

ANNUAL REPORT

The
**CENTRE FOR
RURAL
LEADERSHIP**

"A World of Dynamic Leaders"



2005 / 2006

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Corporate Profile

Charitable Registration No. 86275 2052 RR0001

The Centre for Rural Leadership (TCRL), incorporated in 2002, is an organization designed to offer agricultural and rural leadership programming. The concept of **TCRL** arose from the Agricultural Leadership Trust's desire to build a long-term, stable foundation for the Advanced Agricultural Leadership Program (AALP), one of the longest-running, most successful agricultural leadership development programs in the world.

Building upon the AALP model, **TCRL** has as its vision – “a world of dynamic leaders” and its mission – “to develop and support exceptional agriculture industry and rural leaders by creating life-long learning opportunities and delivering premier educational programs.”

Our desire is to provide educational programs that offer something for everyone, be they youth, adults, businesses or organizations. As we move forward, we will continue to identify needs and develop additional products and services in partnership with others in the leadership sector.

BOARD OF DIRECTORS 2005-2006



Kevin Thompson*
(President)
Association of Ontario
Chicken Processors



Rob Hannam
(Vice President)
AdFarm



John Geurtjens*
(Treasurer)
Farm Credit Canada



Michael Toombs
(Secretary)
Ministry of
Agriculture, Food
and Rural Affairs



Art Stirling*
(Past President)
Pioneer Hi-Bred
Limited



Bill Allison
Sunrise Acres Inc.



Dr. Mary Buhr
University of
Guelph



Dan Carli*
Strub Pickles



Lisa Alderman*
Ontario Federation
of Agriculture



Gwen Paddock*
RBC Royal Bank



Louise Paquette
Industry Canada -
FedNor



Dana Richardson
Ministry of Municipal
Affairs & Housing -
Rural Development
Division



David Thomson
Ontario Association of
Certified Engineering
Technicians and
Technologists



Jan Varner
United Way

STAFF



Rob Black
Executive Director



Kathie MacDonald
Administrative
Manager



Molly Williams
Fund Development
Manager



George Brinkman
AALP Curriculum
Advisor

AALP MANAGEMENT COMMITTEE

Dan Carli*, Chair, AALP Class 9
Cathy Lennon*, Vice Chair, AALP Class 9
Helma Geerts*, AALP Class 10
Mike Nailor*, AALP Class 9
Mark Reusser*, AALP Class 4
Jan Varner, United Way
Leslie Woodcock, OMAFRA
Dan Wright*, AALP Class 10
Dr. George Brinkman, Curriculum Advisor
Rob Black, Executive Director

* indicates AALP Graduate

Message from the Minister of Agriculture, Food and Rural Affairs



Ministry of Agriculture,
Food and Rural Affairs

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

Office of the Minister
77 Grenville Street, 11th Floor
Toronto, Ontario M5S 1B3
Tel: (416) 326-3074
Fax: (416) 326-3083

Bureau de la ministre
77, rue Grenville, 11^e étage
Toronto (Ontario) M5S 1B3
Tél.: (416) 326-3074
Télééc.: (416) 326-3083



Ontario

A Message from the Honourable Leona Dombrowsky

On behalf of the Ministry of Agriculture, Food and Rural Affairs and the Government of Ontario, I am pleased to contribute to The Centre for Rural Leadership's (TCRL) Annual Report for 2005-2006.

I would like to take this opportunity to congratulate TCRL on its work to deliver life-long learning opportunities and premier educational programs. Through its mandate, TCRL is helping to shape the future of Ontario's agriculture and food industry.

The Ontario government is committed to Ontario's agricultural and rural communities, and recognizes the value of nurturing leadership and knowledge in agriculture. That is why the Ministry of Agriculture, Food and Rural Affairs is proud to support the Advanced Agricultural Leadership Program (AALP), providing \$76,000 per year to support Class Eleven. In addition, my ministry is pleased to have its staff active on both TCRL's Board of Directors and AALP's Management Committee.

Our government values the contribution that rural Ontario makes to the vitality of this province and we are committed to strengthening our rural communities to make them even stronger. We will continue to work with rural stakeholders and community leaders as we move forward with our Rural Plan, *Strong Rural Communities: Working Together for Success...And Achieving It*. The plan sets out the goals for building strong rural communities and strategies for achieving results. These strategies will help boost economic development, address infrastructure needs, improve access to educational opportunities and support healthy communities.

Thank you to TCRL and its dedicated staff for working to create "A World of Dynamic Leaders."

Sincerely,

Leona Dombrowsky
Minister of Agriculture, Food and Rural Affairs

Ministry Headquarters: 1 Stone Road West, Guelph, Ontario N1G 4Y2
Bureau principal du ministère: 1 Stone Road West, Guelph (Ontario) N1G 4Y2

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Message from the Dean, OAC - University of Guelph



ONTARIO AGRICULTURAL COLLEGE
OFFICE OF THE DEAN

September 8, 2006

Rob Black
Director
The Centre for Rural Leadership
100 Stone Rd. W.
Guelph, ON N1G 5L3

Dear Rob,

As a founding member of The Centre for Rural Leadership, OAC is delighted at the continued vigour and growth of the Centre's programs. The flagship AALP program continues to attract the best and brightest of tomorrow's leaders, and OAC is proud to recognise a number of our alumni in those classes! The curriculum advisor for the AALP program, a member of OAC faculty, works with the Director of TCRL, your staff and presenters, to continue to ensure the best-possible programs. We will continue to support the Centre in the coming years, as we have in the past, with participation on the Board of Directors, financial support in various ways, and promoting the excellent programs to all and sundry. Congratulations on completion of a successful year, and best wishes for the coming year.

