

The
**CENTRE FOR
RURAL
LEADERSHIP**

“Dynamic leaders for today and tomorrow”

**ANNUAL
REPORT**



2007 - 2008

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Annual Report 2007-2008

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.

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.

OUR VISION

*“Dynamic
leaders for
today and tomorrow”*

OUR MISSION

To develop and support current and emerging leaders through a continuum of programs and resources to strengthen and diversify rural communities and the bio-resource sector.

Charitable Registration No. 86275 2052 RR0001

Board of Directors



ROB HANNAM
(President)
Issues & Insights



JAN VARNER
(Vice President)
United Way



BILL ALLISON
(Treasurer)
Sunrise Acres Inc.



MIKE TOOMBS
(Secretary)
*Ontario Ministry of
Agriculture, Food and
Rural Affairs*



KEVIN THOMPSON
(Past President)
*Ontario Association of
Chicken Processors*



DR. MARY BUHR
University of Guelph



NEIL CURRIE
*Ontario Federation of
Agriculture*



NEIL DOLSON
Alpine Plant Foods



JACKIE FRASER
AGCARE



JOHN GEURTJENS
Farm Credit Canada



ROB HALL



TOM PROUT
*Ausable Bayfield
Conservation
Authority*



STIG PUSCHEL
*Fed/Nor / Industry
Canada*



ELEANOR RENAUD
*Councillor
Elizabethtown/Kitley
Township*



DAN WRIGHT
*Monsanto Canada
Inc.*

Staff



ROB BLACK
Executive Director



ALICIA EVANS
*Project Manager
Leadership Programs*



MARNIE KLOPPENBURG
*Project Manager
Business Development*



KATHIE MACDONALD
*Administrative
Manager*



RICK UPFOLD
*AALP Curriculum
Advisor*



MOLLY WILLIAMS
*Fund Development
Manager*

AALP Management Committee

- **Dan Wright*** (Chair), Monsanto Canada Inc. & AALP Class 10
- **Steve Cooper***, Coopers Goat and Veggy Farm & AALP Class 11
- **Helma Geerts***, OMAFRA & AALP Class 10
- **Cathy Lennon***, Farm Credit Canada & AALP Class 9
- **Mike Nailor***, Monsanto Canada Inc. & AALP Class 9
- **Bruce Read***, Elanco Animal Health & AALP Class 11
- **Mark Reusser***, OFA & AALP Class 4
- **Martin Bohl**, OMAFRA
- **Rick Upfold**, Curriculum Advisor
- **Rob Black**, TCRL Executive Director

Business Development Committee

- **Jan Varner** (Chair),
- **Neil Dolson**
- **Rob Hannam**
- **Tom Prout**
- **Stig Puschel**
- **Eleanor Renaud**
- **Rob Black**, TCRL Executive Director

**indicates AALP graduate*

Message from the Ministry of Agriculture, Food and Rural Affairs



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



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 2007-2008.

I appreciate TCRL's work over the past year. Through its mandate, TCRL is helping to shape the future of Ontario's agriculture and food industry by delivering meaningful, life-long learning opportunities and educational programs.

The Advanced Agricultural Leadership Program (AALP) is one of the longest-running, most successful programs of its kind in the world. Through this program you are helping to cultivate seasoned, knowledgeable leaders who contribute to our province's agri-food industry. The Ministry of Agriculture, Food and Rural Affairs is proud to be a founding partner and a financial supporter of the AALP.

Looking to the future, I know that you have an exciting initiative underway to develop new leadership programs. As a partner in the "Steps to Leadership" program, TCRL's expertise will help build a framework for future learning opportunities. I wish you all the best with this important work.

Thank you to TCRL and its dedicated staff for your commitment to fostering the development of tomorrow's agricultural and rural 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 2, 2008

Mr. Rob Black
Director
The Centre for Rural Leadership
100 Stone Road West
Guelph, Ontario

Dear Mr. Black,

On behalf of the Ontario Agricultural College (OAC) at the University of Guelph, I would like to congratulate The Centre for Rural Leadership (TCRL) on another highly productive year in supporting many of the human resource and leadership development needs of the agriculture and agri-food industries in Ontario.

As one of the founding members, OAC is extremely excited to support the innovative programming offered through TRCL. Much more than ever before the quality programming that TRCL delivers will help to support new innovations and opportunities for our future agricultural leaders.

