



ANNUAL REPORT



Alberta Association of Recreation Facility Personnel
2017 Annual General Meeting Agenda

Tuesday, April 25, 2017
Edmonton, Alberta

1. Call to Order
2. Approval of the Agenda
3. Approval of the Minutes of the Annual General Meeting

Tuesday, April 26, 2016

4. Business Arising from the Minutes
5. Executive Reports as Circulated

* President	Russ Tanner	Brooks
*Treasurer	Dawn Phillips	Camrose
* Education Rep.	Sonia Dodd	Stettler
* Associate Rep.	John Greer	Edmonton
* Executive Director	Stuart Ray	Cochrane

New Business

6. 2016 Financial Report
7. 2017 Proposed Budget/2018 Shadow Budget
8. Appointment of Auditor
9. Future Conference Host: 2018
10. Election of Officers
 - iii) Nominations for Secretary
 - iv) Nominations for Treasurer
 - v) Nominations for Stream Representatives
 - Parks and Sports fields (1-year term)
 - Arena (1-year term)
 - Building Maintenance
 - Pool
11. Red Deer College and AARFP Contract Signing for Recreation Facility Operator Certificate and Advanced Certificate

12. Adjournment

Table of Contents

ANNUAL GENERAL MEETING (AGM) MINUTES	3
RFP 2016 BOARD MEMBERS	8
RFP BOARD REPORTS.....	9
President's Report.....	9
RFP & ARPA Executive Meeting	9
2015 Board Retreat – Strategic Plan	9
STRATEGIC PLAN 2016 – 2018.....	10
Past President's Report	12
Executive Director's Report	13
AARRFP's STRATEGIC PLAN 2016 - 2018	13
Secretary's Report	15
Associate Representative Report	16
Edmonton Zone Report	17
Education Representative Report	18
Central Zone Representative Report	19
North Central Zone Representative Report	20
North East Zone Representative Report	21
North West Zone Representative Report	22
South Central Representative Report.....	23
RFP MEMBERSHIP HISTORY 2006 - 2016	24
Location of RFP Courses Taught in 2016	25
Number of RFP Courses Taught in 2016.....	26
INDEPENDENT AUDITOR'S REPORT	27
AUDITED STATEMENTS	29
Statement of Financial Position as at December 31, 2016 and 2015.....	29
Statement of Operations	30
Statement of Cash Flows	31
PROPOSED 2017 OPERATING BUDGET	32

Annual General Meeting (AGM) Minutes

Tuesday April 26, 2016

Attended by 129 Constituted members

1. Call to Order

President Sandi Stewart (Lacombe) called the meeting to order at 10:15am on April 26, 2016 in Drumheller. Sandi introduced the board members of the Association that were in attendance and welcomed all members old and new who were attending the conference. We had 75 new attendees at conference.

2. Approval of the Agenda

Motion by Russell Ferris (Red Deer): "That we accept the agenda as presented on page 1 of the Annual Report."

Second by Calvin Bennefield (Lacombe)

Carried

3. Approval of the Minutes of the Annual General Meeting April 28, 2015

Motion by Willie Jurcevic (Calgary): "That we accept the minutes from the Annual General Meeting April 28, 2015 in Banff as presented on pages 2-7 of the Annual report."

Seconded by Allan King (Stettler)

Carried

4. Business Arising from the Minutes

There was no business arising for the minutes

5. Executive Reports as Circulated

President: Sandi Stewart, Lacombe

Treasurer: Dawn Mercereau, Camrose

Education Rep.: Sonia Dodd, Stettler

Associate Rep.: Ryan Jones, Calgary

Executive Director: Stuart Ray, Cochrane

Motion by Chris McKenna (Blackfalds): "to accept as information the Executive Board Reports as presented on pages 12-23 of the 2015 Annual Report."

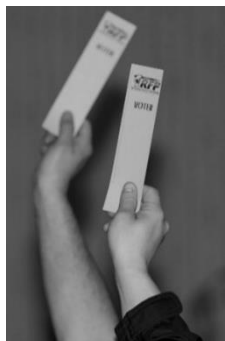
Seconded by Edith Martin (St Albert)

Carried

6. New Business

A. 2015 Financial Report

Dawn Mercereau (Camrose) presented the financial report to the members for information.



Motion by Dawn Mercereau (Camrose): "that the membership accepts as information the 2015 Financial Report as presented on Pages 24-28 of the 2015 Annual Report."

Seconded by Colleen Sparrow (Edmonton)

Carried

1-Abstained

B. 2016 Proposed Budget/2017 Shadow Budget (information)

Motion by Dawn Mercereau (Camrose): "that the membership accepts the 2016 budget as presented at the 2016 AGM and on page 29 of the annual report."

Seconded by Allan King (Stettler)

Carried

C. Appointment of Auditor

Motion by Dawn Mercereau (Camrose): "That the firm of KPMG be appointed as the Association Auditor for 2016."

Seconded by Suzanne Gaida (Cochrane)

Carried

D. Future Conference Hosts: 2017 River Cree Marriot, Edmonton, AB

The 2017 Conference will be held at the River Cree Marriot, Edmonton, AB. Stuart Ray provided information on the 2017 conference, next year's conference which will be held April 23-26, 2017.

Motion by Willie Jurcevic (Calgary): "that we accept as information the 2017 conference report as presented."

Seconded by: Neven Wilson (Okotoks)

Carried

E) Election of Officers

Sandi turned the chair over to Aaron Singh, Past President, who was identified as an Election Officer for the Annual General Meeting. Aaron reviewed the election process with the attendees.

