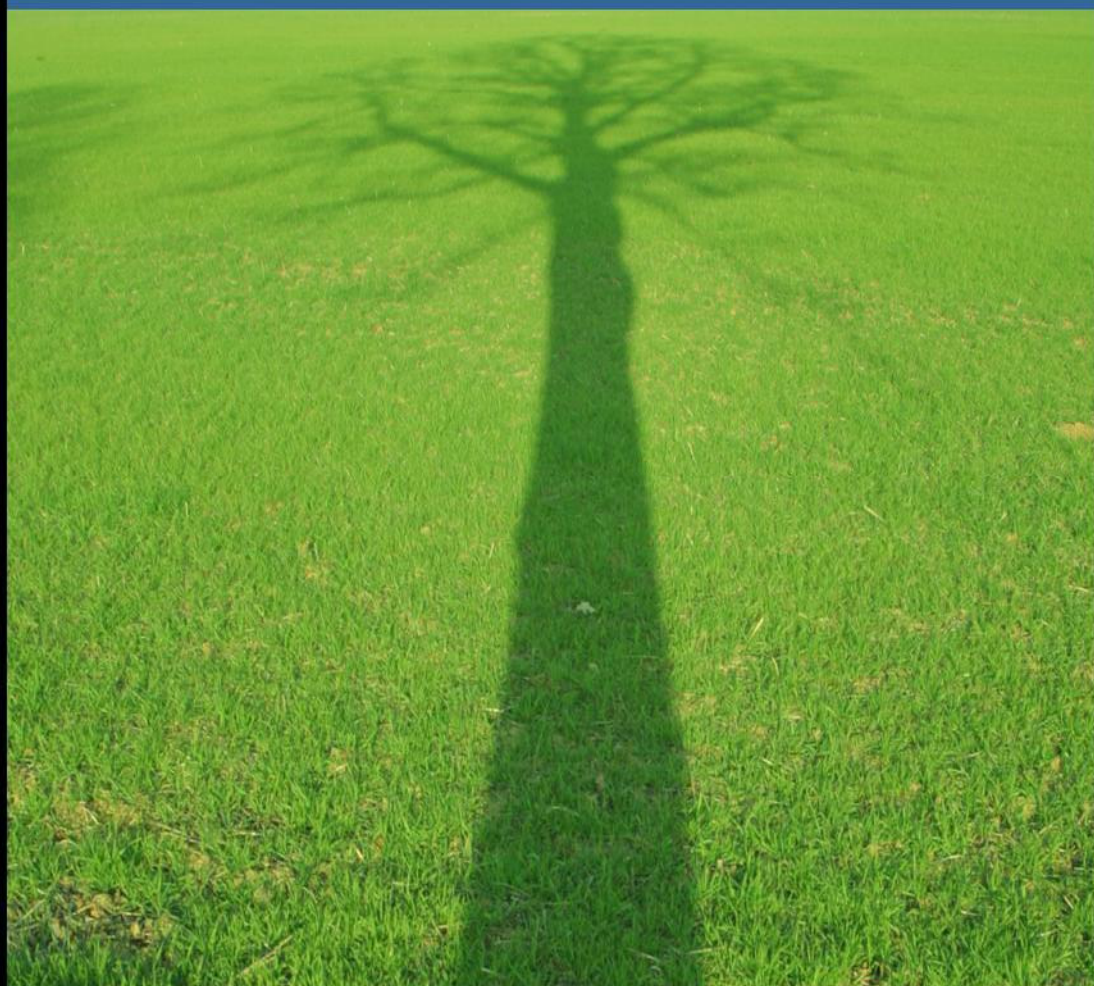


The
CENTRE FOR
RURAL
LEADERSHIP

"A World of Dynamic Leaders"



ANNUAL REPORT

2006 - 2007

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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 2006-2007



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



Lisa Alderman*
United Way/Centraide
Windsor-Essex County



Bill Allison
Sunrise Acres Inc.



Harry Brander
Ontario Federation of
Agriculture



Dr. Mary Buhr
University of Guelph



Dan Carli*
Strub Pickles



Neil Dolson
Alpine Plant Foods



Gwen Paddock*
RBC Royal Bank



Stig Puschel
FedNor/Industry
Canada



Eleanor Renaud
Councillor,
Elizabethtown/Kitley
Township

STAFF



Jan Varner
United Way/Kitchener-
Waterloo and area



Dan Wright*
Monsanto Canada
Inc.