I wish you many more successes in 2008-2009.

Yours truly,

A handwritten signature in cursive script that reads "Rob Gordon".

Robert Gordon, Ph.D.
Dean
Ontario Agricultural College



Food • Life • Leadership

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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 dark ink, appearing to read 'G. Kamenz', is written over a faint, light-colored signature line.

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

The 2007 - 2008 year has been a very successful and pivotal time for us at *The Centre for Rural Leadership*. Among many accomplishments and happenings of the year, three things jump to my mind as highlights of the past year:

1. AALP is still going strong!

A market research study of graduates was conducted in the fall of 2007 by Ipsos Reid. The results confirm that the Advanced Agricultural Leadership Program (AALP) is still going strong after 23 years!

Overall satisfaction with AALP is very high among graduates:

- 98% of AALP graduates indicated they were satisfied or very satisfied with the program
- 93% of graduates indicated that AALP has had a positive impact on their career
- 89% of graduates have recommended the program to friends or colleagues

Graduates of the program have applied their leadership skills:

- 99% of AALP graduates indicated they utilized skills learned through the program
- 71% of graduates indicated their involvement in leadership activities has increased since completion of the program

Our graduates also report that the program has done many things for them, including improved self-confidence, improved communication skills and developed leadership skills.

2. Steps to Leadership Program to be launched this year

In June we announced the launch of the Steps to Leadership program in collaboration with The Ontario Rural Council, Foundation for Rural Living and 4-H Ontario. This new program is a series of training activities that will be delivered across Ontario over the next 5 years.

The series kicks off this fall with a pilot of the “**Step Up To Leadership**” program aimed at youth age 18 to 25 years. This program will kick into high gear in 2009 and be offered at various locations across Ontario. It will be followed up by two other companion programs, “**Leading Edge: First Steps**” and “**Leading Edge: Next Steps**”, along with several other leadership building activities.

These programs will develop current and emerging leaders to serve Ontario’s rural communities and agricultural organizations and have been made possible through funding provided by the Government of Canada and administered by the Agricultural Adaptation Council.

3. Strategic Plan for 2008-2011 in place

Our Board embarked on a strategic planning process and we created a blue-print for the future. We updated our vision and mission to reflect the needs of the rural and agricultural sector.

- Vision: Dynamic leaders for today and tomorrow.
- Mission: Develop and support current and emerging leaders through a continuum of programs and resources to strengthen and diversify rural communities and the bio-resource sector.

Strategic priorities were also set for the next 4 years so that our organization stays on track.

I would like to thank the amazing staff, Board, committees and many volunteers for their tireless support. Thanks also to the Ontario Ministry of Agriculture, Food and Rural Affairs and all our other sponsors and donors for your continued financial support.

I am sure that the upcoming year will be just as pivotal for our development and just as exciting. I am looking forward to the next year and working with everyone involved in our quest to create dynamic leaders for today and tomorrow.

Thank you for your continued support.

Rob Hannam
President, The Centre for Rural Leadership

Message from the Executive Director

"To develop and support current and emerging leaders through a continuum of programs and resources to strengthen and diversify rural communities and the bi-resource sector."

Drafted, as a component of our updated strategic plan during the past year, this organization mission statement is the heart of what *The Centre for Rural Leadership* is all about. The significant work of the Board of Directors, standing and ad hoc committees, volunteers and staff of the organization is directed at ensuring our vision – *"Dynamic leaders for today and tomorrow"* – remains at the forefront of all we do.

The Centre for Rural Leadership continues to offer one of the longest running and most successful agricultural leadership development programs in the world – the Advanced Agricultural Leadership Program (AALP). For over twenty three years, graduates of the program have used their enhanced leadership skills within the agriculture, agri-food and rural sectors in Ontario, across Canada and around the world.

The most recent AALP cohort, Class 12, started in September 2007 and is now over half way through their 19 month program, having completed five seminars. Their learnings through self assessment, program speakers, workshops, group tours, engagement with leaders at all levels and active participation puts them in good stead for their ongoing leadership journey as leaders throughout the province and beyond.

On the business development front during the past year, *The Centre for Rural Leadership*, with funding from the CanAdvance Program, developed and delivered a variety of programs designed to support primary producers, agricultural and rural leaders and organizations across the province. In addition, programming to Farmers' Markets Ontario members helped to broaden the suite of courses and workshops offered during the 2007/2008 year.