The following members have volunteered to serve as Returning Officers. In the event of a vote they will distribute blank ballots, collect completed ballots and count ballots. They are Colleen Sparrow (Edmonton), Willie Jurcevic (Calgary), Chris McKenna (Blackfalds), Suzanne Gaida (Cochrane)

Position of President

Our Bylaws do not require an election for the position of President. The President Elect, who was nominated and elected into the position by the membership at the 2014 Annual General Meeting,



ascends to the position of President when the position becomes vacant or at the end of the President's two-year term. The current Presidents term will expire as of the end of this Annual General Meeting.

Therefore, as Chair of this Annual General Meeting I declare Russ Tanner (Brooks), President of the Alberta Association of Recreation Facility Personnel.

i) President Elect -

The Nominating Committee has received the following nominations for the position of President Elect:

Lloyd Smith, nominated by Sandi Stewart

Mitch Carter, nominated by Renee Fenwick

The nominees had the opportunity to make a 5-minute presentation to the Annual General Meeting

Based on receiving the majority of votes in the election, Aaron Singh declared Lloyd Smith elected to the position of President Elect for the Alberta Association of Recreation Facility Personnel.

Motion by Edith Martin (St Albert) to destroy the ballots.

Seconded by Carol Dunnigan (Spruce Grove)

Carried

ii) Education Rep -

The Nominating Committee has received the following nominations for the position of Education Rep:

Sonia Dodd(Stettler), nominated by Allan King(Stettler).

Motion by Calvin Bennefield (Lacombe) to instruct the Secretary to cast a single ballot for Education Rep for the Alberta Association of Recreation Facility Personnel.

Seconded by Edith Martin (St Albert)

Carried

Aaron Singh declared Sonia Dodd elected to the position of Education Rep for the Alberta Association of Recreation Facility Personnel.

iii) Zone Representatives

The membership of the Zones held elections yesterday. The following members were nominated and elected to the positions of Zone Representative. Would each person please stand and be acknowledged?

Calgary Zone – Cheryl Wauthier (Calgary)

North West Zone –Will Vredegoor (Valleyview)

North Central Zone – Carol Dunnigan (Spruce Grove)



South Zone – Kevin Nugent (Medicine Hat)

Motion by Renee Fenwick (Medicine Hat) to instruct the Secretary to cast a single ballot for as Zone Representatives for the Alberta Association of Recreation Facility Personnel.

Seconded by Ross Johnson (Edmonton)

Carried

Aaron Singh declared Will Vredegoor, Carol Dunnigan, Cheryl Wauthier, and Kevin Nugent Zone Representatives.

iv) Associate Representative

The Associate Members held elections yesterday. John Greer (Edmonton) was nominated and elected to the position of Associate Representative

Motion by Ross Johnson (Edmonton) to instruct the Secretary to cast a single ballot for John Greer (Edmonton) as Associate Representative for the Alberta Association of Recreation Facility Personnel.

Seconded by Steve Ashworth (Calgary)

Carried

Aaron Singh declared John Greer (Edmonton) Associate Representative.

South Central Zone

Due to the Current South Central Zone Rep being declared President Elect The Nominating Committee has received the following nominations for the position of South Central Zone:

Kevin Olsen (Hanna), nominated by Gwen Snell (Hanna)

Neven Wilson (Okotoks) nominated by Scott Dyck (Okotoks)

The nominees had the opportunity to make a 5-minute presentation to the Annual General Meeting (AGM)

Based on receiving the majority of votes in the election, Aaron Singh declared Kevin Olson elected to the position of South Central Zone for the Alberta Association of Recreation Facility Personnel.

Motion by Colleen Sparrow (Edmonton) to destroy the ballots.

Seconded by Ross Johnson (Edmonton)

Carried

1-Abstained-Neven Wilson

Aaron Singh declared Kevin Olsen (Hanna) South Central Representative

Aaron Singh turned the remainder of meeting to the chair Sandi Stewart, President.



F) Board Structure Proposal For 2017

Motion by Suzanne Gaida (Cochrane) to approve the Board Structure Proposal as presented on page 30 & 31 in the Annual Report.

Seconded by Paul Salvatore (Drumheller)

Carried

1-Opposed

G) Special Resolution (Bylaws):

Be it resolved that as a Special Resolution the Bylaws are repealed and replaced with the Bylaws presented on pages 32-42 in the Annual Report.

Moved by Carol Dunnigan (Spruce Grove)

Seconded by Aaron Singh (Spruce Grove)

Carried

7. Adjournment

Many thanks went out to the conference committee for their hard work and putting on a successful conference, the office staff for their continued dedication and hard work to this association and the board of directors who continue to show great support to this organization.

Motion by Lee Tucker (Oyen) that we hold the next Annual General Meeting of the Alberta Association of Recreation Facility Personnel on April 25, 2017 at 10:15am in Edmonton Alberta.

Seconded by Sonia Dodd (Stettler)

Carried

Motion by Ross Johnson (Edmonton) that the 2016 Annual General meeting is adjourned.

Seconded by Jessica Monk (Edmonton).

Carried



Front row: Cheryl Wauthier, Carol Dunnigan, Dawn Phillips, Rhonda Phillips, Russ Tanner

Middle row: Kevin Olsen, Scott Walker, Sonia Dodd, Charlene Sutter, Mr. Chris McKenna

Back row: Ross Johnson, Lloyd Smith, Kevin Nugent, Stuart Ray, Will Vredegoor, Ms. Sandi Stewart

Absent: John Greer

RFP 2016 BOARD MEMBERS

Russ Tanner – President, Town of Brooks

Ms. Sandi Stewart – Past President, Town of Lacombe

Lloyd Smith – President Elect, Town of Fernie

Dawn Phillips – Treasurer, Town of Camrose

Charlene Sutter – Secretary, Town of Killam

Sonia Dodd – Education Rep, Town of Stettler

John Greer – Associate Rep, W.E Greer Ltd.

