



**RURAL ONTARIO
INSTITUTE**

2014/2015 Annual Report

Mission

Building Vision, Voice and Leadership for a strong and vibrant rural Ontario.

Vision

Developing leaders, initiating dialogue, supporting collaboration and promoting action on issues and opportunities facing rural Ontario.

Key Values

- Diverse perspectives and collaboration
- Respectful, open and honest communication
- Innovation and entrepreneurship
- Economic, social and environmental sustainability in rural Ontario
- Continuous improvement and excellence

Key Result Areas

- Strong leaders, strong organizations and strong rural communities
- Effective facilitation of dialogue and collaboration on rural issues and opportunities

Message from the Chair and Chief Executive Officer

This year the Rural Ontario Institute (ROI) celebrates a special milestone – five years of existence as a provincial organization formed by the amalgamation of The Centre for Rural Leadership (TCRL) and The Ontario Rural Council (TORC).

As we reflect on ROI's activities since 2010, we are proud of our accomplishments in initiating dialogue, supporting collaboration and promoting action on rural Ontario issues. But there's still work to be done. Rural Ontario represents 20% of the province's population – about the same population as the City of Toronto – but faces unique challenges. ROI will continue to work with our partners to study rural demographics and build the rural voice to communicate opportunities.

A highlight of this past year was the conclusion of the Accelerating Rural Transportation Solutions project which brought together over 175 rural stakeholders at three forums to further the conversation about transportation challenges. The 10 case studies of existing innovation solutions across the province have received significant attention and communities are now receiving project funding from the Ministry of Transportation to replicate successful models.

This annual report expands on many other highlights, including the continuation of the Advanced Agricultural Leadership Program (AALP) and the expansion of customized leadership training.

As we look ahead to the next milestone, we sincerely thank our sponsors, donors, program partners, staff, board members and volunteers for their dedication. In particular we extend our appreciation to the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) for their support of ROI programming.

Thank you for your continued collaboration towards a strong and vibrant rural Ontario.



Janet Horner
Chair
Rural Ontario Institute



Rob Black
Chief Executive Officer
Rural Ontario Institute

**Ministry of Agriculture,
Food and Rural Affairs**

Office of the Minister
77 Grenville Street, 11th Floor
Toronto, Ontario M7A 1B3
Tel: (416) 326-3074
Fax: (416) 326-3083

**Ministère de l'Agriculture,
de l'Alimentation et
des Affaires rurales**

Bureau du ministre
77, rue Grenville, 11^e étage
Toronto (Ontario) M7A 1B3
Tél. : (416) 326-3074
Télec. : (416) 326-3083



A Message from the Honourable Jeff Leal, Minister of Agriculture, Food and Rural Affairs

On behalf of the Government of Ontario and the Ministry of Agriculture, Food and Rural Affairs, I am pleased to bring greetings to Rural Ontario Institute (ROI).

The Ontario government is proud to work in partnership with Rural Ontario Institute to deliver important programming. ROI contributes to “building vision, voice and leadership for a strong and vibrant Rural Ontario” to ensure we are developing leaders across the agri-food sector and collaborating on issues facing rural Ontario.

Rural Ontario contributes significantly to our province. It supports 1.2 million jobs and contributes approximately \$106 billion to the provincial economy.

I look forward to continuing our work to make rural Ontario strong and vibrant.

Sincerely,



Jeff Leal
Minister of Agriculture, Food and Rural Affairs



*Commemorating 400 years of French presence in Ontario
Commémorations des 400 ans de présence française en Ontario*

UNIVERSITY of GUELPH

ONTARIO AGRICULTURAL COLLEGE
OFFICE OF THE DEAN

On behalf of the Ontario Agricultural College (OAC) of the University of Guelph it is my sincere pleasure to once again extend our warmest congratulations to Rural Ontario Institute (ROI) on another successful year. ROI with its many partners, including OAC, is strengthening rural Ontario and bolstering leadership capacity across our vital rural communities.