Sincerely,

A handwritten signature in black ink, appearing to read "Craig J. Pearson".

Craig J. Pearson
Dean, OAC



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www.oac.uoguelph.ca

Message from the President, Ontario Federation of Agriculture



**Ontario Agri-Centre, Suite 206
100 Stone Road West
Guelph, Ontario N1G 5L3**

To the Centre for Rural Leadership:

On behalf of the Board of Directors and Ontario's farm family members, I offer greetings and congratulations to The Centre for Rural Leadership as you celebrate another successful year.

The Ontario Federation of Agriculture, celebrating its own 70th anniversary this year, is proud to be a founding member and continuing sponsor of The Centre for Rural Leadership. OFA has long recognized the critical importance of leadership development and capacity building in rural Ontario. Our farm family members have benefited greatly throughout our 70 years from strong leadership within organizations and across their communities.

The business of farming and living in rural Ontario becomes more complex each year. It is now more important than ever to focus efforts on leadership development. Over two decades ago the model was cast for a stand alone effort at nurturing leadership development and life-long learning to the benefit of farmers and rural Ontarians. The Centre has continued to improve and, indeed, show tremendous leadership itself in adapting and innovating to meet the changing needs of Ontario farmers.

The OFA will continue to work with the Centre to support its efforts and will, from time to time, challenge it to ensure Ontario farm family needs are being addressed for the present and for the future.

Once again, thank you on behalf of OFA's farm families for your work in ensuring a vibrant rural landscape in Ontario. Best of luck in the coming year.

Sincerely,

Ron Bonnett,
President

Message from the President

When I think back over the 2005 / 2006 year, my first as the President of **The Centre for Rural Leadership (TCRL)** and the fifth in our relatively brief history, I cannot help but reflect gratefully on the efforts of so many who have nurtured this organization to maturity in such a relatively short period of time. While there have been many who have contributed immensely, three individuals stand out. Christine Dukelow, the founding President was the driving force in bringing so many together to facilitate the shape and structure of the organization. Following in the chair, Art Stirling then navigated us through some real significant challenges in both administration and policy while barely missing a beat in our ability to deliver excellence in the AALP program. Dan Legault took over as the organization's Executive Director just a few months after **TCRL's** formation until leaving the organization in March of 2006. Dan was instrumental in assisting the Board in shaping its governance model and policy development.

The foundation of **The Centre for Rural Leadership** is now firmly in place and the stage is set for the organization to begin framing the future. Early in 2006 **TCRL** acquired the brand, physical assets and intellectual property of the *Ontario Agricultural Training Institute (OATI)*. These resources, together with the continued involvement of former *OATI* Directors, provide our organization with the significant opportunity to grow our program offerings. Rob Black joined **TCRL** as our new Executive Director in April of this year. At this stage in our evolution Rob brings the perfect set of skills and knowledge that we will need as we endeavor to grow **The Centre for Rural Leadership**. AALP has been and will always continue to be the flagship program of **The Centre**. Class 11 is currently mid way through their program and is anxiously awaiting their international study tour destination to New Zealand and Australia ... the first time that an AALP class has journeyed to that part of our world.

I would like to thank our outgoing directors David Thomson, Dana Richardson and Louise Paquette. Thank you all very much for your dedication and contributions. I would also like to mention the work of **TCRL's** other staff; Kathie MacDonald and Molly Williams, who worked above and beyond the call of duty over the past few months through the Executive Director transition.

It has been an honour for me to serve as President of this esteemed organization over the past year and it is with a great deal of satisfaction that I look to a continued bright future for **The Centre for Rural Leadership**.

Kevin Thompson

President, The Centre for Rural Leadership



Message from the Executive Director

Without strong leaders, businesses, organizations, industries and communities flounder. – thus the need for “a world of dynamic leaders” as envisioned by ***The Centre for Rural Leadership***.

To meet this need we continue to offer one of the longest running and most successful agricultural leadership development programs in the world – the Advanced Agricultural Leadership Program (AALP). The AALP program’s proven track record of delivering leading-edge training and development has seen almost 300 graduates come through the program to date. For over twenty years, these graduates have used their enhanced leadership skills within the agriculture, agri-food and rural sectors in Ontario, across Canada and around the world.

In addition ***The Centre for Rural Leadership*** is moving forward on the business development front in an effort to develop and deliver additional agricultural and rural programming. This will see The Centre become a place of excellence providing leadership programming, training opportunities and ongoing support to leaders of all ages in rural Ontario. With our acquisition this year of the Ontario Agricultural Training Institute (OATI) assets, intellectual property and brand, The Centre is positioning itself for future growth.