Cheryl Wauthier – Calgary Zone Rep, Vecova

Chris McKenna – Central Zone Rep, Town of Blackfalds

Ross Johnson – Edmonton Zone Rep, City of Edmonton

Carol Dunnigan – North Central Zone Rep, Town of Spruce Grove

Scott Walker – North East Zone Rep, Town of Wainwright

Will Vredegoor – North West Zone Rep, Town of Valleyview

Kevin Olsen – South Central Zone Rep, Town of Hanna

Kevin Nugent – South Zone Rep, City of Medicine Hat

Roger Kramers – Government Rep, Government of Alberta

RFP BOARD REPORTS

President's Report



The RFP is excited to be celebrating 40 fantastic years serving recreation facility members just like you! Although things have changed in those 40 years at RFP, the balance of business at our conference, symposium and courses will never change.

We will keep providing the recreation facility resources you need to do your job and have fun doing it. I am confident in saying this, because of the great relationships we have with our industry partners. These relationships are key to our future success in providing our members what you all need to be successful in your work and lives.

Recently, we began working with Red Deer College in establishing a certificate and diploma program for Recreation Facility Operations. We will have details available for you at conference in Edmonton. The same details will be posted on our website (aarfp.com) for those who can't make it, so stay tuned.

I continue to be impressed with the quality of leadership that exists both on the board and in our office with staff. As a result, I believe our members will be pleased with the amount of work that has taken place the last 12-months.

Here are some brief notes concerning my involvement on the board this past year.

RFP & ARPA Executive Meeting

We have been meeting with the ARPA board of directors regularly at our own conferences and at theirs as well. Here are a few initiatives we continue to work with them on:

Promotional Material – The possibility of joint opportunities and specifically at this time the use of one-another's web sites and mail outs for common threads.

Infrastructure Inventory – Both international and provincial infrastructure data has been discussed at length. The differences in information asked for how they may align. REC METRIX (ARPA's) project is complete. We have helped to promote this program with our own resources. Possible use of our website, leisure lines etc.

2015 Board Retreat – Strategic Plan

At Camp He Ho Ha Board retreat, we spent a good portion of our time on the process of reorganizing the board, updating our strategic plan and reviewing policies and practices. I was pleased to see the entire board take part through this entire process and I believe the result is a more simplistic plan. A plan that covers the imminent needs of today while capturing all the hard work of the past.

Thank-you for all of your feedback concerning this process. It helped immensely in the final draft that was formally adopted early in 2016 and will help guide us through the future.

STRATEGIC PLAN 2016 – 2018

A strategic plan is an organization's statement in defining its direction. The plan serves as a compass so to speak in helping the organization making decisions on allocating its resources to pursue this strategy. It often times also extends to control mechanisms for guiding the implementation of the strategy.

We had unveiled our strategic plan last year for the next three years. Staff are working with the board on the control mechanisms at this time and they too will be implemented.

The Board plans to elaborate on the plan more in each edition of Leisure Lines, the RFP's quarterly magazine you receive as part of the benefits of your membership. The goal is to provide an over view or roadmap concerning Strategic Initiative #5, "Define and implement a board structure including roles and responsibilities". As it states in the plan, the new structure (along with its roles and responsibilities) will be presented and implemented at our 2017 annual general meeting. The structure laid out in the plan was arrived at after much research and debate had taken place with the association as a whole. There was discussion concerning the current board structure in 2014.

Although the current structure had worked for a number of years, some felt that a possible change in structure could be more effective.

The board then engaged an external facilitator to help us work through the evaluation of the current board structure, how it works with the way the association does business and ask – is there a better structure? There was a general feeling among board members at that time that we should explore further the board structure. After spirited debate, we came to the membership for further input on the work we had done. The board presented a draft new structure to the membership at the 2015 annual conference during zone meetings. In a separate meeting the structure was also presented to our past presidents. We received valuable feedback in both situations. After this collaborative effort, the board adapted the structure to what you now see as part of the 2016 – 2018 Strategic Plan.

We have spent many hours as your elected board on this initiative. Why? Because we feel that this new structure reflects more uniformly how we do business as an association.

Our educational "streams" form a significant element in the courses we offer, at our conferences and in ongoing communications to our members. Simply put - It is our plan to align the board structure to better support our current fabric of success.

As you can see, it has been a busy couple of years.

The groundwork had already been laid; we have moved it forward some and we are still not done yet. I look forward to seeing the outcome of the new board structure and the effect the new simplified strategic plan with its tasked initiatives will have on the work we do.

For those of you that stay on the board, I look forward to continuing to serve with you. To those that may not, I appreciate what you brought to the table and hope to still hear from you through the close-knit recreation community we have here in Alberta.

Yours in service,

Russ Tanner
Town of Brooks

Past President's Report



2016 was a busy year for me as Past President of RFP's board. Here's a list of some of the things we worked on:

RFP's new Bylaws were submitted to Alberta Corporate Services. They were accepted and filed.

I tracked down and connected with the RFP's past Presidents to promote their attendance at our 40th Annual Conference and Trade Show being held in Edmonton, Alberta April 23 – 26, 2017.

I updated the Association history and performed my scrapbooking duties for the RFP photo book.

I led the RFP Board in reviewing our Personnel Committee Terms of Reference, Board Nomination Form, Board Roles - focusing on the new Stream Representative, and Financial Policy that all needed updating to be congruent with the upcoming 2017 Board Structure changes. These were all updated and approved.

I accepted nominations and worked with the Past President's Committee to determine the Association's annual award winners. This year we had 58 students score top marks in our courses!

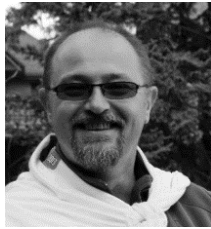
Sonia Dodd, Education Representative, joined me on the Board Nominations Committee and we start taking nominations for the 2017 election, with seven positions available (including the four new Stream Representatives).