Of significant note, we were successful, in collaboration with The Ontario Rural Council, Foundation for Rural Living and 4-H Ontario, in a \$1.1 million project to deliver additional leadership training across Ontario over the next 5 years. The goal of this project is to develop and support current and emerging leaders to serve Ontario's rural communities and agricultural organizations effectively, with vision, integrity and commitment in to the future. As the lead organization in the delivery of this exciting new initiative *The Centre for Rural Leadership* has moved offices within the Ontario AgriCentre and grown its staff compliment to ensure we are well positioned and able to deliver on our promises to our funders and partners.

In addition, with additional financial support from the Ontario Ministry of Agriculture, Food and Rural Affairs announced in the 2007 Economic Outlook and Fiscal Review, we are working to identify, coordinate and provide additional business training to meet the needs of the beef, pork and horticultural sectors over the coming 10 to 12 months.

Thanks to the Ministry of Agriculture, Food and Rural Affairs and our many program partners, sponsors, alumni and friends – those companies, organizations and individuals who have supported the AALP program and our organization financially and otherwise this year and in years past. 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.

Our strength continues to be in the people of our organization who are dedicated and committed to rural leadership development programming in Ontario. My thanks to the numerous teams and individuals I have the opportunity to work and interact with, and learn from, on a regular basis. The Executive Committee led by President Rob Hannam along with the Board of Directors of *The Centre for Rural Leadership* provides overall policy and direction for the organization. Supporting this group and the work of staff is the AALP Management Committee chaired this year by Dan Wright and the Business Development Committee chaired by Jan Varner. Here in the office my good friends and colleagues Kathie MacDonald, Alicia Evans, Marnie Kloppenburg, summer student Erin Hayes, Molly Williams and Rick Upfold, AALP Class 12 Curriculum Advisor go above and beyond the call of duty to ensure the work of *The Centre for Rural Leadership* is accomplished. To all, the pleasure has been mine to work with you.

I remain excited about, and committed to, this organization and its progressive mission and mandate. I am confident that, going forward, we will continue to accomplish great things, in support of current and emerging leaders in rural Ontario.

Rob Black
Executive Director, The Centre for Rural Leadership

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, 2008 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, 2008 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

RLB LLP

Guelph, Ontario
July 28, 2008

Chartered Accountants
Licensed Public Accountants

Financials

Statement of Operations and Changes in Net Assets – General Fund For the Year Ended June 30, 2008

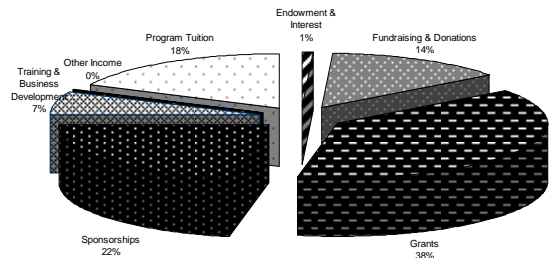
	2008	2007
REVENUE		
Donations	\$ 12,449	\$ 16,090
Tuition	108,076	98,600
Fundraising	71,008	33,072
Interest Income	5,435	7,231
Sponsorships	132,650	99,544
Grants	234,564	139,644
Training & Bus. Development	43,085	22,790
Other Income	565	3,627
	<u>607,832</u>	<u>420,598</u>

EXPENSES		
Accommodations & Meals	84,127	149,323
Amortization	2,887	2,887
Communications & Marketing	2,315	3,933
Contract & Professional Services	132,176	37,926
Financial Services	8,160	5,626
Information Technology	7,795	6,469
Operations	49,322	36,550
Salaries and Benefits	223,217	192,554
Travel	10,958	108,157
	<u>520,957</u>	<u>543,425</u>

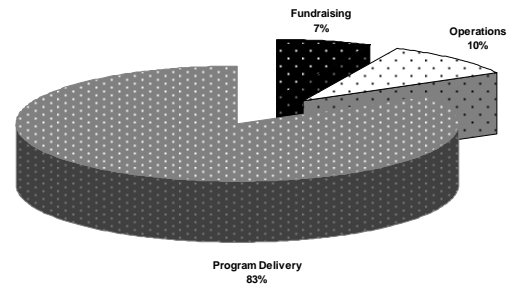
Operating Surplus (Deficit)	86,875	(122,827)
Other Expense – Pension Payout (note 10)	(40,000)	0
Excess (deficiency) of Revenue over expenses for the year	46,875	(122,827)
Transfer from Restricted Funds	23,435	22,132
Net Change in Assets for the year	70,310	(100,695)
Net Assets, beginning of year	152,775	253,470
Adjustment to Net Assets (note 8)	3,325	0
Net Assets, end of year	\$ 226,410	\$ 152,775