Rob Black
Executive Director



Kathie MacDonald
Administrative
Manager



Molly Williams
Fund Development
Manager



George Brinkman
AALP Curriculum
Advisor

AALP MANAGEMENT COMMITTEE

*Jan Varner, Interim Chair, United Way
Cathy Lennon*, AALP Class 9
Leslie Woodcock, OMAFRA
Dr. George Brinkman, Curriculum Advisor*

Dan Carli, AALP Class 9
Mike Nailor*, AALP Class 9
Dan Wright*, AALP Class 10
Rob Black, Executive Director*

Helma Geerts, AALP Class 10
Mark Reusser*, AALP Class 4*

* indicates AALP Graduate

Message from the Ontario Ministry of Agriculture, Food and Rural Affairs



Congratulations to The Centre for Rural Leadership on another year of achievement in offering life-long opportunities and delivering premiere educational programs to the people of Ontario.

Through such programs as the Advanced Agricultural Leadership Program (AALP), TCRL has helped to cultivate seasoned, knowledgeable leaders who contribute to our province's agri-food industry in many ways. The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) supports this very important leadership program, and through a new Memorandum of Agreement, OMAFRA is providing \$152,000 over the next two years for the AALP's Class 12 program.

The ministry encourages agricultural leadership and innovation through a number of initiatives. The Ontario government is investing in the Premier's Awards for Agri-food Innovation Excellence. It is also putting the spotlight on Ontario-grown and processed foods through a \$12.5-million Pick Ontario Freshness marketing strategy. The future role of Ontario's agriculture sector is also benefiting from an investment of \$6 million to the Ontario BioAuto Council to position the province as a global leader in manufacturing auto parts and other materials from agricultural feedstocks.

OMAFRA is open to looking at new ideas that will support rural leadership development and help Ontario's agri-food industry flourish. It supports The Centre for Rural Leadership's efforts to explore new opportunities and partnerships that will contribute to the growth and success of our province's agri-food industry.

Thank you to the TCRL board and staff for your commitment to excellence and your passion for fostering rural leadership.

Message from the Interim Dean, OAC - University of Guelph



ONTARIO AGRICULTURAL COLLEGE

OFFICE OF THE DEAN

Aug 20, 2007

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

Dear Rob,

I would like to extend congratulations from the Ontario Agricultural College to The Centre for Rural Leadership for completing another successful year.

As a founding member of The Centre for Rural Leadership, OAC is delighted to support The Centre's dynamic programs. In particular, the curriculum advisor for the Advanced Agricultural Leadership Program (AALP), a member of the OAC faculty, works with you, your staff and presenters, to ensure the best possible program. The exceptional quality of the people it attracts attests to its value in preparing the leaders of tomorrow to meet the opportunities and challenges in agriculture and rural communities. The OAC is proud to be represented by a number of our alumni in those classes!

We will continue to play supporting roles for The Centre in the coming years, as we have in the past, by participating on the Board of Directors, financial support in various ways, and promoting the excellent programs of TCRL to our various contacts.

Thank you for your work to strengthen the association between excellence and agriculture.

Best wishes for the coming year.

Sincerely,

A handwritten signature in black ink, appearing to read "Mary Buhr".

Mary Buhr
Interim Dean, OAC

GUELPH • ALFRED • KEMPTVILLE • RIDGETOWN
Guelph • Ontario • Canada • N1G 2W1 • (519) 824-4120 • Fax (519) 766-1423
www.oac.uoguelph.ca

Message from the Ontario Federation of Agriculture



Ontario Federation of Agriculture

Ontario AgriCentre

100 Stone Road West, Suite 206, Guelph, Ontario N1G 5L3
Tel: (519) 821-8883 • Fax: (519) 821-8810 • www.ofa.on.ca

To the Centre for Rural Leadership:

On behalf of the Board of Directors and Ontario's farm families, I send congratulations and best wishes to The Centre for Rural Leadership as you celebrate another successful year.