It is vitally important to keep key organization stakeholders – partners, sponsors and alumni - informed about ***The Centre for Rural Leadership***. This 2006 Annual Report is one way that our many stakeholders are kept up-to-date and informed. In addition we are pleased to share information with interested parties through media releases, the AALP Update newsletter and on our websites at www.ruralleadership.ca and www.aalp.on.ca

We continue to rely on our partners and sponsors for financial support of the AALP program and the organization. While these numerous companies and organizations are noted elsewhere in this Annual Report I want to recognize them collectively and say thank you for their ongoing support. Together, in cooperation with ***The Centre for Rural Leadership***, they are supporting and strengthening agriculture and rural Ontario, now and in to the future.

Our strength continues to be in the people of our organization. Thank you to the dedicated and hard working group of Directors of ***The Centre for Rural Leadership*** and the AALP Management Committee as well as my colleagues Kathie MacDonald, Molly Williams and Dr. George Brinkman. Working with these people, I continue to be impressed with their commitment to, and ‘passion’ for, leadership development in rural Ontario. They are ensuring that the organization and the AALP program do have an ongoing impact throughout Ontario.

I am proud to work for ***The Centre for Rural Leadership***. For me, joining the organization as Executive Director a few short months ago was an opportunity not to be missed. Coming to work each day is exciting as this organization evolves and I look forward, with interest, as we move towards the future.

Rob Black
Executive Director



Highlights

The Advanced Agricultural Leadership Program

The Advanced Agricultural Leadership Program (AALP) is a 19-month executive leadership development opportunity for men and women actively involved in Ontario's agriculture and food industry. Its aim is to provide our industry's leaders with the skills, knowledge, broad perspective and positive attitude needed for the future of the agriculture and agri-food sector in Ontario and beyond. Through a series of eight three-day seminars, two study tours, self-directed learning and distance education, the AALP program prepares leaders to help shape the future of their businesses, organizations and communities. It is a wonderful combination of hands-on experience, broad industry knowledge and exposure to contacts and networks that would otherwise take decades to accumulate.

Every second year, 30 participants are selected to begin this program. AALP seeks individuals who have:

- A commitment to the future of the agri-food industry and have the potential to give back to their organizations and communities after the program;
- Demonstrated leadership potential in past activities;
- Open-mindedness and vision;
- A broad interest in agricultural, rural and societal issues; and
- Involvement in farm, rural community or industry organizations.

Class 11

The 14 female and 16 male participants of Class 11 bring a wide variety of backgrounds and occupational experience to the class. The mix of sectors in the group provides a variety of perspectives from across the value chain. Twelve are full-time producers of field & cash crops, dairy, swine, poultry, goats, beef, fruits and vegetables. The remainder of the group consists of agri-business and food industry business owners and/or employees, bankers, commodity group staff, and municipal and provincial government personnel. Their formal training is varied and diverse, with participants holding Master degrees, Bachelor degrees and Diplomas in a wide array of disciplines, although predominantly agriculturally related. A geographic distribution from 12 counties across the province ensures that issues and concerns from many areas are represented.

Highlights from Class 11 Seminars

Over the past year, Class 11 has gained leadership skills and expanded their networks within the agri-food industry. Reflecting on the program, there are considerable themes that weave through each seminar.

Class 11 started the program with the GridWorks Seminar. This interactive session was a key learning opportunity and shaped our class communication in future seminars. We developed an understanding of candour which has been emphasised in our continual feedback to each other since GridWorks.

During our early seminars, we learned that relationships + resources = results. For organizations such as the Daily Bread Food Bank and Seaton House Men's Shelter, these relationships and access to resources determine their success. Bill Brock, retired Deputy Chairman and Director for TD Canada Trust also emphasised the importance of relationships in business. In addition, we've had the opportunity to develop professional relationships and friendships with each other that will definitely last a lifetime.

The class also repeatedly heard guest speakers say that change is inevitable and as leaders we must embrace change. Vincent Amanor-Boadu, Professor of Agribusiness Management at Kansas State University and Louise Paquette, Director of FedNor shared their professional experiences on the issue of change. The class has also had many formal and informal discussions on the positive changes required for a successful agri-food industry.

Throughout the first five seminars, Class 11 participants have gained an appreciation for the complexity of the Ontario Agri-food system. The diversity of our food system was exhibited starting with the Loblaws Food Distribution Centre, continuing with the Toronto Food Terminal and then the North Wind Fisheries Ltd. and Coldwater Fisheries Processing Plant in the Manitoulin Island area. Tim Schinkel, a Class 11 participant also provided us with a tour of his meat processing plant, Schinkel's Legacy.

Finally, the Class is making progress on their Issues Analysis Projects and are looking forward to the presentations in January 2007.

North American Study Tour

'Understanding Western Canadian Agriculture' was the theme of the North American study tour in July 2006. The nine day trip started in Winnipeg and finished in Calgary. The tour gave the class an opportunity to meet primary producers and industry players, with stops ranging from the Canadian Grain Commission to the Fairview Hutterite Colony. One of the highlights of the trip was a stop at the Calgary Stampede. Class 11, donning cowboy hats and boots toured the Stampede grounds, took in the Chuckwagon Races (or the "Chucks" as the locals call them), and enjoyed a beer or two at Nashville North. It was a memorable experience for all!