Net Assets, comprised of:		
Net invested in capital assets	1,443	4,330
Unrestricted net assets	224,967	148,445
	\$ 226,410	\$ 152,775

Income FY 2007 – 2008



Expense FY 2007 – 2008



**Statement of Operations and Changes in Net Assets – Restricted Funds
For the Year Ended June 30, 2008**

	Leadership Legacy Fund	W.G. Weston Foundation Fund	K. McKinnon Memorial Fund	Wm. A. Stewart Endowment Fund	2008 Total	2007 Total
REVENUES						
Investment Income	\$1,660	\$5,092	\$1,703	\$7,236	\$15,691	\$23,519
Donations/Contributions	0	0	0	0	0	300
	<u>1,660</u>	<u>5,092</u>	<u>1,703</u>	<u>7,236</u>	<u>15,691</u>	<u>23,819</u>
Excess of Revenues over Expenditures	1,660	5,092	1,703	7,236	15,691	23,819
Transfer to General Fund	<u>(2,743)</u>	<u>(6,545)</u>	<u>(2,189)</u>	<u>(11,958)</u>	<u>(23,435)</u>	<u>(22,132)</u>
Change in Net Assets	(1,083)	(1,453)	(486)	(4,722)	(7,744)	1,687
Net Assets, beginning of year	59,777	183,374	61,354	260,207	564,712	563,025
Adjustment to Net Assets <small>(note 8)</small>	<u>1,388</u>	<u>4,258</u>	<u>1,424</u>	<u>6,051</u>	<u>13,121</u>	<u>0</u>
Net Assets, end of year	<u>\$60,082</u>	<u>\$186,179</u>	<u>\$62,292</u>	<u>\$261,536</u>	<u>\$570,089</u>	<u>\$564,712</u>

**Statement of Financial Position
For the Year Ended June 30, 2008**

Assets	2008	2007
CURRENT		
Cash	\$68,924	\$23,552
Accounts Receivable	8,013	5,746
Grant Receivable	44,707	0
Prepaid Expenses	<u>135,394</u>	<u>1</u>
	<u>257,038</u>	<u>29,299</u>
CAPITAL <small>(note 3)</small>	<u>1,443</u>	<u>4,330</u>
LONG TERM		
Portfolio Investments - total market value	1,056,845	687,793
	<u>\$1,315,326</u>	<u>\$721,422</u>
Liabilities		
CURRENT		
Accounts Payable and Accrued Liabilities	9,896	3,935
Deferred Revenue	<u>508,931</u>	<u>0</u>
	<u>\$518,827</u>	<u>\$3,935</u>
Net Assets		
Assets Invested in Capital Assets (statement 1)	1,443	4,330
Unrestricted Net Assets (statement 1)	224,967	148,445
Restricted Net Assets (statements 1 & 2)	<u>570,089</u>	<u>564,712</u>
	<u>796,499</u>	<u>717,487</u>
	<u>\$1,315,326</u>	<u>\$721,422</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

The organization has adopted the new Handbook Section 3855 – Financial Instruments – Recognition and Measurement and Section 3861 – Financial instruments – Disclosure and Presentation and effective 2008, is recording their investments at fair value.

Investments are classified as held for trading and are recorded at fair value.

(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.

(f) IMPAIRMENT OF LONG LIVED ASSESTS

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.

3. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net 2008	Net 2007
Computer equipment	<u>\$ 8,661</u>	<u>\$ 7,218</u>	<u>\$ 1,443</u>	<u>\$ 4,330</u>

Notes to the Financial Statements

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.

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 three years are as follows:

2009	\$ 19,630
2010	19,630
2011	<u>8,179</u>
	<u>\$ 47,439</u>

8. ADJUSTMENT TO NET ASSETS

The organization has adopted the new Handbook Section 3855 – Financial Instruments – Recognition and Measurement Section 3861 – Financial instruments – Disclosure and Presentation, effective for their fiscal year ending June 30, 2008. The adoption of this provision allows the organization to measure investments at fair value. As such, the organization has remeasured opening assets and net assets for fiscal 2008 to reflect the fair value increment not recognized in previous periods.

