40,000	40,000
Awards and Recognition reserve	6,374	-	3,626	10,000
	<u>\$ 991,006</u>	<u>\$ 10,031</u>	<u>\$ 171,022</u>	<u>\$ 1,172,059</u>
UNRESTRICTED	<u>374,178</u>	<u>171,022</u>	<u>(171,022)</u>	<u>374,178</u>
	<u>\$ 1,365,184</u>	<u>\$ 181,053</u>	<u>\$ -</u>	<u>\$ 1,546,237</u>

See accompanying notes

- 4 -

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

For the year ended December 31,

2019**2018**

UNRESTRICTED**REVENUES** (Page 7)

Professional development	\$ 1,318,562	\$ 1,232,985
Communication and member services	439,305	406,954
Resource and recognition	76,969	72,881
Corporate affiliation	65,959	72,405
Interest	13,879	9,682
	<u>\$ 1,914,674</u>	<u>\$ 1,794,907</u>

EXPENSES (Page 8)

Administration and finance	\$ 1,080,209	\$ 1,014,504
Professional development	485,014	459,959
Resource and recognition	82,518	67,732
Corporate affiliation	53,318	53,216
Communication and member services	17,426	36,787
	<u>\$ 1,718,485</u>	<u>\$ 1,632,198</u>

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

	\$ 196,189	\$ 162,709
Gain (loss) on foreign exchange	<u>(6,439)</u>	<u>8,313</u>

EXCESS OF REVENUES OVER EXPENSES - UNRESTRICTED

	<u>\$ 189,750</u>	<u>\$ 171,022</u>
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INTERNALLY RESTRICTED - OPERATION RESERVE**REVENUES**

Interest	\$ 12,574	\$ 10,031
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EXPENSES

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

	<u>\$ 12,574</u>	<u>\$ 10,031</u>
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See accompanying notes

- 5 -

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

For the year ended December 31,

2019**2018**

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

Excess of revenues over expenses - unrestricted	\$ 189,750	\$ 171,022
Net change in non-cash working capital balances:		
Accounts receivable	(54,513)	43,418
Inventories	(4,942)	24,626
Prepaid expenses	5,632	(962)
Accounts payable and accrued liabilities	13,071	(6,322)
Government remittances payable	16,113	(7,307)
Deferred revenue	10,396	15,045
	<u>\$ 175,507</u>	<u>\$ 239,520</u>

INVESTING ACTIVITIES

Increase in investments	<u>-</u>	<u>(69,550)</u>
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INCREASE IN CASH AND CASH EQUIVALENTS

	\$ 175,507	\$ 169,970
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CASH AND CASH EQUIVALENTS - Beginning

	<u>578,949</u>	<u>408,979</u>
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CASH AND CASH EQUIVALENTS - Ending

	<u>\$ 754,456</u>	<u>\$ 578,949</u>
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SUPPLEMENTARY CASH FLOW INFORMATION

Cash and cash equivalents consist of the following:

Unrestricted cash	\$ 419,954	\$ 456,068
Unrestricted PayPal balance	<u>43,280</u>	<u>21,409</u>
	\$ 463,234	\$ 477,477
Internally restricted cash (Note 3)	<u>291,222</u>	<u>101,472</u>
	<u>\$ 754,456</u>	<u>\$ 578,949</u>

See accompanying notes

- 6 -

ONTARIO RECREATION FACILITIES ASSOCIATION INC.**SCHEDULE OF REVENUES**

For the year ended December 31,

2019**2018**

Professional Development

Regional training	\$ 753,752	\$ 646,802
Annual training program	539,739	549,074
Pool and Hot Tub Alliance (formerly the National Swimming Pool Foundation)	21,339	27,321
Regional information sessions	<u>3,732</u>	<u>9,788</u>
	<u>\$ 1,318,562</u>	<u>\$ 1,232,985</u>

Communication and Member Services

Membership fees		
Group	\$ 179,773	\$ 172,394
Individual and student	118,266	112,260
Corporate	<u>45,756</u>	<u>49,018</u>
	\$ 343,795	\$ 333,672
Job search fees	95,224	73,063
Advertising	<u>286</u>	<u>219</u>
	<u>\$ 439,305</u>	<u>\$ 406,954</u>

Resource and Recognition

Manuals, logbooks and souvenir sales	<u>\$ 76,969</u>	<u>\$ 72,881</u>
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Corporate Affiliation

EXPO	<u>\$ 65,959</u>	<u>\$ 72,405</u>
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Interest

	<u>\$ 13,879</u>	<u>\$ 9,682</u>
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See accompanying notes

- 7 -

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

SCHEDULE OF EXPENSES

For the year ended December 31,

2019

2018

Administration and Finance

Wages and benefits	\$ 769,340	\$ 739,218
Office rent	82,527	57,771
Bank and credit card charges	50,359	45,288
Office supplies, photocopies and printing	48,833	32,479
Board meetings	38,528	39,111
Telephone	24,171	26,666
Office equipment and software	18,919	29,613
Postage	18,150	13,705
Insurance	16,453	17,183
Accounting and bookkeeping	12,929	12,970
Legal	-	500
	<u>\$ 1,080,209</u>	<u>\$ 1,014,504</u>