The participants learned how agriculture in Western Canada faces similar challenges but also some very different challenges when compared to Ontario agriculture. One major challenge is finding skilled employees. Many farmers and agri-business employers repeatedly said that the oil boom is making it difficult to recruit employees. The group also discussed the merits and disadvantages of the Canadian Wheat Board - an issue that is near and dear to many Western farmers. As always the group was made aware of, and connected with a number of cutting edge producers who seem to find and take advantage of a niche market or product.

Although Class 11 did not fully examine American relations, this will be discussed in the October seminar with LEAD New York and during the Niagara seminar in January 2007.

International Study Tour

Kiwis and Aussies...here we come! WOW! We are going to New Zealand and Australia! What an opportunity. Class 11 can't wait!

Kelli Rice
Class 11

Roger Pelissero
Class 11



Fund Development Highlights

Sponsorships

Sponsorship support is a long-tradition for AALP, and support from founding partners, agricultural businesses and industry associations remains very strong. With the launch of Class 11, we introduced a new annual-based sponsorship program that has been very well received by both long-time sponsors and new partners to the program. With this move, AALP saw an increase of \$33,000 in additional sponsorship support in 2005-2006.

The new program has been designed to both enhance recognition benefits and keep pace with the growing need for support from industry stakeholders. Our sponsorship levels have been expanded and benefits have shifted to annual-based recognition.

Grants

Leadership Training Subsidy Program

Through subsidy funding support from the CanAdapt program, The Centre was able to extend AALP's programming to 16 or more emerging leaders who were not currently enrolled as AALP Class 11 participants.

For the first time, graduates and other industry leaders were able to join AALP class participants for specialized Gridworks® training at the first Guelph seminar in October 2005, and again for Insights Discovery – Personal Effectiveness® training at the second Kingston seminar in November 2005.

Special Events

TCRL and AALP also enjoy tremendous support from graduates and industry stakeholders through our signature special event fundraising events. Highlights in 2005-2006 included:

2005 Pitch'n for AALP

The fourth annual tournament was a huge success, raising over \$10,000, in August 2005. This one-day baseball tournament is organized by current class participants and is supported by graduates, industry sponsors and friends of the program.

2006 AALP Dream Auction

Record attendance and overwhelming support from Ontario's agricultural industry at the 2006 Black and White Dream Auction helped to raise over \$57,000. More than 260 items were donated to the auction from across the province, providing the crowd of over 400 enthusiastic bidders with many unique ways to support the program.

The event was co-chaired by Alison Connell and Dan Wright, both recent graduates of AALP class 10. Joining Dan and Alison in organizing the event were Class 10 grads and current Class 11 participants. Working together, they ensured a very successful event.

Donations

In 2005, TCRL was thrilled to receive a donation of \$10,000 to the Ken McKinnon Memorial Fund in support of AALP from the Dairy Farmers of Ontario (DFO). The Ken McKinnon Memorial Fund continues to foster the leadership qualities needed in rural Ontario in the years ahead. DFO will also provide financial support to help dairy producer participants with their tuition in future AALP classes.

Endowments

The Centre for Rural Leadership is very appreciative of all endowments and gifts which have been received and that continue to grow and provide interest income to assist in financing the Advanced Agricultural Leadership Program and fostering the leadership qualities so needed in rural Ontario.

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 the agricultural leaders of tomorrow. During his 21 year tenure at the Ontario Milk Marketing Board, Ken played an integral role in leading the changes that revolutionized milk production, pricing and marketing in Ontario, and throughout Canada.

Through donations from families, individuals, businesses and organizations, the Ken McKinnon Memorial Fund will foster 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, Honourable William. A. Stewart. The goal was to recognize and honour his legacy of public service, community involvement and leadership.

As part of each AALP class the Wm. A. Stewart Lecture & Reception is held every other year. This prestigious event provides an opportunity for public involvement, as well as a forum for the development of the leadership qualities exemplified by the work of Bill Stewart.

George Dmetriuc Memorial Fund

The George Dmetriuc Memorial Fund was established by the Ontario Wheat Producers' Marketing Board as part of the William A. Stewart Endowment in 1993. The fund exemplifies the spirit of George Dmetriuc as a leader in Ontario agriculture.

The Ontario Wheat Producers' Marketing Board, other commodity organizations and friends and associates of George Dmetriuc provided this fund in recognition of the leadership that George contributed to Ontario agriculture, particularly in his capacity as a director and then chairman of the Ontario Wheat Board (1984 to 1992).

W. Garfield Weston Endowment

The W. Garfield Weston Foundation originated in 1959, and is named in honor of Willard Garfield Weston, a Canadian who established successful business enterprises throughout Canada and in many parts of the world. The W. Garfield Weston Foundation's mandate states that grants are to be given for projects in Canada for the benefit of Canadians. The foundation currently directs its funds primarily to two areas: scholarships and land conservation.