Opening net assets and investments have been remeasured by the following amounts to reflect the fair value increment prior to fiscal 2008:

Investments	<u>\$16,446</u>
General Fund	\$ 3,325
Restricted Fund	<u>13,121</u>
	<u>\$16,446</u>

9. NEW ACCOUNTING PRONOUNCEMENTS

Recent accounting pronouncements that have been issued but are not yet effective, and have a potential implication for the organization, are as follows:

(a) General standards on financial statement presentation

CICA Handbook Section 1400, General Standards on Financial Statement Presentation, has been amended to include requirements to assess and disclose an entity's ability to continue as a going concern. The changes are effective for interim and annual financial statements beginning on or after January 1, 2008. The organization does not expect the adoption of these changes to have a material impact on its financial statements.

10. PENSION PAYOUT

Earlier in the organization's history, in conjunction with a larger group of agricultural organizations, a defined benefit pension was offered to employees. The management of this pension was administered through a trustee plan. Subsequently, the pension fund went bankrupt and a number of former employees lost a portion of their pension. As a result of a mediated/negotiated settlement during 2008, the organization was required to pay a portion of the lost funds to the former employees.

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 honour 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**



Fund Development Highlights

SPONSORS

Patrons \$50,000 and up



Champions \$10,000 to \$24,999



Leaders \$5,000 to \$9,999



Builders \$2,500 to \$4,999



Sponsorships

Sponsorship support is a long-standing tradition for AALP, and support from founding partners, agricultural businesses and industry organizations remains very strong. We are pleased to recognize the investment by each of our partners over the past year. A full listing of our 2007-2008 sponsors and donors is included in this annual report.

Special Events

TCRL and AALP enjoy tremendous support from graduates and industry stakeholders through our special fundraising events. Highlights from 2007- 2008 included:

2007 Pitch'n for AALP

The sixth annual tournament in August 2007 was a huge success, raising over \$10,000. 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 Ingrid Clark (AALP Class 11) for chairing the event and to her committee (Jackie Fraser, Rob Hall, Greg Haskett, Val Hobbs, Mark Huston, Tara Malcolm, Diane Peckitt and Donna Speranzini).

2007 Pitch'n for AALP Tournament Sponsors

AdFarm, Clark Communications, Steve & Lisa Cooper, Custom Press, Elanco, Farm Mutual Reinsurance Plan Inc., Gay Lea Foods Co-operative Limited, Genex Ontario, Guelph City Mazda, Hill & Knowlton Canada, Maizex Seeds Inc., Monsanto Canada Inc., NK Brand Syngenta Seeds Canada, Inc., Ontario Mutual Insurance Association, Ontario Soybean Growers, Oxford Agropro Ltd., Sunshine Express Garden Centre, Tavistock Vet Clinic, TD Canada Trust, Terratec Environmental Ltd., Total Swine Genetics, Trillium Mutual Insurance Company, and Vetoquinol.

2008 Dream Auction

The 2008 Black and White Dream Auction was a tremendous success! Over \$45,000 was raised thanks to hundreds of enthusiastic bidders, generous donors and a dedicated organizing committee. Proceeds from the auction will support AALP program participants as they explore issues, trends and changes facing the agriculture and agri-food sectors and rural communities.

The event was co-chaired by Carrie Burden and Roger Pelissero, both recent graduates of AALP Class 11. Joining Carrie and Roger in organizing the event were Class 11 grads and current Class 12 participants. Working together, they ensured a very successful event.

2008 Dream Auction Sponsors

Event Sponsors: Gay Lea Foods Co-operative Limited, Monsanto Canada Inc.

Refreshment Sponsors: Chicken Farmers of Ontario, Clark Companies Inc., Growmark Inc.

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Tribute Donations have been received from:

*Dorothy Bechtel in tribute to
 Brad Lichty's acceptance to AALP Class 12*

*The Ontario Rural Council in tribute to
 Evelyn Chambers as member of TORC Board*

In Memoriam Donations have been received in memory of:

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

AALP Class 12 Highlights

by *Mary Ferguson*, AALP Class 12

Am I that Obvious?