The Ontario Federation of Agriculture takes pride in helping to establish the Centre and in active participation in its future as a continuing sponsor. OFA recognizes the critical importance of leadership development and capacity building in rural Ontario. Our farm family members have benefited greatly from program graduates staying in their communities and contributing their leadership capabilities learned and nurtured at TCRL.

Farming and rural development has become a complex issue. The degree of sophistication required of leaders has increased significantly. Our efforts on leadership development are more important than ever before. This call to action has been met by the Centre. Over more than two decades, the Centre has adapted and continued to improve, showing tremendous leadership itself in meeting the changing needs of our farmers and rural Ontario.

The OFA will continue to work with the Centre in support of its efforts and will continue to challenge it to match the changing needs of rural Ontario with innovative and resourceful leaders 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. We wish you continued success in the coming year.

Sincerely,

A handwritten signature in black ink, appearing to read 'Geri Kamenz', written over a white rectangular area.

Geri Kamenz
President

The mission of the OFA is to improve the economic and social well-being of farmers in cooperation with county, commodity and rural farm groups.

Message from the President

As I reflect back on my second and final term as President of *The Centre for Rural Leadership* (TCRL) and on what is now 8 years of continuous involvement in AALP and TCRL, I must say that I continue to be struck by the commitment and passion that so many individuals and organizations have for the institution and program and for the profound impact that the AALP graduates continue to make to Ontario agriculture, agribusiness and rural communities. The passion and commitment is everywhere; in our founding partners, our generous sponsors, AALP participants, AALP graduates, TCRL staff, TCRL board, the AALP Management Committee, OMAFRA staff and of course the Minister of Agriculture, Food & Rural Affairs. AALP and TCRL would not be what it is without its many generous supporters, but what is really driven home to me is the tremendous contribution that this organization must provide in order to inspire so many to give so much of themselves.

It is remarkable to observe the effect that AALP events can have on those experiencing them for the first time. A few that stick out in my mind are; Pamela Wallin, who upon departing the Stewart Lecture commented on the calibre of the audience and how fascinating it was for her to see AALP supporters and alumni being “rejuvenated” by the experience. Then there is Stig Puschel, a new TCRL director representing the Federal government and who lives in Northern Ontario, who wrote after attending the Class 11 graduation weekend “now I get AALP”. Finally there is Leanne Fischbuch from Alberta’s Agriculture & Food Council who, upon spending just a couple of days observing an AALP Class 11 seminar and its participants, advised that the experience had cemented in her mind the value Alberta agriculture would gain by proceeding to implement its own advanced agricultural leadership program.

I am especially pleased with the growth in our partnership with OMAFRA over the past year or so. In particular, I would like to extend my appreciation to Deputy Minister Bruce Archibald who took the time to attend and engage in several AALP Class 11 events. Deputy Minister Archibald clearly recognizes the importance of leadership training to the success of our agriculture, food and rural sectors.

Over the past few months we have begun discussions with other leadership organizations in Ontario to investigate opportunities for synergies between us and for the expansion of leadership programming in rural Ontario. Effective leadership and leadership training requires a “cradle to grave” approach in continuity and, while at a preliminary stage, we are excited by the potential that these discussions present to our organization and for leadership training opportunities in rural Ontario.

In last year’s annual report I commented that the stage was now set for TCRL to grow its program offerings. Over the past year we have done just that; offering programs in conjunction with Farmers Markets Ontario as well as delivering courses in Advanced Succession Planning. Very recently we learned we were successful in an application for substantial funding through the CanAdvance program. This funding will enable TCRL to conduct a needs assessment and gap analysis on current leadership activities as well as deliver new leadership programming in the areas of board leadership and board governance.

As I conclude my term as President of *The Centre for Rural Leadership* I do so with nothing but gratitude for the privilege of representing the organization and for the opportunity it has provided me to further develop my own leadership skills. I want to express my sincere thanks for the support I have received from my fellow board members and for the passion and commitment they provide as volunteers to this organization. Departing board members this year are Art Stirling, Harry Brander, Lisa Alderman, Gwen Paddock and Dan Carli. Thank you for the very substantial contribution that each of you have made to the organization. Finally I wish to pay tribute to our Executive Director Rob Black and his energetic and talented team, including Kathie MacDonald and Molly Williams, who really are the ones who make it all happen.