Through the generosity of the Foundation, the endowment was established on receipt of an initial contribution in 1994, followed by additional funding in 1995 and 1996.

To learn more about supporting The Centre for Rural Leadership through endowments and bequests, please contact The Centre for Rural Leadership at 519-826-4204

**Founding
Partners**



Ontario



UNIVERSITY
of GUELPH



Auditors' Report



ROBINSON LOTT & BROHMAN

Chartered Accountants & Business Advisors

PARTNERS

M.A. MANERA, F.C.A.
M.B. ROBINSON, C.A.

G.J. BARR, C.A.
D.R. McELLISTRUM, C.A.

W.A. MARTIN, C.A.
WM. E. KOORNSTRA, C.A.

T.J. GASKELL, C.A.

ASSOCIATED

A. PERROTTA, C.A.
K.W. EDWARDS, C.A.
R.E. WIGHTMAN, C.A.
J.W. WRIGHT, C.A.

AUDITORS' REPORT

To the Members, The Centre for Rural Leadership
(A Registered Charitable Organization) Guelph, Ontario

We have audited the statement of financial position of The Centre for Rural Leadership as at June 30, 2006 and the statements of operations and changes in net assets for the year then ended. These financial statements are the responsibility of the organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In common with many charitable organizations, the organization derives revenue from the general public in the form of donations, fund raising, lectures and other income, 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 and we were not able to determine whether any adjustments might be necessary to excess of revenue over expenditures, assets and fund balances.

In our opinion, except for the effect of the adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves concerning the completeness of the revenue sources referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the organization as at June 30, 2006 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

Guelph, Ontario
August 18, 2006

Rob Lott & Bob
Chartered Accountants

FINANCIALS

Statement of Operations and Changes in Net Assets – General Fund For the Year Ended June 30, 2006

STATEMENT 1

	2006	2005
REVENUE		
Donations	\$ 13,791	\$ 22,847
Tuition	99,791	86,460
Fundraising	81,341	22,571
Interest Income	5,739	6,369
Sponsorships	109,094	78,400
Grants	107,698	107,843
Other Income	4,532	0
	<u>421,986</u>	<u>324,490</u>

EXPENSES

Accommodations & Meals	70,133	148,415
Amortization	1,444	0
Communications & Marketing	4,480	2,016
Contract & Professional Services	54,344	46,143
Financial Services	6,580	4,367
Information Technology	5,876	11,862
Operations	41,194	28,196
Professional Development	0	528
Salaries and Benefits	163,178	150,221
Travel	6,215	64,058
	<u>353,444</u>	<u>455,806</u>

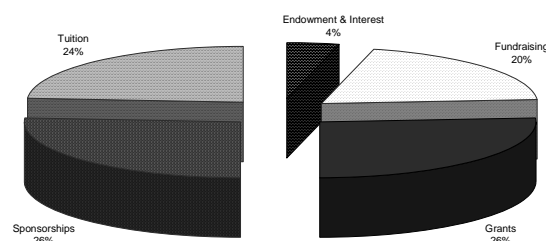
Excess (Shortfall)	68,542	(131,316)
Legal Fees related to Transfer of Funds	0	(4,909)
Transfer from Restricted Funds	25,824	131,992
Net Change in Assets for the year	94,366	(4,233)
Net Assets, beginning of year	159,104	163,337
Net Assets, end of year	<u>\$ 253,470</u>	<u>\$ 159,104</u>

Net Assets, comprised of:

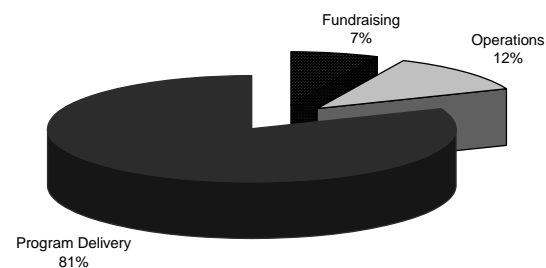
Net invested in capital assets	7,217	0
Unrestricted net assets	246,253	159,104
	<u>\$ 253,470</u>	<u>\$ 159,104</u>

See accompanying notes

Income FY 2005 – 2006



Expense FY 2005 – 2006



Statement of Operations and Changes in Net Assets – Restricted Funds

STATEMENT 2

For the Year Ended June 30, 2006

	Leadership Legacy Fund	W.G. Weston Foundation Fund	K. McKinnon Memorial Fund	Wm. A. Stewart Endowment Fund	2006 Total	2005 Total
REVENUES						
Investment Income	\$ 3,316	\$ 11,747	\$ 3,282	\$ 17,003	\$ 35,348	\$ 27,796
Donations/Contributions	0	0	10,000	100	10,100	0
	<u>3,316</u>	<u>11,747</u>	<u>13,282</u>	<u>17,103</u>	<u>45,448</u>	<u>27,796</u>
Excess of Revenues over Expenditures	3,316	11,747	13,282	17,103	45,448	27,796
Transfer to General Fund	0	(8,223)	(2,297)	(15,304)	(25,824)	(131,991)
Change in Net Assets	<u>3,316</u>	<u>3,524</u>	<u>10,985</u>	<u>1,799</u>	<u>19,624</u>	<u>(104,195)</u>
Net Assets, beginning of year	59,184	177,580	49,610	257,027	543,401	647,596
Net Assets, end of year	<u>\$ 62,500</u>	<u>\$ 181,104</u>	<u>\$ 60,595</u>	<u>\$ 258,826</u>	<u>\$ 563,025</u>	<u>\$ 543,401</u>