I have been involved with the Collaborative for Healthy Eating Environments in Recreation and Sport (CHEERS) where we meet a few times a year to strategize the best ways to improve healthy food and beverage options in recreation facilities.

In our ideal future, recreation managers would support healthy food choices in recreation facilities.

Respectfully submitted,

Ms. Sandi Stewart
Town of Lacombe



What an amazing year Recreation Facility Personnel (RFP) has experienced! We set out to achieve a number of significant strategic objectives and I am happy to highlight some of them here for you.

AARRFP's STRATEGIC PLAN 2016 - 2018

We have set out to accomplish these 5 strategic objectives:

1. Ensure government awareness of industry needs for uniform facility education standards
2. Implement the marketing plan specific to brand awareness and membership growth
3. Increase use of technology for education, promotion and communication
4. Improve instructor and course material quality assurance
5. Define and implement a board structure including roles and responsibilities

For 2016, we initiated 83 different projects, tasks or activities all linked to achieving the above objectives. Below are some of the significant achievements the past year:

1. Review of the Associations' board structure. This included assessing and evaluating the board of director's roles and responsibilities and implement a revised board structure. The board reviewed the governance of the association, examined the needs of the organization and then set about restructuring the board. The new board is being elected at the 2017 Annual General Meeting.
2. We have been involved in the planning and delivery of the Canadian Parks Summit in Canmore in 2016 and the Canadian Parks Conference in March of 2017 in Banff.
3. We partnered with Sport Turf Canada and the Western Canada Turf Association (WCTA) in the promotion of a Western Canada Turf Day in Calgary, Alberta.
4. The Association was represented at the Canadian Recreation Facility Council (CRFC) meeting in Ottawa, Ontario. We were involved in national discussions with members of the Senate, and the board of the Canadian Parks and Recreation Association (CPRA) on a wide range of issues. By working together, we have been successful in leveraging our collective resources. It just makes sense to work in collaboration with others on projects and addressing issues within our industry with other industry partners.
5. RFP has been in discussions with Red Deer College (RDC) on a certification project for facility operators. We have had numerous meetings over the past year to work out the details of this joint project. We have come to an agreement and details on the program will be released in 2017.
6. In September, we launched an RFP e-newsletter. It has been successful and well received by our +1400 members. Our Communications Coordinator tells me that we are above industry standards in our 'click through' and 'open rates'.

7. We completed the marketing plan for the Association. This project was started a number of years ago, is now complete and is being used to promote the Association and our programs.
8. We initiated a complete organizational review of the Association and the associated processes and activities. Working with Zzeem Consulting, the board and administration looked at each of these areas:
 - a. Human Resource Management
 - b. Planning
 - c. Governance
 - d. Resource Management
 - e. Revenue Diversification
 - f. Member Value Proposition
 - g. Sponsor Value Proposition and Stakeholder Relations and Issues Management.

Using an evaluation matrix, our current activities, products and outcomes were compared to what an ideal Association's would look like. Like all evaluations, we did very well in some areas while we have work to do in others. This report now provides guidance to the board and staff as we continue to make improvements in the operation and activities of the Association.

9. Concerted effort has been invested into our course materials and delivery tools. Reviews and updates are being conducted on a number of courses and this work will continue until all of our course offerings have been updated.

It has been a successful year for the RFP. We have accomplished a lot, achieving a number of our objectives.

We look forward to another year of great success and achievements.

Stuart Ray
Cochrane, AB

Secretary's Report



Hello and welcome RFP Members,

I have been the Association Board Secretary since 2013. During my time with the board I have been busy taking minutes at our seven regular meetings throughout the year as well the Annual General Meeting (AGM).

After being elected, my position quickly started with a board meeting following the 2013 AGM in Canmore.

The staff at RFP and past secretary, Colleen Sparrow, were so helpful teaching me the ropes of taking minutes and board operations. Since 2013 the board has been very busy working on the association business initiatives and the Strategic Plan.

One of the major initiatives I have been a part of was the current move of the organization structure into streamlines. This process was a lot of hard work, many discussions, and plenty of time spent around our table over not just days but full weekends to be sure what we're doing was a right move for our organization and its members. Coming from a community with a population of under 1,000 and like many recreation organizations struggling with funding and aging infrastructure I wanted to be sure that our members would have the resources they need to do their daily job efficiently and safely. RFP staff, board, and members have always helped me with not only my position as Secretary but my position with the Town of Killam and feel strongly that this new model will continue to offer that to everyone.

As my time with the organization comes to an end I think back on all the memories. It's been a blast to be part of three (soon to be four) amazing conferences, three retreat weekends at Camp He Ho Ha in Edmonton. Retreat weekends are where I was really able to get to know my co-board members and the staff on a personal level. I also have been so lucky to learn the rich deep history of RFP and its past board members. These are people and stories I will carry with me forever.

I hope everyone has a fantastic time celebrating our association's 40th Anniversary in 2017, and embraces the amazing things to come in our future!

Sincerely,

Charlene Sutter
Town of Killam

Associate Representative Report



Hello,

It is a great honour that RFP allows an Associate to be on the Board of Directors.

For over 40 years, the RFP has been leaders in recreation facility operations, contributing to an active, vibrant Alberta.

Being on the RFP board lets you see the value of the association to its members, their facilities and the community. I would urge you to join the RFP board if you want to be a part of making a difference in the recreation industry, especially if you're an Associate member.

There is a tremendous amount of knowledge of operations and facilities shared across the province among RFP members. The value of membership communication and the integrity of the association overall is what makes RFP a great organization.

I appreciate everyone giving of their time to advancing RFP's mission: providing education, consultation and advocacy for people involved in recreation and facility operations.