Kevin Thompson
President, The Centre for Rural Leadership

Message from the Executive Director

Once again, this past year has been an exciting one for *The Centre for Rural Leadership*. Participants in Class 11 of the Advanced Agricultural Leadership Program (AALP) have completed their seminar series and travel study tours. With their graduation in April they join the ranks of 324 AALP alumni who have increased their leadership and personal development skills through the program in order to better serve their businesses, organizations and communities as leaders in to the future.

Through an extensive recruitment, interview and selection process a new group of participants – Class 12 – have been selected. They will begin their program in late September 2007 and will graduate in April 2009. As with past classes, we received an excellent group of completed applications from those interested in the program. The decisions made by the Board during the selection process were, as always, difficult as they narrowed the number to the required 30 class participants.

On the business development front, *The Centre for Rural Leadership* has moved forward over the past year, to develop and offer resources and workshops to Farmers' Markets Ontario members and to our broader stakeholder group through the Advanced Succession Planning course offered in January 2007. With the recent announcement of funding from the CanAdvance Program, plans are coming together to broaden the suite of courses and workshops offered by our organization to current and emerging leaders in rural Ontario, during the coming year. Other leadership development and training opportunities for *The Centre for Rural Leadership* will continue to come our way as we become better known for the various workshops and programs we offer.

I have had the opportunity to work with, and learn from, colleagues in a number of agricultural and rural organizations through our 'loosely-knit' Executives in Agricultural Association Management (TEAAM) group, which is coordinated by *The Centre for Rural Leadership*. In addition, working with colleagues from like-minded rural leadership organizations, we have begun to explore opportunities for synergies and to work more closely together. I am excited about what might and can transpire as a result of both these initiatives in the long term.

Our program partners, sponsors, alumni and friends – those companies, organizations and individuals who have supported the AALP program and our organization financially and otherwise – are noted elsewhere in this annual report. To each of them I want to say thank you. Their ongoing support, in many forms, continues to ensure that our organization is able to support and strengthen the agriculture, agri-food and rural sectors across Ontario. A special thanks to the Ministry of Agriculture, Food and Rural Affairs for their ongoing support of the program over many years. To the Minister and staff of OMAFRA – your contributions in many forms continue to support our organization and ensure the programs we offer have impact within rural Ontario now and in the years to come.

My thanks to the numerous teams I have the opportunity to work with on a regular basis – the Executive Committee led by President Kevin Thompson, and Board of Directors of *The Centre for Rural Leadership*, the AALP Management Committee chaired this year by Dan Carli and Jan Varner, the Business Development Committee chaired by Lisa Alderman and Rob Hannam, my friends and colleagues Kathie MacDonald and Molly Williams, 2007 summer student Sarah Woods, and Dr. George Brinkman, AALP Class 11 Curriculum Advisor – the pleasure has been mine to work with you. With the next class, I am looking forward to working with Rick Upfold from the University of Guelph, who is the incoming Curriculum Advisor for Class 12. Each of these people is dedicated and committed to leadership development programming and they work hard to ensure that *The Centre for Rural Leadership* and the Advanced Agricultural Leadership Program have an ongoing and long lasting impact throughout rural Ontario.

The excitement of any job I have held is in the 'yearly ride' and what is accomplished. During the past year we have accomplished a great deal. Going forward I anticipate great things for our organization... and I look forward with interest to the year to come.

Rob Black

Executive Director, The Centre for Rural Leadership

Organization 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, AALP 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. There are currently over 320 graduates of the program, serving their businesses, organizations, communities and the industry throughout Ontario, across Canada and around the world.

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 completed their seminar series and travel study tours and graduated in April 2007. During the second half of their 19 month program they participated in a number of leadership development seminars, learning opportunities and travelled to New Zealand and Australia. In particular they:

- Joined forces on a couple of occasions with the participants of a sister program from New York State and spent time learning about Canadian and U.S. farm policy, political issues and the 'machinery' of federal government in both countries as well as issues related to agriculture and agri-food and rural which impact on the sector;
- Completed their issues analysis projects and presented them to a panel representing the agriculture, agri-food and rural sectors in Ontario;
- Gained an overview of agricultural production and practices as well as an in-depth understanding of agri-business, agricultural trade, food safety and environmental issues in New Zealand and Australia; and
- Better defined their commitment to making a difference through leadership involvement as a result of their involvement in the program.