The role your organization plays is key in preparing Ontarians to take advantage of opportunities and effectively mitigate challenges facing agriculture and rural communities.

We are very proud to play a part in supporting the innovative programs, activities, research and networks that embody what your organization is about.

It is also with great pride that we share many of the same alumni, as many of our graduates continue their lifelong learning by participating in the Advanced Agricultural Leadership Program. Beyond our shared interest in rural community strength and leadership, we have a strong, shared focus on learning and personal development.

We wish ROI all the best in 2015 and look forward to our continued partnership and seeing an expansion of your leadership training opportunities.

In Aggie Spirit,



Robert J. Gordon, Ph.D.
Dean, Ontario Agricultural College
University of Guelph



The Ontario Federation of Agriculture is a proud founding partner of the Advanced Agricultural Leadership Program (AALP) and a committed supporter of the leadership work of the Rural Ontario Institute.

Ontario's agricultural industry faces some of its toughest challenges and biggest opportunities. It's absolutely critical that we continue to develop and groom future leaders to advocate and support Ontario's agri-food sector.

When you consider that agriculture contributes more than \$13.7 billion to the provincial economy, the investment we make in our future leaders is an investment in the future of our industry. We will always need leaders. And supporting the Rural Ontario Institute and programs like AALP means we're helping to mentor the next generation of leaders and thinkers who will see our industry evolve and adapt to new realities in our world.

The Rural Ontario Institute provides an important role in engaging with rural stakeholders and communities, and keeping decision makers informed about critical issues for rural communities and the agriculture industry.

The Ontario Federation of Agriculture welcomes the continued opportunity to support the activities and programs of the Rural Ontario Institute. We share a passion and vision to see agriculture and rural Ontario thrive.

On behalf of our more than 37,000 Ontario farmer members, the OFA thanks the Rural Ontario Institute for training future leaders across Ontario.

Regards,



Don McCabe
President
Ontario Federation of Agriculture

BUILD Leadership

BUILD a brighter future. BUILD sustainable organizations. BUILD a stronger sector.

BUILD Leadership is a customized training program for agricultural and rural organizations.

The Rural Ontario Institute delivered training to 11 current and emerging leaders within Beef Farmers of Ontario through this multi-day, multi-seminar program. Additional BUILD Leadership sessions are scheduled to take place in 2015 and 2016.

LEADERSHIP TRAINING

The Rural Ontario Institute coordinated workshops and webinars for the Federated Women's Institutes of Ontario, Holstein Ontario, Jersey Canada, Traverse Independence and the Ontario Association of Agricultural Societies. Board governance, effective meeting management, leadership and team building training was provided to over 230 participants through these partnerships.

Future Leaders Development Program

Customized for the dairy industry, the Future Leaders Development Program is aimed at participants who will be taking on board-level leadership positions in the near future. The Rural Ontario Institute delivered this program by way of two three-day seminars involving 40 participants.

The program is supported by a partnership between CanWest DHI, Dairy Farmers of Ontario, EastGen and Holstein Canada.

Accelerating Rural Transportation Solutions

The Accelerating Rural Transportation Solutions project, funded by the Ontario Trillium Foundation, resulted in new resources to help develop solutions to rural transportation challenges.

The available resources include three webinar recordings that provide an overview of the key transportation issues, 10 case studies of innovative rural transportation systems across Ontario, a resource guide that includes four models and a recommended step-by-step process, and more.

The case studies were unveiled at three forums in Walkerton, Orangeville and Brockville in June 2014. 175 participants attended the forums and the positive feedback received indicated that attendees representing many rural municipalities and organizations benefited from the findings.

The project resources, created through a partnership with the Ontario Healthy Communities Coalition, can be downloaded at <http://bit.ly/movingrural>.

Since the project concluded, the Ministry of Transportation has established the Community Transportation Pilot and Grant Program – a \$2 million, two-year program. 22 municipalities were selected to receive grants of up to \$100,000 in 2015.