I wish you all the best in 2017 as you celebrate your 40 years of service.

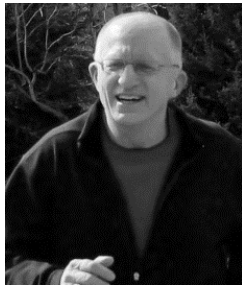
Yours,

John Greer

W.E. Greer Ltd.



Edmonton Zone Report



I have had the honour of representing the Edmonton Zone on the RFP Board for the last two years.

The first year was spent learning how the board and the association works and contributing to the discussion around the new board structure. In my second year, I was involved with the planning of the 2016 conference. I actively participated in all board meetings, working together to achieve the goals we set out for the year: goals such as course material revisions and new partnerships. Throughout my term, I answered inquiries that came my way, most were aquatic related, most were from the Northern Alberta pool manager group.

I held leadership roles in recreation since my early teen years. I have been a member of the RFP for 27 years, and now I have been on the Board for two years. From my first day on the Board, I was impressed by the dedication and enthusiasm of my fellow board members. You will not find a more caring group of professionals.

The new board structure that was passed by the membership at last year's AGM brings to an end the era of zones. And so, I step down as the Edmonton Zone Representative, we now begin an exciting new chapter with the stream structure. As recreation and communities evolve, a good way to stay knowledgeable and connected is to continue being an active member of this association, your Association.

The first 40 years were amazing; what will the next 40 years bring?

Sincerely,

Ross Johnson
City of Edmonton

Education Representative Report



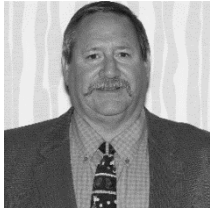
From last conference, I have contacted and continued to work on a partnership with Red Deer College, which I am excited to announce the contract will be signed at conference in 2017 where information will be delivered to the AARFP members.

During the year, the Cadre met in November, along with the Education Committee. A lot of good discussion was had with all instructors. It's exciting to be part of a great organization like the RFP. I enjoyed working with Rhonda & Monica at the RFP office to organize the courses for the 2017 year.

I am working slowly on getting the updated resources available to instructors on the instructor area of the RFP website.

Sonia Dodd
Town of Stettler

Central Zone Representative Report



First off, I would like to thank and compliment the RFP staff for the great work they do for the Association. I believe we are very fortunate to have these people overseeing our business.

Much of my contact with members is through the Central Alberta Recreation Association (CARA). We meet four to five times a year and this allows me to update all with what is going on with the Association.

I have also responded to a number of individual calls dealing with request for information on different topics, especially ice making and maintenance.

The Board has done a great deal of work in reaching an agreement with Red Deer College. This will be awesome for our membership.

We are also entering a new era with "Stream Representatives" and this will replace the old format that included "Zone Reps". I think this will serve the Association well.

Chris McKenna
Town of Blackfalds

North Central Zone Representative Report



Another year has passed and it has been a busy one for the Alberta Association of Recreation Facility Personnel (RFP). The North Central Zone has seen many upgrades to existing facilities and a few new facility builds.

Thank you to all the communities in the North Central Zone who hosted RFP courses.

Since the Zone Representative Board Position no longer exists as of this year's Annual General Meeting in April, I wanted to say it has been a pleasure to represent the North Central zone as your zone representative. Thank you for the opportunity!

Highlights from the past year:

1. Attended all Board Meetings and Board Retreat this past year.
2. At the AGM in April 2016 the new RFP board structure was approved. A few of us board members took on the tasks to update AARFP documents to represent the new board structure. (Zone Representatives to Stream Representatives)
3. Attended the Role Recreation Plays in natural disasters in Fort McMurray in November 2016.
4. Attended the Active Living Action Lab in March 2016 as a representative from RFP.
5. Reviewed proper screening processes for potential instructors.
6. The board is continuing to explore partnering with Red Deer College on certain course delivery.
7. Annual Audit Report was presented by our Auditors KPMG at the March 22, 2017 Board meeting.
8. The Province of Alberta, Ministry of Culture and Tourism is continuing to provide AARFP an operating grant in the 2017 – 2018 fiscal year.

Sincerely,

Carol Dunnigan
Town of Spruce Grove

North East Zone Representative Report



It has been a busy year in the zone as all communities seem to be busy year-round.

Our zone continues to utilize the best training practices in Canada through the RFP which is a great thing and very beneficial.

I try to send out quarterly emails to all the north-east members to bring them up to speed on happenings within the RFP, courses, etc. so that we are all on the same page. I feel this has become the best way to keep our members informed. It has been a busy year for the Board and I have tried to relay as much information as possible to the North-East Members.

From what I hear most members are really interested to see the new board format in place. I have tried to get the word out to the members about board position nominations. Having rural representation on the board has always been important to me and continues to be even as the streams change.

I have enjoyed my six years on the board as the North-East Zone Rep and hope that I have represented the zone well as I did make sure to be a vocal voice at the table when I felt it was relevant.

I know myself and the rest of the zone look forward to a wonderful 40th Anniversary conference at the Marriott River Cree in Edmonton this year.

I look forward to catching up with everyone not only from the northeast but the entire province and meeting the ever-growing number of newcomers to the conference.

Yours in Recreation,

Scott Walker
Town of Wainwright

North West Zone Representative Report



I have served the past year as the northwest zone representative. This was my first time being part of a board structure and I must say I really enjoyed the experience.

In my time on the board I tried to be active in my ideas and input that's helped push forward our organization into the large changes that are coming. New exciting educational opportunities are on the horizon and I was happy to be a small part of bringing that forward.

The overall warm and welcoming atmosphere of the board itself was probably the biggest highlight of my time. Having my ideas and concerns listened to, weighed, and measured made this year pass quickly, almost too quickly.