Class 12

Through an extensive recruitment, interview and selection process, a new group of participants was selected in early June and will begin their program in late September 2007.

The successful candidates, selected on the basis of written applications and panel interviews, have all demonstrated current leadership skills and future leadership potential through their involvement in their organizations and community activities. Fourteen class members represent primary production agriculture through vegetables, field & cash crops, dairy, swine, turkey, chicken, goats, sheep and beef production. The remainder of the group comes from the agri-business, agri-service and agri-food sectors, the banking industry, and the provincial government and its agencies. The mix of sectors in the group will provide a variety of perspectives from across the value chain.

The success of the program centres on the participants and what they learn about themselves and others through their involvement in the program. This is one of the few opportunities where a group of 30 individuals from across the agriculture, agri-food and rural sectors have the opportunity to see, learn, meet, discuss and debate issues impacting their industry over an extended period of time. The learning is tremendous!

Business Development Opportunities

Over the course of 2007, The Centre for Rural Leadership continued to move forward in developing and delivering additional leadership development programming outside the AALP program. To this end, our work with Farmers' Markets Ontario saw the development of two new resources and delivery of pilot workshops for their membership with the opportunity for further programming through to the end of 2008. In January 2007, The Centre, in partnership with OMAFRA, delivered a two day Advanced Succession Planning workshop and plans are well in hand to offer this workshop and other introductory succession planning workshops during the fall of 2007 and early in 2008.

During 2007 The Centre for Rural Leadership agreed to carry on the administration of The Executives in Agricultural Association Management (TEAAM) group. In an effort to support those at the senior staff level of a number of agricultural, agri-food and rural organizations in Ontario, this group meets three to four times per year for a breakfast meeting to discuss issues of interest in support of our common goals.

Finally, late in the year we were fortunate to receive word of funding through the CanAdvance Program, administered by Ontario's Agricultural Adaptation Council with funds from Agriculture and Agri-Food Canada. With this new funding, plans are proceeding to survey a broad representative group within rural Ontario and conduct a gap analysis of rural Ontario's leadership development programming. The results from this survey along with the development and delivery of at least two new resources in the coming year will help us to broaden the suite of courses and workshops offered by our organization to current and emerging leaders in rural Ontario.

Fund Development Highlights

Sponsorships

Sponsorship support is a long-standing tradition for AALP, and support from founding partners, agricultural businesses and industry organizations remains very strong. We were pleased to recognize the investment by each of our partners during AALP Class 11's graduation banquet in April 2007. A full listing of our 2006-2007 sponsors and donors is included in this annual report.

Some additions to our fund development program include the *Think Green* ink cartridge and cell phone recycling program, and a new **Tributes** and **In Memoriam** donation program (also listed in this report). For more information about any of our fund development programs or sponsorship opportunities, please contact Molly Williams, Fund Development Manager at 519-826-4204 or email: mwilliams@ruralleadership.ca.

Grants

Impact and Influence: Increasing Leadership Capacity by Expanding Each and Creating New Opportunities

TCRL received funding approval of \$161,400 through the Agricultural Adaptation Council's CanAdvance program in support of a two-fold project developed to engage newly elected and aspiring leaders. This project will see additional leadership training opportunities developed and delivered across rural Ontario over the next 11 months. *GridWorks* program and *Insights Discovery – Personal Effectiveness* workshops will also be extended to more agricultural and rural stakeholders in locations across the province.

The project also includes a needs assessment and gap analysis of existing leadership training opportunities through a province-wide survey conducted by Ipsos Reid. Based on the survey, additional programming will also be developed and delivered by The Centre for Rural Leadership focusing on the areas of board leadership and board governance. This new training will be delivered in combination with the suite of existing TCRL programs and also as stand-alone training opportunities.

Special Events

2006 Pitch'n for AALP

The fifth annual tournament in August 2006 was a huge success, raising over \$9,000. This one-day baseball tournament is organized by current class participants and is supported by graduates, industry sponsors and friends of the program. Special thanks to Mark Foster and Ryan Brown (AALP Class 11) for co-chairing the event.