The Rural Overland Utility Transit (TROUT)

AALP SPONSORS

FOUNDING PARTNERS



PACESETTERS



CHAMPIONS



ALLIES



LEADERS



BUILDERS



BOOSTERS



Year in Review

Advanced Agricultural Leadership Program (AALP)

Established in 1984, AALP is a 19-month executive development program to help shape the future of the agriculture and food sectors in Ontario.



The men and women of AALP Class 15 continued their leadership journey in 2014 and 2015. The class participated in eight seminars held across the province and completed group issues analysis projects and presented conclusions to their sponsor organizations. Two study tours – one continental and one international – deepened the class members' knowledge and experience. They travelled to Washington, D.C. in July 2014 and visited many communities in Chile and Argentina in February 2015.

AALP SNAPSHOT AT MARCH 31, 2015

- 1231 Twitter followers
- 119 Facebook likes
- 24 travel blog posts attracting 3889 views

The **11th William A. Stewart Lecture & Reception** was held in March 2015 and featured keynote speaker Mark Cohon, past commissioner of the Canadian Football League. Cohon shared his leadership journey and lessons learned with over 100 attendees at the London Convention Centre. The event's presenting sponsor was RBC Royal Bank. Gay Lea Foods Co-operative Limited, Libro Credit Union and Monsanto Canada sponsored the post-lecture reception.

27 leaders joined the AALP alumni network when Class 15 celebrated graduation in March 2015. Class 16 is scheduled to begin in September 2015.

ROI SNAPSHOT AT MARCH 31, 2015

- 1061 Twitter followers
- 273 Facebook likes
- 788 e-newsletter subscribers



Focus on Rural Ontario

Focus on Rural Ontario is a series of two-page fact sheets providing socio-economic data and trends for rural Ontario geographies.

Based on Statistics Canada data, 21 fact sheets categorized into six sets were released this year. The fact sheets explore topics such as income, employment, demographics, migration by age group, living arrangements of seniors, youth employment and building permits.

Project feedback from a variety of rural stakeholders and media has been very positive. Additional fact sheets are scheduled to be released in 2015. All *Focus on Rural Ontario* fact sheets can be downloaded at <http://bit.ly/RuralOntario>.

Rural Community Development Guru Sessions

The Rural Ontario Institute hosted five webinars in November and December 2014. The series featured local and international gurus of rural community development - Peter Kenyon, Don Richardson, Paul Born, Adrian Banford and Hildy Gottlieb. 67 registrants tuned in to hear from these insightful thought leaders.

Newcomer and Youth Community Indicators

The Newcomer and Youth Community Indicators Tool is an analytical resource that provides benchmarking data to help communities assess their attractiveness. The Rural Ontario Institute employed the Conference Board of Canada and completed a project to revise and update this tool, formerly known as the Community Attractiveness Indicators for Newcomers.

There are 55 indicators in eight theme areas – access to healthcare, amenities, economy, education, housing, innovation, society and youth – for all municipalities in Ontario. The tool is based on recent provincial and national Statistics Canada data and helps communities compare their strengths and weaknesses.

This resource has been launched by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) and can be accessed at <http://bit.ly/CommunityTool>.

RURAL MATTERS.

Ahead of the provincial election, the Rural Ontario Institute polled subscribers to prioritize rural issues. With over 200 responses, five key issues and 10 rural and small town election questions were developed and distributed to political party leaders and media. This project received significant attention resulting in news coverage, guest blog submissions and many social media mentions.



Tel: 519 824 5410
Fax: 519 824 5497
Toll-free: 877 236 4835
www.bdo.ca

BDO Canada LLP
512 Woolwich Street
Guelph ON N1H 3X7 Canada

To the Board of Directors of Rural Ontario Institute

We have audited the accompanying financial statements of Rural Ontario Institute, which comprise the statement of financial position as at March 31, 2015, and the statements of operations, changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many non-profit organizations, the organization derives part of its revenues in the form of donations and other fundraising activities, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the organization. We were unable to determine whether any adjustments might be necessary to contributions or other revenues, excess of revenues over expenses, assets and net assets.