I know that I will be pursuing a board position in the future because of the warm and inviting atmosphere created from our President right on down through each and every board member and the RFP office staff.

Thank you for allowing me to represent you and I hope that I served you well in the capacity.

Yours,

William Vredegoor
Town of Valleyview

South Central Representative Report



I am Kevin Olsen from the Town of Hanna recreation department. I was deeply honored last April when a room full of my peers felt that I was the one that could take on the role of South Central Zone Representative. And not just a “zone rep” but the last ever person that will ever, yes ever, be able to claim the title of “Alberta Association of Recreation Facility Personnel (RFP) South Central Zone Representative”.

It has been a fantastic year on the board and I can say that I truly felt more involved in our association than I thought possible. Although I missed out on the year of Board restructuring I still felt we accomplished a lot, especially leading into our 40th year. It was a learning year for me as I have never stood on an official Board before. I have a greater handle on the roles of the Board as well as a greater appreciation for what goes on behind the scenes.

As for my role and responsibilities this year, I feel that I may have fallen a bit short. I sent out a few blanket emails to my Zone and tried to push the golf tournament. I did attend the meetings in Edmonton and Red Deer as well as the September weekend in Camp He-Ho Ha. The drive to Camp He-Ho-Ha humbled me in the fact that regardless of your AARFP Board position, you are not above the law. As a new Board member, Camp He-Ho-Ha was a great opportunity to get to know everyone and get involved in the “goings on” of our Association. I am really excited for the new educational opportunities being brought forth by our Association and Red Deer College. I can see that the Association, being driven by our Board, is ever evolving and moving forward. And I would like to think that I assisted in this process.

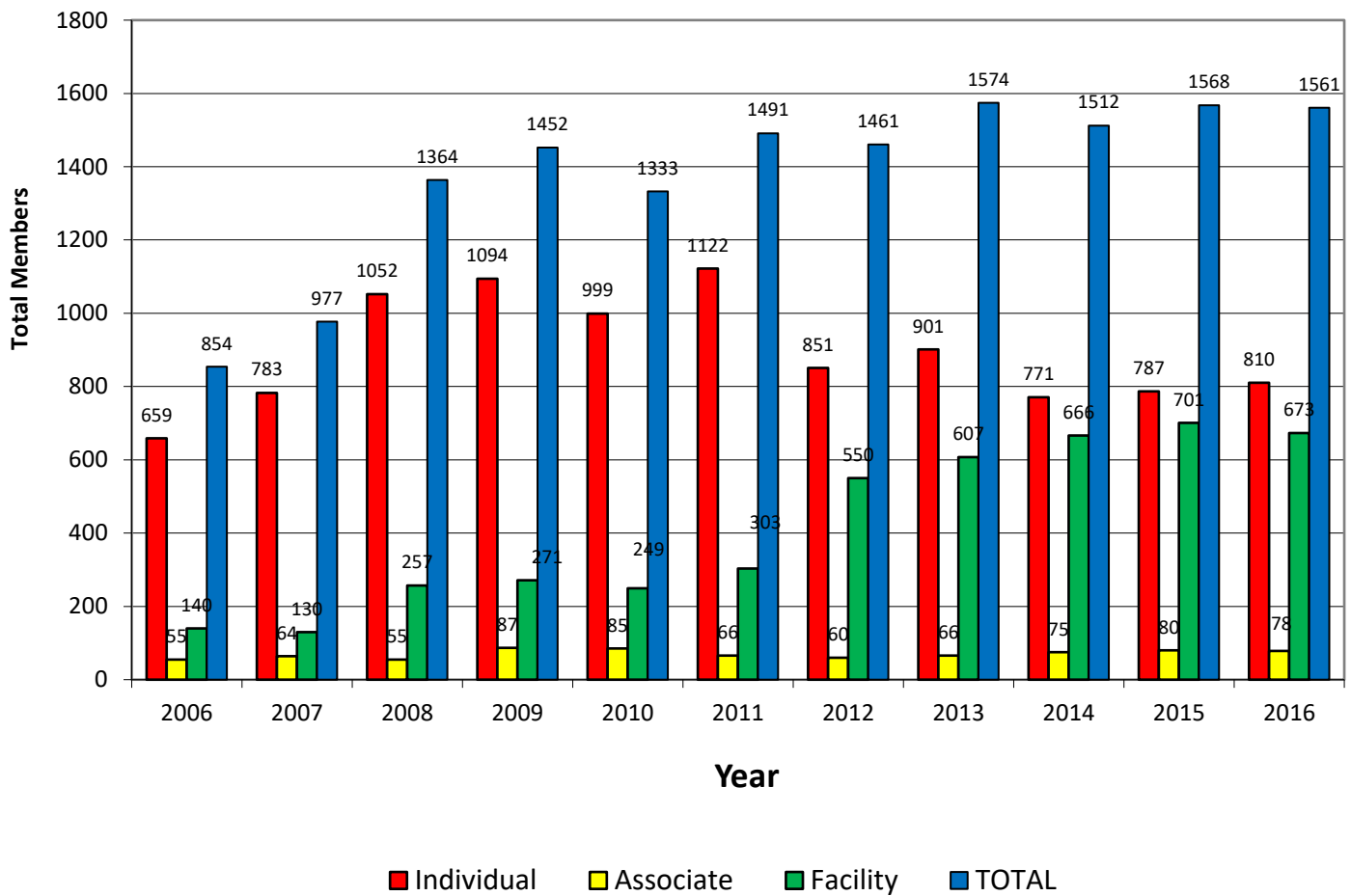
I have enjoyed the opportunity to be on the Board and have gained a lot of respect for my fellow Board members. We are so much more than courses and an incredible Conference. The network of knowledge and information available to any and all members is staggering. If it has ever crossed your mind to get more involved in our Association than I recommend giving the Board a look.