Professional Development

Regional training	\$ 296,338	\$ 279,477
Annual training	161,894	169,751
Recreation Facilities Emergency Management Forum	17,405	-
Regional information sessions	9,377	10,731
	<u>\$ 485,014</u>	<u>\$ 459,959</u>

Resource and Recognition

Log books	\$ 48,977	\$ 37,628
Refrigeration manuals	12,860	11,875
Awards	8,565	2,683
Partnership development	8,079	11,827
Canadian Recreation Facilities Network	3,391	1,622
Facility library	421	-
Souvenir purchases	225	2,097
	<u>\$ 82,518</u>	<u>\$ 67,732</u>

Corporate Affiliation

EXPO	\$ 53,318	\$ 53,216
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Communications and Member Services

Marketing and communications	\$ 14,811	\$ 20,587
Advisory committee meetings	2,842	16,821
Printing and distribution	-	303
Professional designation program	(227)	(924)
	<u>\$ 17,426</u>	<u>\$ 36,787</u>

See accompanying notes

- 8 -

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2019

NATURE OF OPERATIONS

The Ontario Recreation Facilities Association Inc. (the "Association" or "ORFA") 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, 2019

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) Awards and Recognition Reserve

A portion of the net assets of the Association have been segregated and restricted in an Awards and Recognition reserve. The Awards and Recognition reserve may be used at the discretion of the Board of Directors to support training credits that may also be awarded when particular ORFA awards are handed out.

iii) Recreation Facilities Emergency Management Forum Reserve

A portion of the net assets of the Association have been segregated and restricted in a Recreation Facilities Emergency Management Forum reserve. The forum event, to be held at a future date not yet determined, will be a significant project over and above any typical Association activity. Due to the potential risk associated with the event, the Board of Directors have established a contingency fund to draw from in the event that anticipated registration numbers are not realized.

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.

. 10

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2019

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 revenues 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.

- 11 -

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2019

2. INVENTORIES

Inventories consist of the following:

	2019	2018
Printed materials	\$ 40,762	\$ 35,820
Promotional materials	<u>254</u>	<u>254</u>
	<u>\$ 41,016</u>	<u>\$ 36,074</u>

3. 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. For the year, board approved transfers from unrestricted net assets amounted to \$189,750 (2018 – \$171,022) and were allocated to internally restricted net assets as follows:

	2019	2018
Transfer to the Operation reserve	\$ 189,750	\$ 127,396
Transfer to the Recreation Facilities Emergency Management Forum reserve	-	40,000
Transfer to the Awards and Recognition reserve	<u>-</u>	<u>3,626</u>
	<u>\$ 189,750</u>	<u>\$ 171,022</u>

Internally restricted cash and investments consist of the following:

	2019	2018
Restricted cash	\$ 291,222	\$ 101,472
Guaranteed investment certificates, 0.75 - 1.40% (2018 - 0.85 - 1.40%), maturing between December 2020 and December 2023	<u>1,083,161</u>	<u>1,070,587</u>
	<u>\$ 1,374,383</u>	<u>\$ 1,172,059</u>

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2019

4. DEFERRED REVENUE

Deferred revenue consists of the following:

	2019	2018
Membership fees	\$ 102,275	\$ 91,879
EXPO sponsorship	7,500	7,500
Alumni community activity funds	<u>2,968</u>	<u>2,968</u>
	<u>\$ 112,743</u>	<u>\$ 102,347</u>

5. COMMITMENTS

The Association has entered into a ten year lease for its office premises expiring October 2026. The Association also leases office equipment under three operating leases that expire June 2020, June 2022 and April 2023. Future minimum annual payments for each of the next five years and thereafter are as follows:

	Premises	Equipment	Total
2020	\$ 22,900	\$ 17,585	\$ 40,485
2021	23,091	13,228	36,318
2022	24,045	12,904	36,949
2023	24,236	2,788	27,024
2024	25,190	-	25,190
Thereafter	<u>46,182</u>	<u>-</u>	<u>46,182</u>
	<u>\$ 165,643</u>	<u>\$ 46,504</u>	<u>\$ 212,147</u>

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2019

6. FINANCIAL INSTRUMENTS

Risks and Concentrations

The Association is exposed to various risks through its financial instruments. The following analysis provides a measure of the Association's exposure to and concentrations of risks as at December 31, 2019:

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, 2019. 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 2.5% (2018 - 3%) of the Association's revenues are in US dollars. Consequently some assets are exposed to foreign exchange fluctuations. As at December 31, 2019, cash and cash equivalents of \$86,372 (2018 - \$108,095) 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 gain (loss) are included in the excess of revenues over expenses and total \$(6,439) for 2019 (2018 - \$8,313). The exposure to this risk changes as the transaction amounts change and as the exchange rate fluctuates. The average \$US exchange rate for 2019 was 1.30 (2018 - 1.30).

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2019

7. SUBSEQUENT EVENT

The effects of the COVID-19 pandemic crisis are expected to negatively impact the Association's revenues in 2020. As at the date of the independent auditor's report, it is impracticable for the Association to quantify the impact of this event on future operations.

ONTARIO RECREATION FACILITIES ASSOCIATION INC.

1 Concorde Gate, Suite 102, Toronto, Ontario M3C 3N6

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