Qualified Opinion

In our opinion, except for the effects of the matter described in the Basis for Qualification Opinion paragraph, these financial statements present fairly, in all material respects, the financial position of Rural Ontario Institute as at March 31, 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Other Matters

The financial statements of Rural Ontario Institute for the year ended March 31, 2014 were audited by another auditor who expressed a qualified opinion on those financial statements on May 29, 2014 due to the matter described in the Basis for Qualified opinion paragraph.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants
Guelph, Ontario
May 22, 2015

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

Statement of Financial Position



March 31	General Fund	Restricted Funds	2015 Total	2014 Total
ASSETS				
Current				
Cash (note 2)	\$ 104,901	\$ 0	\$ 104,901	\$ 441,510
Investments (note 3)	99,136	596,566	695,702	538,593
Accounts receivable	175,916	0	175,916	132,518
Prepaid expenses	8,438	0	8,438	29,308
	<u>388,391</u>	<u>596,566</u>	<u>984,957</u>	<u>1,141,929</u>
Capital (note 4)	<u>7,185</u>	<u>0</u>	<u>7,185</u>	<u>16,591</u>
	<u>\$ 395,576</u>	<u>\$ 596,566</u>	<u>\$ 992,142</u>	<u>\$ 1,158,520</u>
LIABILITIES AND FUND BALANCES				
Current				
Accounts payable and accrued liabilities	\$ 9,392	\$ 0	\$ 9,392	\$ 22,554
Deferred income (note 5)	70,000	0	70,000	131,676
	<u>79,392</u>	<u>0</u>	<u>79,392</u>	<u>154,230</u>
Fund Balances				
Unrestricted net assets	316,184	0	316,184	410,707
Restricted net assets	0	596,566	596,566	593,583
	<u>316,184</u>	<u>596,566</u>	<u>912,750</u>	<u>\$ 1,004,290</u>
	<u>\$ 395,576</u>	<u>\$ 596,566</u>	<u>\$ 992,142</u>	<u>\$ 1,158,520</u>

The accompanying notes are an integral part of these financial statements.

Statement of Changes in Fund Balances

For the year ended March 31	2015				2014	
	Leadership Legacy Fund	W.G. Weston Foundation Fund	K. McKinnon Memorial Fund	Wm. A. Stewart Endowment Fund	Total	Total
Balance, beginning of the year	\$ 64,370	\$ 196,602	\$ 65,778	\$ 266,833	\$ 593,583	\$ 590,572
Excess of revenues over expenses	1,717	5,244	1,755	7,118	15,834	15,138
Interfund transfers (note 6)	(1,545)	(3,671)	(1,229)	(6,406)	(12,851)	(12,127)
Balance, end of the year	<u>\$ 64,542</u>	<u>\$ 198,175</u>	<u>\$ 66,304</u>	<u>\$ 267,545</u>	<u>\$ 596,566</u>	<u>\$ 593,583</u>

For the year ended March 31	2015 General Fund	2014 General Fund
Balance, beginning of the year	\$ 410,707	\$ 252,267
Excess of revenues over expenses	(107,374)	146,313
Interfund transfers (note 6)	12,851	12,127
Balance, end of the year	<u>\$ 316,184</u>	<u>\$ 410,707</u>

The accompanying notes are an integral part of these financial statements.

Statement of Operations



For the year ended March 31	2015	2014
Revenue		
Grants and contributions	\$ 308,900	\$ 558,977
Training and business development	213,891	315,445
Sponsorships	155,846	152,916
Tuition	145,318	159,268
Donations	16,352	9,969
Other income	4,826	(117)
Interest	3,346	3,167
Fundraising	2,170	126,689
	<u>850,649</u>	<u>1,326,314</u>
Expenses		
Salaries and benefits	\$ 318,582	\$ 437,960
Contract and professional services	255,449	460,036
Accommodations and meals	150,183	102,159
Travel	136,376	59,570
Operations	36,462	41,048
Financial services	24,299	29,975
Information technology	11,623	14,512
Amortization	9,405	6,076
Communications and marketing	6,678	11,286
Board of Directors	6,213	9,668
Professional development	2,753	5,334
Fundraising	0	2,377
	<u>958,023</u>	<u>1,180,001</u>
Excess (deficiency) of revenues over expenses	<u>\$ (107,374)</u>	<u>\$ 146,313</u>

The accompanying notes are an integral part of these financial statements.