I will be taking away a wealth of contacts, information and friendships on top of a new understanding of our Board operations and the work it takes to be a leader in our fields. I cannot guarantee that you will not see me on the Board in some capacity in the future, but I can guarantee that you will never be able to address me as “Mr. South Central Zone Representative of the Alberta Association of Facility Personnel” again.

Kevin will suffice.

RFP Membership History 2006 - 2016

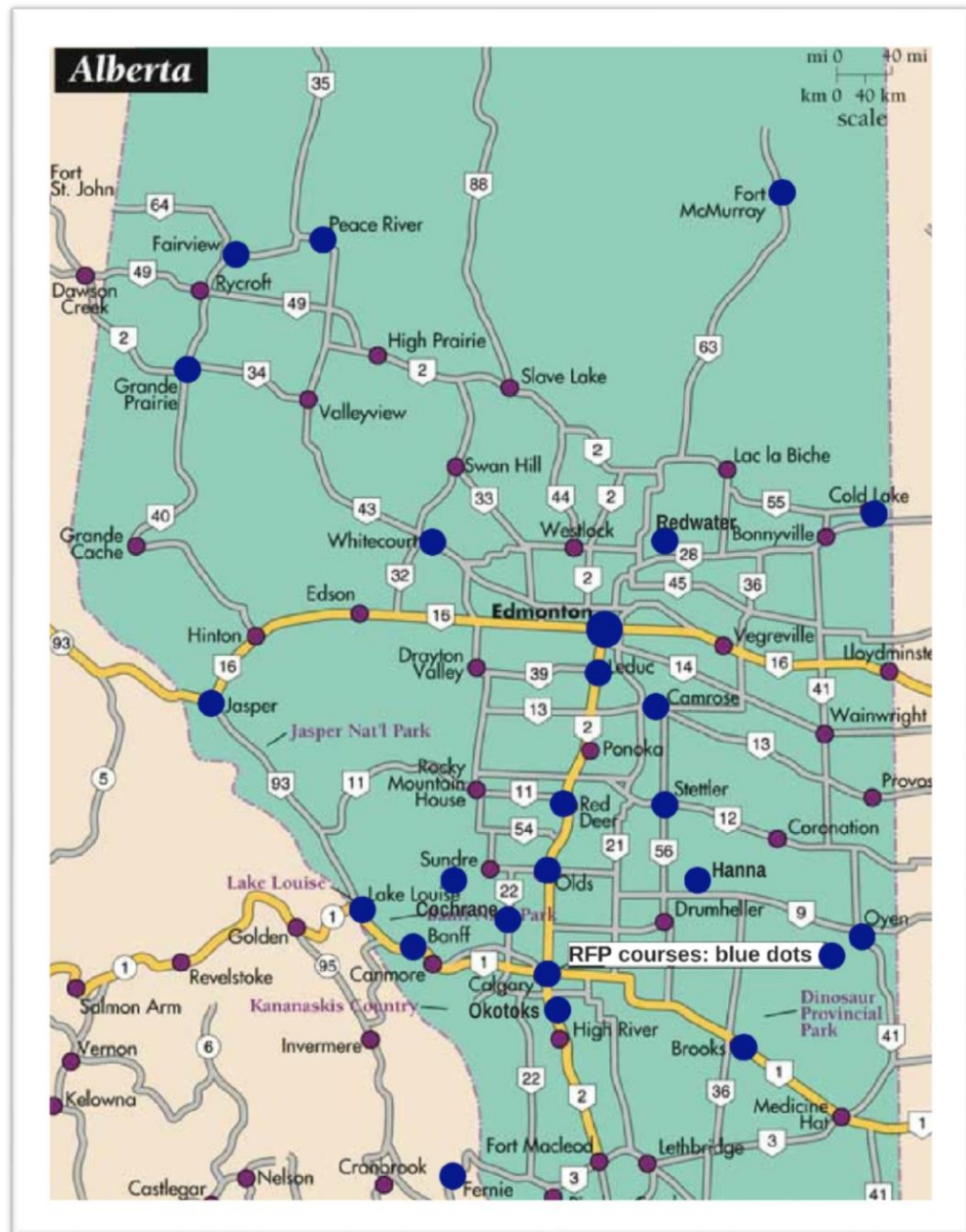
RFP Membership History 2006-2016



Location of RFP Courses Taught in 2016

In 2016, RFP courses were taught in various locations (blue dots below):

- Banff
- Brooks
- Calgary
- Camrose
- Cochrane
- Cold Lake
- Edmonton
- Fairview
- Fernie, BC
- Fort Chipewyan
- Fort MacLeod
- Fort McMurray
- Fort Smith, NT
- Grande Prairie
- Hanna
- Humboldt, SK
- Jasper
- Kugluktuk, NU
- Lake Louise
- Leduc
- Norman Wells, NT
- Okotoks
- Olds
- Oyen
- Peace River
- Red Deer
- Redwater
- Spruce Grove
- Stettler
- Strathcona
- Sundre
- Whitecourt
- Yellowknife, NT



Number of RFP Courses Taught in 2016

In 2015, we held 53 regular courses and 31 special courses with a total of 1010 students.

In 2016, we held 49 regular courses and 38 special courses with a total of 1114 students. Our ratio of students to courses has increased year over year. In 2015 revenue from education came in at \$383,937 and in 2016 the revenue was \$438,137 an increase of \$54,200 year over year.