2007 Wm. A. Stewart Lecture and Reception

Pamela Wallin, Award-Winning Journalist, Diplomat & Entrepreneur was a fantastic speaker and really engaged the crowd during the event in March. The lecture raised over \$20,000 in support of AALP. The event was well attended and very fitting with Ms. Wallin's new appointment as Chancellor of the University of Guelph.

Dream Auction Car Auction

A very unique donation, a classic car, resulting from the 2006 Dream Auction was detailed and listed for sale on eBay this year. The successful buyer of the 1969 Ford Galaxy 500 XL was a grandfather from Kitchener who purchased the car for \$8,413.50. Special thanks to Class 11 members, Joe Dietrich and Ove Hansen, and also to Michael Barrett from Gay Lea Foods Cooperative Ltd. for their significant time and efforts.

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 and growing the leadership qualities 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



Chartered Accountants
and Business Advisors

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, 2007 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, 2007 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

RLB LLP

Guelph, Ontario
August 9, 2007

Chartered Accountants
Licensed Public Accountants

FINANCIALS

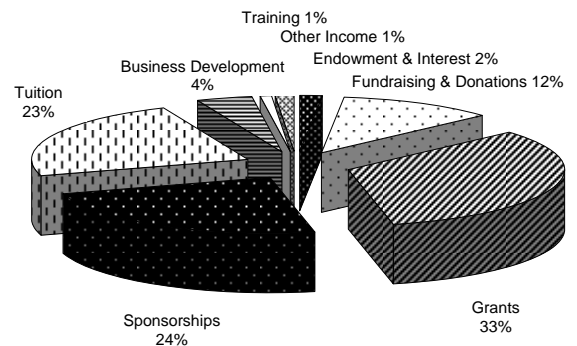
Statement of Operations and Changes in Net Assets – General Fund

For the Year Ended June 30, 2007

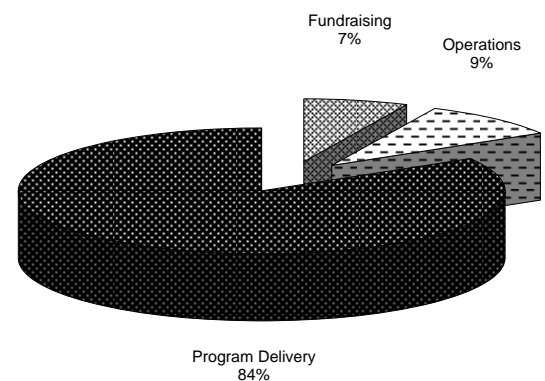
STATEMENT 1

	2007	2006
REVENUE		
Donations	\$ 16,090	\$ 13,791
Tuition	98,600	99,791
Fundraising	33,072	81,341
Interest Income	7,231	5,739
Sponsorships	99,544	109,094
Grants	139,644	107,698
Training	5,360	0
Business Development	17,430	0
Other Income	3,627	4,532
	<u>420,598</u>	<u>421,986</u>
EXPENSES		
Accommodations & Meals	149,323	70,133
Amortization	2,887	1,444
Communications & Marketing	3,933	4,480
Contract & Professional Services	37,926	54,344
Financial Services	5,626	6,580
Information Technology	6,469	5,876
Operations	36,550	41,194
Salaries and Benefits	192,554	163,178
Travel	108,157	6,215
	<u>543,425</u>	<u>353,444</u>
Excess (Shortfall)	(122,827)	68,542
Transfer from Restricted Funds	22,132	25,824
Net Change in Assets for the year	(100,695)	94,366
Net Assets, beginning of year	253,470	159,104
Net Assets, end of year	<u>\$ 152,775</u>	<u>\$ 253,470</u>
Net Assets, comprised of:		
Net invested in capital assets	4,330	7,217
Unrestricted net assets	148,445	246,253
	<u>\$ 152,775</u>	<u>\$ 253,470</u>