For the year ended March 31	2015	2014
Cash flows from operating activities		
Excess (deficiency) of revenues over expenses	\$ (107,374)	\$ 146,313
Items not affecting cash:		
Amortization of capital assets	9,405	6,076
Interest on restricted funds	15,834	15,138
Unrealized loss (gain) on investments	<u>(2,383)</u>	<u>2,129</u>
	<u>(84,518)</u>	<u>169,656</u>
Changes in non-cash working capital:		
Accounts receivable	(43,398)	18,224
Grant receivable	0	132,620
Prepaid expenses	20,870	(19,207)
Accounts payable and accrued liabilities	(13,161)	31,059
Deferred income	<u>(61,676)</u>	<u>131,676</u>
	<u>(181,883)</u>	<u>401,910</u>
Cash flows from investing activities		
Acquisition of capital assets	\$ 0	\$ (9,815)
Cash flows from financing activities		
Purchase of investments	(166,853)	0
Proceeds on sale of investments	<u>12,127</u>	<u>58,642</u>
	<u>(154,726)</u>	<u>58,642</u>
Net (decrease) increase in cash	(336,609)	450,737
Cash (bank indebtedness), beginning of the year	441,510	(9,227)
Cash (bank indebtedness), end of the year	<u>\$ 104,901</u>	<u>\$ 441,510</u>

The accompanying notes are an integral part of these financial statements.

March 31, 2015

1. SIGNIFICANT ACCOUNTING POLICIES

NATURE AND PURPOSE OF ORGANIZATION

Rural Ontario Institute (the "Institute") was incorporated without share capital under the laws of Ontario and is dedicated to building vision, voice and leadership for a strong and vibrant rural Ontario.

The Institute is a registered charity and, as such, is exempt from income tax.

BASIS OF ACCOUNTING

The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations.

FUND ACCOUNTING

The Institute follows the restricted fund method of accounting for contributions.

The General Fund accounts for the Institute's program delivery and administrative activities. This fund reports unrestricted resources and restricted operating grants.

The Restricted Funds report resources held as endowments. Restricted funds are comprised of the Leadership Legacy Fund, the Wm. A. Stewart Endowment Fund, the W.G. Weston Foundation Fund and the K. McKinnon Memorial Fund. These funds are to be invested, in trust, for the Institute, with investment income to be used to support the Institute. A minimum of 10% of the total annual income of the Wm. A. Stewart Endowment Fund, 10% of the total annual income of the Leadership Legacy Fund and 30% of the total annual income of the W.G. Weston Foundation Fund and 30% of the total annual income of the K. McKinnon Memorial Fund must be reinvested under the conditions of the fund.

INVESTMENTS

Investments are accounted for at fair value. Changes in fair value are recorded through the statement of operations.

CAPITAL ASSETS

Purchased capital assets are stated at cost less accumulated amortization. Amortization based on the estimated useful life of the asset is calculated as follows:

	Method	Rate
Computer equipment	Straight-line	3 years
Website	Straight-line	4 years
Furniture and equipment	Declining balance	20%

In the year of acquisition, the amortization charge is reduced by one half.

IMPAIRMENT OF LONG LIVED ASSETS

Long lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when the carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

REVENUE RECOGNITION

Restricted contributions are recognized as revenue of the appropriate restricted fund in the year received and in the general fund in the year in which the related expenses are incurred. Restricted revenues where expenses have not been incurred are recorded as deferred revenue.

Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Investment income is recognized when earned.