See accompanying notes

Statement of Financial Position

STATEMENT 3

For the Year Ended June 30, 2006

Assets	2006	2005
CURRENT		
Cash	\$ 43,273	\$ 69,497
Short term investment	100,000	0
Accounts Receivable	6,411	3,897
Prepaid Expenses	36,961	1,678
Due from FRL	0	500
	<u>186,645</u>	<u>75,572</u>
CAPITAL (note 3)	<u>7,217</u>	<u>0</u>
LONG TERM		
Portfolio Investments - total market value \$694,454 (2005 - \$676,361)	<u>680,573</u>	<u>640,285</u>
	<u>\$874,435</u>	<u>\$715,857</u>
Liabilities		
CURRENT		
Accounts Payable and Accrued Liabilities	\$6,060	\$13,352
Deferred Revenue	<u>\$51,880</u>	<u>\$0</u>
	<u>\$57,940</u>	<u>\$13,352</u>
Net Assets		
Assets Invested in Capital Assets (statement 1)	7,217	0
Unrestricted Net Assets (statement 1)	246,253	159,104
Restricted Net Assets (statements 1 & 2)	<u>563,025</u>	<u>543,401</u>
	<u>816,495</u>	<u>702,505</u>
	<u>\$ 874,435</u>	<u>\$ 715,857</u>

See accompanying notes

Notes to the Financial Statements

1. DESCRIPTION OF ORGANIZATION

The Centre for Rural Leadership is a registered charitable organization dedicated to helping future leaders develop the skills required to move agriculture into the 21st century.

The Centre is a not for profit organization under the Income Tax Act and, accordingly, is exempt from income tax under Section 149(1)(e) of the Income Tax Act.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

(a) REVENUE RECOGNITION

The Centre for Rural Leadership follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue of the appropriate fund in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue of the appropriate fund when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Contributions related to donated items are recorded at the amount of the proceeds from the sale of these items.

(b) INVESTMENTS

Investments are recorded at cost. When there is an other than temporary decline in value, these investments will be written down to provide for the loss.

(c) CAPITAL ASSETS

Capital assets are stated at cost. Amortization is taken at the following rates:

Computer equipment - 3 years straight line

Amortization is prorated in the year of acquisition and disposal.

(d) USE OF ESTIMATES

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(e) FINANCIAL INSTRUMENTS

Fair value of financial assets and financial liabilities

The carrying values of cash, accounts receivable, prepaid expenses, accounts payable and accrued liabilities, deferred revenues and investments approximate their fair value due to the relatively short periods to maturity of these items.

3. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net 2006	Net 2005
Computer equipment	\$ 8,661	\$ 1,444	\$ 7,217	\$ 0

4. RESTRICTED FUNDS

Restricted funds are comprised of the Leadership Legacy Fund, the Wm. A. Stewart Endowment Fund, the W. Garfield Weston Foundation Fund and the Ken McKinnon Memorial Fund. These funds are to be invested, in trust, for The Centre for Rural Leadership, with investment income to be used to support the organization. A minimum of 10% of the total annual income of the Wm. A. Stewart Endowment Fund and 30% of the total annual income of the W. Garfield Weston Foundation Fund and the Ken McKinnon Memorial Fund must be reinvested under the conditions of the fund.

5. STATEMENT OF CASH FLOWS

The statement of cash flows has not been prepared because it would not provide any additional useful information for users of the financial statements.

6. COMPARATIVE FIGURES

Certain comparative figures have been restated to conform to the current year's presentation.

7. LEASE COMMITMENTS

The organization has entered into a lease commitment for its premises. Future minimum payments for the next five years are as follows:

2007	\$11,340
2008	11,340
2009	11,340
2010	11,340
2011	4,725
	<u>\$50,085</u>

Sponsors

Patrons - \$50,000 and up



Champions - \$10,000-24,999



Leaders - \$5,000-9,999



Builders - \$2,500-4,999

Adculture

Commercial Alcohols

Ontario Farmer Publications

Ontario Pork

Thompsons Limited

Supporters - \$100-2,499

1531251 Ontario Inc. – Jayzee Management Inc.
Agrico Canada Ltd.
Dorothy Bechtel/Steve Lichty
Bi-Pro Marketing Limited
Rob & Julie Black
Alison Connell
Craig McDonald, Reddon Insurance Brokers Ltd.
Devolder Farms Seeds Inc.
Dundas Federation of Agriculture
Famme & Co.
Farm Mutual Reinsurance Plan Inc.
Robert & Evelyn Farquharson
Fulcrum
Genex Ontario
Peter & Sandra Hannam
Robert Hunter
Huron County Federation of Agriculture
Kent Federation of Agriculture
Dan & Cris Legault
Kevin MacLean
Maizex Seeds Inc.
Manitoulin Northshore Federation of Agriculture
Freda McKinnon
Pat & Dennis Mighton
David Murray
Ontario Association of Certified Technicians and Technologists
Ontario Bean Producers
Ontario Food Processors Association
Ontario Independent Meat Processors
Pride Seeds
PRO Seeds of Canada
Dana Richardson
Robson Brothers
Shur-Gain
Simcoe County Federation of Agriculture
SouthWest Ag Partners
Edythe M. Stewart
Rod & Marlene Stork
Strub Brothers Limited
Sureleen
TD Bank Financial Group
Kevin & Janice Thompson
Michael Toombs
UPI Energy LP
Andy Van Niekerk
Bruce & Sharon Vandenberg
Jan Varner
Victoria Haliburton Federation of Agriculture
Mike & Rose Vlcek
Wallenstein Feed & Supply Ltd.
Waterloo Wheat Producers

Contributors < \$100 and In-Kind

4-H Ontario
AALP Class 9 Graduates
AALP Class 10 Graduates
AALP Class 11 Participants
Ackert Insurance Brokers
Adculture Group Inc.
AdFarm
AgMedia Inc., Better Farming Magazine
Bill & Susan Allen
Barb Alves
Angels Gate Winery
Eleanor & Phil Anwender
Ausable Bayfield Conservation Authority
B-W Feed & Seed
Brita Ball
Barclay Dick & Son Farm Supply
Cathy Bartolic & Gary Johnson
John & Helen Bartolic
Bayer CropScience
Amanda & Aaron Bickell
Binghamton Senators
BioScience Communications
Bi-Pro Marketing Ltd.
BMO Bank of Montreal
David Bowland
Brick Brewing Company
Gary Brien
Nadine Buitenhuis
C&M Seeds
Canada Agriculture Museum
Canadian Museum of Civilization
Dan Carli
Carp Agricultural Society
Casco Inc.
CH2M HILL
Evelyn Chambers
Chicken Farmers of Ontario
Chicopee Ski Club
Scott Collins
Craig & Moira Connell
Conservation Halton
Country Heritage Park
CTV
CTV, Southwestern Ontario
John & Nancy Curtis
Dairy Farmers of Ontario
DarMax Inc.
Bronwen Davis
Karen Daynard
Kelly Daynard
Days Inn Guelph
Days Inn Canada
DeLaval Inc.
Demeter Farms
Jennifer & Greg Devries
Jennifer Dick
Diefenbunker, Canada's Cold War Museum
Monica & Joe Dietrich
Judy Dirksen
Christine Dukelow
Dyshar Farms Ltd.
George & Lynda Earley
Denise & Whit Edwards
Elanco Animal Health
Elements Day Spa
Engage Agro
Farm Credit Canada
Fergus Scottish Festival & Highland Games
Fergus Truck Show
Karen & Ken Filson
FlyFitters

GayLea Foods Co-operative Ltd.
Gencor
Goliger's TravelPlus
Elaine & Dave Gosnell
Grand Valley Fortifiers
Grape Growers of Ontario
Green Canopy
Greenhorizons Group of Farms
Grey & Bruce Mutual Insurance
Grober Nutrition
Walter & Sharon Grose
GROWMARK Inc.
Guelph Storm
Halton Federation of Agriculture
Cathy & Mark Hamel
Lisa & Greg Hannam
Ken Harkes
Harmony Décor
Martin Harry
Ken & Anne Heffernan
Richelle Heffernan
Dale & Valerie Hobbs
Lorraine Holding
Hugli's Blueberry Ranch
Elinor Humphries & Paul Smith
Mark Huston
Hutton Farm Supplies
Hyland Seeds
Iceculture
Ideal Supply Company
Joan & Frank Ingratta
Geoff Innes
Jersey Canada
JWA Group Inc.
Karen Hyland Designs
Cathy Kennedy
Kenneth Knox
Walter Kropf
Lady Bug Treasures
Tracy Lamb
Peter Lambrick
Carol Leeming
Cathy Lennon
Kim Lennox
Leon's Furniture Limited
Susan Leuty
Karen Lewis
Mary, Brad & Jenn Lichty
Mary, Brad & Jenn Lichty, in memory of
Richard Lichty
Littlejohn Farms
Kathie & Russ MacDonald
Ron MacDonald, AgviroInc.
Crystal Mackay, Crystal Clear
Communications
Maizex Seeds
Bev Manning
Maple Leaf Global Foods
Maple Lodge Farms Ltd.
Marineland
Masterfeeds
Helga & Ian McDonald
McGrail Farm Equipment Ltd.
Tracey McGrath
Ken & Sue McLarty
Mary Lynn McPherson
Miller Insurance Brokers
Mitchell's Veterinarian Services
Moffitt Print Craft
Monsanto Canada
Brenda & Michael Nailor
Nailor Industries Inc.
National Gallery of Canada
Niagara Falls Golf