Number of RFP Courses Taught in 2016

	Regular	Special	No. Students
Arena Operator 1.....	8.....	5.....	157
Arena Operator 2.....	5.....	2.....	93
Arena Maintenance.....	3.....	2.....	58
Building Maintenance 1.....	4.....	2.....	98
Building Maintenance 2.....	4.....	1.....	72
Ball Diamond Construction.....	0.....	0.....	0
Custodial.....	1.....	2.....	28
Lifecycle/Risk Management.....	1.....	0.....	17
Natural Ice.....	1.....	3.....	48
Parks & Sports Field 1.....	3.....	2.....	61
Parks & Sports Field 2.....	2.....	1.....	32
Policy & Procedure.....	0.....	0.....	0
Pool Operator 1.....	12.....	13.....	327
Pool Operator 2.....	4.....	6.....	103
Supervisory Skills.....	1.....	0.....	20
Total:	49	38	1114

www.aarfp.com

Independent Auditor's Report



KPMG LLP
500-475 2nd Avenue South Saskatoon
Saskatchewan S7K 1P4 Canada
Tel (306) 934-6200
Fax (306) 934-6233

INDEPENDENT AUDITORS' REPORT

To the Members:

We have audited the accompanying financial statements of Alberta Association of Recreation Facility Personnel which comprise the statement of financial position as at December 31, 2016, the statements of operations, changes in net assets, and cash flows for the year then ended, and notes, comprising 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 an 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 our 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, we consider 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, the financial statements present fairly, in all material respects, the financial position of the Alberta Association of Recreation Facility Personnel as at December 31, 2016 and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants

March 22, 2017
Saskatoon, Canada

AUDITED STATEMENTS

Alberta Association of Recreation Facility Personnel (AARFP)
 Cochrane, Alberta

Statement of Financial Position as at December 31, 2016 and 2015

	2016	2015
Assets		
Current Assets		
Cash	\$ 160,169	\$ 171,999
Short-term investments	239,017	223,918
Accounts receivables	44,184	70,716
Inventories	555	1,177
Prepaid Expenses	41,511	37,981
	\$ 485,436	\$ 505,791
Long-Term Investments	--	13,407
Capital Assets	5,421	7,170
	\$ 490,857	\$ 526,368
Liabilities and Net Assets		
Current Liabilities		
Accounts Payable & Accrued Liabilities	\$ 41,085	\$ 56,812
Deferred Revenue	19,044	86,099
	60,129	142,911
Net Assets		
Invested in capital assets	5,421	7,170
Internally-restricted net assets:		
Business initiative reserve	140,286	140,286
Contingency reserve	150,000	150,000
Unrestricted net assets	135,021	86,001
	\$ 430,728	\$ 383,457
	\$ 490,857	\$ 526,368

Prepared by KPMG LLP

Statement of Operations

For Year Ended December 31, 2016 and 2015

	2016	2015
Revenue		
Education	\$ 438,137	\$ 383,937
Conference	183,832	209,637
Memberships	119,177	109,930
Alberta Recreation & Physical Activity Division grant	70,387	70,387
Sponsorship advertising	43,553	41,257
Investment income	2,896	3,851
	\$ 857,982	\$ 818,999
Expenses		
Wages and benefits	274,860	262,964
Education	161,717	157,377
Conference	155,142	195,894
Office and general administration*	79,582	53,741
Newsletter	27,218	26,757
Board	28,553	22,186
Rent – building	25,800	25,800
Professional fees**	46,327	9,250
Scholarship awards	4,194	8,250
Calendars	5,569	5,987
Amortization	1,749	2,354
	\$ 810,711	\$ 770,560
<u>Excess of Revenue over Expenses</u>	\$ 47,271	\$ 48,439

**During the year, the Association incurred \$9,975 to enhance our custom-made Membership management system. These costs are reflected in the "Office and general administration" financial statement line item in the Statement of Operations.*

***During the year, the Association incurred professional fees for marketing and operational plan services for \$37,327. These fees were part of the Organization's strategic plan to increase brand awareness and membership growth.*

Prepared by KPMG LLP

Statement of Cash Flows

For Year Ended December 31, 2016 and 2015

	2016	2015
Cash Flows from (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	\$ 47,271	\$ 48,439
Items not involving cash:		
Amortization	1,749	2,354
Change in non-cash operating working capital:		
Accounts receivables	26,532	(42,201)
Inventories	622	1,108
Prepaid Expenses	(3,530)	(4,934)
Accounts payable and accrued liabilities	(15,727)	10,241
Deferred revenue	(67,055)	12,562
	(10,138)	27,569
Investing:		
Purchase of short-term investments	(15,099)	(2,951)
Purchase of long-term investments	--	(595)
Proceeds on disposal on long-term investments	13,407	--
	(1,692)	(3,546)
Increase (decrease) in cash	(11,830)	24,023
Cash position, beginning of year	171,999	147,976
Cash position, End of Year	\$ 160,169	\$ 171,999

Prepared by KPMG LLP

Alberta Association of Recreation Facility Personnel

PROPOSED 2017 OPERATING BUDGET

	2016 Budget	2016 Actual	2017 Proposed	2018 Shadow
Revenue				
Administration	\$ 5,900	\$ 2,896	\$ 5,900	\$ 5,900
*Grant	70,400	70,387	70,400	70,400
Membership	168,117	162,730	170,317	170,317
Education	362,120	438,137	417,300	417,300
Conference	230,700	183,832	238,300	238,300
	\$ 837,237	\$ 857,982	\$ 902,217	\$ 902,217
Expenses				
Administration	\$ 395,545	\$ 428,318	\$ 379,970	\$ 379,970
Membership	79,250	61,340	82,700	82,700
Education	176,100	165,911	204,600	204,600
Conference	186,342	155,142	235,030	235,030
	\$ 837,237	\$ 810,711	\$ 902,300	\$ 902,300

* AB Recreation & Physical Activity Division (ARPAD)

Prepared by Rhonda Phillips, RFP