March 31, 2015

CONTRIBUTED MATERIALS

Contributed or donated items are recorded if the fair market value is easily estimated and the Institute would have purchased these items in the normal course of operations. During the year, the Institute received approximately \$NIL (2014 - \$58,930) of in-kind contributions related to the Dream auction, the value of which has not been recorded in the financial statements.

CONTRIBUTED SERVICES

Volunteers contribute many hours per year to assist the Institute in carrying out its activities. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

USE OF ESTIMATES

The preparation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates and may have an impact on future periods.

FINANCIAL INSTRUMENTS

Financial Instruments are recorded at fair value at initial recognition.

In subsequent periods, all its financial assets and financial liabilities are measured at amortized cost, except for investments, which are recorded at fair value. Changes in fair value are recognized in net assets.

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment.

Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

2. CASH

The Institute's bank account is held at one chartered bank. Included in cash is \$42,927 (2014 - \$177,311) held in an investment securities account. The Institute has access to a revolving line of credit of up to \$50,000 bearing interest at the bank's prime lending rate plus 2%, payable on demand and secured by a general security agreement. At March 31, 2015, \$NIL (2014 - \$NIL) of this line of credit has been accessed.

3. INVESTMENTS

Short term investments are comprised of mutual funds and fixed income securities. All interest earned on the funds have been included in the statement of operations.

4. CAPITAL ASSETS

	2015		2014	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer equipment	\$ 19,776	\$ 18,189	\$ 19,776	\$ 11,597
Website	16,050	16,050	16,050	14,636
Furniture and equipment	12,238	6,640	12,238	5,240
	<u>48,064</u>	<u>40,879</u>	<u>48,064</u>	<u>31,473</u>
		<u>\$ 7,185</u>		<u>\$ 16,591</u>

March 31, 2015

5. DEFERRED INCOME

Changes in deferred income balance are as follows:

	<u>2015</u>	<u>2014</u>
Beginning balance	\$ 131,676	\$ 0
Less: amounts recognized as revenue in the year	(131,676)	0
Add: amounts received related to a subsequent period	<u>70,000</u>	<u>131,676</u>
Ending balance	<u>\$ 70,000</u>	<u>\$ 131,676</u>

6. TRANSFER TO GENERAL FUND FROM RESTRICTED FUND

The allowable portion of investment income in each restricted fund has been transferred to the general fund as per the guidelines in the restricted funds.

7. FINANCIAL INSTRUMENTS

CREDIT RISK

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Institute is exposed to credit risk resulting from the possibility that a customer or counterparty to a financial instrument defaults on their financial obligations. The Institute's financial instruments that are exposed to concentrations of credit risk relate primarily to its accounts receivable. The majority of the Institute's receivables are from government sources and the Institute works to ensure it meets all eligibility criteria in order to qualify to receive the funding. There have not been any changes in the risk from the prior year.

INTEREST RATE RISK

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Institute is exposed to changes in interest rates related to its investments in marketable securities. There have not been any changes in the risk from the prior year.

8. COMPARATIVE AMOUNTS

The comparative amounts presented in the financial statements have been reclassified to conform to the current year's presentation.

9. COMMITMENTS

In the normal course of business, the company enters into commitments with various vendors for rental of buildings and office equipment. The commitments are for varying terms. The annual lease payments over the next six years are:

2016	\$ 25,720
2017	27,867
2018	27,867
2019	27,867
2020	25,764
2021	<u>2,147</u>
	<u>\$ 137,232</u>

The Rural Ontario Institute greatly appreciates all of the endowments and gifts that continue to grow and provide interest income to assist in supporting AALP and other rural leadership programming.

Ken McKinnon Memorial Fund

The Ken McKinnon Memorial Fund is a tribute to Ken McKinnon's leadership and service to Canadian agriculture and a commitment to excellence in future leaders. During his 21-year tenure at the Ontario Milk Marketing Board (now Dairy Farmers of Ontario), Ken played an integral role in leading changes that revolutionized milk production, pricing and marketing provincially and nationally. Through donations from individuals, businesses and organizations, this fund fosters the leadership qualities needed in rural Ontario in the years ahead.