Income FY 2006 – 2007



Expense FY 2006 – 2007



Statement of Operations and Changes in Net Assets – Restricted Funds

STATEMENT 2

For the Year Ended June 30, 2007

	Leadership Legacy Fund	W.G. Weston Foundation Fund	K. McKinnon Memorial Fund	Wm. A. Stewart Endowment Fund	2007 Total	2006 Total
REVENUES						
Investment Income	\$2,611	\$7,565	\$2,531	\$10,812	\$23,519	\$35,348
Donations/Contributions	0	0	0	300	300	10,100
	<u>2,611</u>	<u>7,565</u>	<u>2,531</u>	<u>11,112</u>	<u>23,819</u>	<u>45,448</u>
Excess of Revenues over Expenditures	2,611	7,565	2,531	11,112	23,819	45,448
Transfer to General Fund	(5,334)	(5,295)	(1,772)	(9,731)	(22,132)	(25,824)
Change in Net Assets	<u>(2,723)</u>	<u>2,270</u>	<u>759</u>	<u>1,381</u>	<u>1,687</u>	<u>19,624</u>
Net Assets, beginning of year	62,500	181,104	60,595	258,826	563,025	543,401
Net Assets, end of year	<u>\$59,777</u>	<u>\$183,374</u>	<u>\$61,354</u>	<u>\$260,207</u>	<u>\$564,712</u>	<u>\$563,025</u>

See accompanying notes

Statement of Financial Position

STATEMENT 3

For the Year Ended June 30, 2007

Assets	2007	2006
CURRENT		
Cash	\$23,552	\$43,273
Short term investment	0	100,000
Accounts Receivable	5,746	6,411
Prepaid Expenses	1	36,961
	<u>29,299</u>	<u>186,645</u>
CAPITAL (note 3)	<u>4,330</u>	<u>7,217</u>
LONG TERM		
Portfolio Investments - total market value \$694,454 (2005 - \$676,361)	<u>687,793</u>	<u>680,573</u>
	<u>\$721,422</u>	<u>\$874,435</u>
Liabilities		
CURRENT		
Accounts Payable and Accrued Liabilities	3,935	6,060
Deferred Revenue	0	51,880
	<u>\$3,935</u>	<u>\$57,940</u>
Net Assets		
Assets Invested in Capital Assets (statement 1)	4,330	7,217
Unrestricted Net Assets (statement 1)	148,445	246,253
Restricted Net Assets (statements 1 & 2)	<u>564,712</u>	<u>563,025</u>
	<u>717,487</u>	<u>816,495</u>
	<u>\$721,422</u>	<u>\$874,435</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 2007	Net 2006
Computer equipment	<u>\$ 8,661</u>	<u>\$ 4,331</u>	<u>\$ 4,330</u>	<u>\$ 7,217</u>

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, 10% of the total annual income of the Leadership Legacy 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.

No amount was transferred in fiscal 2006 from the Leadership Legacy Fund to operating funds. The fiscal 2007 transfer to operating funds therefore includes 90% of interest from both 2007 and 2006.

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 four years are as follows:

2008	\$ 11,340
2009	11,340
2010	11,340
2011	<u>4,725</u>
	\$ 38,745

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Patrons - \$50,000 and up



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Ontario 4-H Council
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Tribute & In Memoriam Gifts

Tribute Donations have been received from:
Canadian Seed Trade Association in recognition of Brenda Trask;
Trillium Mutual Insurance Co. in recognition of AdFarm;
Friends and Colleagues in recognition of Christine Dukelow.

In Memoriam Donations have been received in memory of:
Brian Bestard
Ralph Gordon Cherry
Howard Churchill
Darrin Robert Frew
Richard Hall
Jack James
Mrs. Swansea Fluit
W. Stanley Young

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The Centre for Rural Leadership

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Christine Dukelow	2001 – 2003

Agricultural Leadership Trust

Dr. Rob McLaughlin	1999 - 2001
Bill Weaver	1997 - 1999
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Tribute and In Memoriam Gifts

Celebrate Friends and Loved Ones with a Lasting Tribute to Leadership

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 Thank a friend or colleague
- To Congratulate a milestone in someone's life
- To Celebrate a wedding or anniversary
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- To Remember someone special in your life

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 In Memoriam Gift**, contact *The Centre for Rural Leadership* at 519-826-4204 or e-mail: mwilliams@ruralleadership.ca.

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The 2006 / 2007 annual report
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