Gordon Nixon
NK Brand Syngenta Seeds Canada Inc.
OAC Alumni Association
OAC Dean's Office
OETZ Systems
OMAFRA Communications Branch
On behalf of OMAFRA/Agricorp Staff
OntarBio/ Organic Meadow
Ontario Cattle Feeders Association
Ontario Cattlemen's Association
Ontario Egg Producers
Ontario Farm Animal Council
Ontario Farmer Publications
Ontario Federation of Agriculture
Ontario Institute of Agrologists
Ontario Plowmen's Association
Ontario Pork
Ontario Soil and Crop Improvement
Association
Ontario Veal Association
Ontario's Mutual Insurance Companies
Osborn & Barr Canada
Oxford Mutual Insurance Co.
Gwen Paddock
Tom & Barb Parker
Parkland Farms
Bruce Parks
Janice Patterson
Tom & Diane Peckitt
Peel Mutual Insurance Co.
Lynn Philp
Pioneer Hi-Bred Limited, A DuPont
Company
Preferred Transport
Quality Hotel Near the Falls
Quarry Integrated Communications
Monica Quinn
RBC Royal Bank
Paul Reeds
Mike Relf
Renaissance Toronto Hotel Downtown
Renfrew County Rural Ramble Committee
Jason & Kelli Rice
Ripley's
Ripplebrook Farm
River Run Centre
Liz Robinson
Robyn & Paul Robinson
Rocky Mountain House
Elva Ross
Royal Agricultural Winter Fair
Lilian Schaer
SeCan Association
Marilyn Sewell & Alan Kelley
James Shaw
Shaw Festival
Shur-Gain
Shur-Gain Maple Leaf, St. Marys
Katie Sinclair
Sleeman Brewing and Malting
Stewart Snyder
SouthWest Ag Partners Inc.
Speare Seeds
Springridge Farm
St. Willibrord Credit Union
Stage West
Stewart's New Holland Ltd.
Art Stirling
Stoltz Sales & Service
Swanston Farm Equipment
Sylvite Agri-Services
Syngenta Crop Protection Canada, Inc.
Judy & Dan Taggart
Tanners Restaurant

TD Canada Trust
TerraTec Environmental
Thames Van Farms
The Co-operators
The Feathered Nest B&B
The Fertilizer Institute of Ontario
Foundation
The Great Canadian Bean Company Inc.
The Miller's House
The Paper Pickle Company
The Tom Bird Wealth Management Team
Lisa Thompson
Thompsons Limited
Brenda Trask
Mary Trask
Morley & Thelma Trask
Trillium Mutual Insurance Company
Twilight Acre Farms Ltd., Steve Twynstra
Carol Tyler
Jason Van Maanen
Teresa Van Raay
Taera & Jeff VanRoboys
Jan Varner, Innersee Initiatives Inc.
Voisin Maple Products
Mark Wales
Keith Wardlaw
Arlene Warner
Waterloo Oxford Cooperative Inc.
Wellness in the Woods
Wendt's Jewellery
Western Fair Association
Joyce Weylie
Whip-Poor-Will Tea Room
Whitfield Farms Country Catering
Cora Whittington, Golden Pathways
Lee Whittington, Riverbend Plantation
Wilderness Tours
William Woodwrite
Ron Wilkin Jewellers
Woodrill Farms
Cathy & John Young
Barb Zettler
Christine Zettler

Every effort has been made in the accuracy of this list. We apologize to any individual, organization or corporation who may have been missed.

Honouring our Past Chairs

The Centre for Rural Leadership

Art Stirling	2003 – 2005
Christine Dukelow	2001 – 2003

Agricultural Leadership Trust

Dr. Rob McLaughlin	1999 - 2001
Bill Weaver	1997 - 1999
Murray Stewart	1993 - 1997
Peter Hannam	1989 - 1993
Freeman McEwen	1985 - 1989

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Honour a friend or loved one by making a gift to *The Centre for Rural Leadership* in his or her name. Whether in celebration of a life lived or a tribute to someone dear to you, your gift will be a powerful expression of your beliefs and values.

Your thoughtful gift will help *The Centre for Rural Leadership* with its mission and support emerging leaders through programs such as the Advanced Agricultural Leadership Program. *TCRL* will send a card to indicate that a donation has been made in recognition of your recipient.

Make a donation:

- To Remember someone special in your life
- To Thank a friend or colleague
- To Congratulate a milestone in someone's life
- To Celebrate a wedding or anniversary
- To Send "Best Wishes" for any occasion

When you make a gift, *The Centre for Rural Leadership* will send a card on your behalf and, if you wish, we can include your own special message. An official receipt for income tax purposes will be issued to you, the donor.

A donation to *The Centre for Rural Leadership* is a fitting tribute to anyone who has been committed to leadership in agriculture and rural Ontario. It is a means of ensuring that a special commitment is recognized, remembered and honoured.

To make your **Tribute or Memorial Gift**, contact *The Centre for Rural Leadership* at 519-826-4204 or e-mail mwilliams@ruralleadership.ca.

**THE
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RURAL
LEADERSHIP**

**100 Stone Road West
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**Telephone
519-826-4204**

**Fax
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The 2005 / 2006 annual report
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www.ruralleadership.ca