William A. Stewart Endowment

The William A. Stewart Endowment was initiated in 1991 by the Agricultural Leadership Trust as a tribute to the late Ontario Minister of Agriculture and Food, the Honourable William A. Stewart. The fund recognizes and honours his legacy of public service, community involvement and leadership. The William A. Stewart Lecture & Reception – a prestigious public lecture event – is held every other year in London, ON as part of the AALP graduation.

George Dmetriuc Memorial Fund

The George Dmetriuc Memorial Fund was established by the Ontario Wheat Producers' Marketing Board (now Grain Farmers of Ontario) as part of the William A. Stewart Endowment in 1993. The fund exemplifies the spirit of George Dmetriuc as a leader in Ontario agriculture. Other commodity organizations, friends and associates contributed to this fund in recognition of George's contributions during his time as Ontario Wheat Producers' Marketing Board chair from 1984 to 1992.

W. Garfield Weston Foundation Endowment

The W. Garfield Weston Foundation originated in 1959 and is named in honour of Willard Garfield Weston, a Canadian who established successful business enterprises across Canada and the world. The Foundation's mission states that grants support projects in Canada for the benefit of Canadians. The W. Garfield Weston Foundation Endowment was established upon receipt of contributions from the Foundation in 1994, 1995 and 1996.

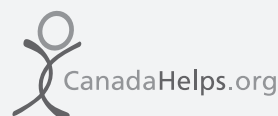
Dean Tiessen Memorial Fund

The Dean Tiessen Memorial Fund honours the vision and memory of agriculture entrepreneur and AALP Class 10 graduate Dean Tiessen who died tragically in Brazil in 2013. Dean was president of New Energy Farms, was a catalyst in helping to establish Ontario's biomass sector and was a leader in the greenhouse vegetable industry. The fund will directly support AALP Classes 16 through 20 in their southwestern Ontario seminar themed "Dynamics of Change". Class 10 continues to accept donations toward this fund.

HELP US BUILD LEADERS AND SUPPORT RURAL COMMUNITY DEVELOPMENT

Consider celebrating or thanking friends, colleagues and loved ones by making a gift in their name to the Rural Ontario Institute. Financial contributions will directly support emerging leaders through AALP, BUILD Leadership and other important leadership development initiatives.

To learn more about endowments and gifts, please contact the Rural Ontario Institute office at 519-826-4204 or info@ruralontarioinstitute.ca or visit www.canadahelps.org. An official receipt for income tax purposes will be issued for all donations received.



Charitable Registration
No. 86275 2052 RR0001

BOARD OF DIRECTORS



**Janet Horner
(Chair)**
Shelburne, ON



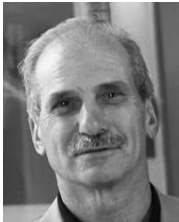
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(Past Chair)**
Guelph, ON



**Dean Anderson
(Vice Chair)**
Guelph, ON



**Stig Puschel
(Secretary)**
Sudbury, ON



**Paul Karges
(Treasurer)**
Gowanstown, ON



John Clement
Kitchener, ON



Dr. Rob Gordon
Guelph, ON



Susan Leuty
Fergus, ON



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Molly Ross
Huntsville, ON



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Fergus, ON



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Rockwood, ON

STAFF



Rob Black
Chief Executive Officer



Norman Ragetlie
Director, Policy
and Stakeholder
Engagement



Rebecca Hannam
Manager,
Communications
and Fund Development



Marlene Werry
AALP Class 15
Program Advisor

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Amanda Maccougall
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Marlene Werry

*indicates AALP graduate



**RURAL ONTARIO
INSTITUTE**

7382 Wellington Road 30, R.R. 5
Guelph, ON N1H 6J2
519.826.4204
info@ruralontarioinstitute.ca

www.ruralontarioinstitute.ca
www.aalp.on.ca