In seminar one the class spent two days working through the GridWorks program on leadership styles. Our class was divided into five groups of six people with whom we worked for two days. At the end of day two, each person took a turn standing silently in front of their group, while the rest stated their positive and negative attributes. What a challenging, insightful and humbling exercise. Then, from this large list of attributes, we each developed three personal action items to improve upon. It was amazing that after spending only two days with a new group of people, we could describe each other to a tee.

It Takes All Types to Make a World

In seminar two we learned about different personality types. Understanding the similarities and differences of people all around us can be a powerful tool. The dominant “red” personality type wants results. They want to get to the point, make a decision and move on. The influencing “yellow” personality is vibrant, warm and social. They need to talk things out to make a decision. The steady “green” personality type is encouraging and patient. When making a decision they will consider how people will feel and be affected. The conscientious “blue” person is cautious, detailed and questioning. Before making a decision they consider all the facts and possibilities to determine the precise answer.

So which personality is best? And, who don't you want to be? That is the beauty of personalities. All types are equally good. One is not better than the other. Having a strong network of different types of people will help round out your own personality's strengths and weaknesses. Understanding the personality of the people you live and work with gives you insight into why they do the things they do.

Energy – Are There any Alternatives?

Is nuclear energy safe? Can coal be clean? Is food for fuel ethical? Is wind consistent enough? How efficient is manure? Will solar energy be the solution? Could conservation be the answer? Class 12 has had several opportunities to learn about energy production in Ontario, in the Netherlands and in Germany. While, I don't think anyone has all the answers, I do think the cost of energy is forcing innovation and hopefully this will lead to renewable, safe, cost-effective and ethical solutions.

Two of the highlights of our trip to Europe looked at innovation in energy production. In Germany we toured a solar powered rotating house. The rotating house's entire steep rectangular roof is covered in solar panels. The house is built on a disc that rotates towards the sun throughout the day. The house connects onto the grid and the government pays the home owner for the energy produced. Will this be the new house of the future?

We also had the opportunity to visit a farm nearby the small village of Gailroth, Germany. This farm has one of the original manure digesters. One of the waste products of the manure digestion process is heat. The people of Gailroth worked together to build a pipeline from the manure digester to heat 14 houses with the “waste” heat. The homeowners had to pay approximately 10,000 Euros for the pipeline and connection into their home, but now they have free heat for the next 20 years.

The More We Get Together the Happier We'll Be

We teach our children to get along, play fair and be nice. I think as adults we are much more skeptical, but when we do work together, amazing things can happen. Class 12 has had many opportunities to see great examples of collaboration that leads to success.

In New Liskeard we met with a group of leaders, who worked together to stop Toronto's garbage from being dumped into the Adam's Mine and who successfully negotiated keeping the Thornloe Cheese Factory open. This same small group of leaders is planning the 2009 International Plowing Match, branding local beef as "Golden Beef" for high-end restaurants, and developing a strong agricultural industry in Northern Ontario. Their stories of challenge, values, vision, teamwork, creative solutions, risk, trust, delegating, reward, and appreciation showed our class how true leaders act.

In the Netherlands we toured the Greenhouse Improvement Centre. Three growers decided they needed to have good research facilities to improve their industry. They did not want to rely on the government to build this so they each contributed their own money to build the Improvement Centre. The research done at this very impressive Improvement Centre is funded by industry partners.

Schwabisch Hall in Germany was another incredible example of the value of working together. A small group of farmers were upset by the price they received for meat on the European market. They decided to build a vertically integrated farmer's cooperative. Schwabisch Hall Cooperative includes a beautiful high-end grocery store that focuses on local food and includes a restaurant. They also own an abattoir, provide extension services to farmers and have re-branded a heritage breed of pig for high-end meat.

To become a member, farmers must follow specific production guidelines and pay a nominal one time fee. As a member they can sell their meat through the Schwabisch Hall grocery store at a price 25% above the European market price.

The leaders in New Liskeard, in the greenhouse industry in the Netherlands and the creators of the Schwabisch Hall Cooperative showed the importance of collaboration and working with each other instead of against one another. I wonder whether collaboration and trust are more ingrained in the Dutch, German and northern cultures than in southern Ontario or North America. If this is true, we should try to learn from our northern neighbours and European cousins.

The Best Part

The highlight of the AALP program is getting to spend 48 days with 30 new people who all have the same desire to learn new things, develop their leadership skills and have fun. The class has gelled together well. We each have our strengths and a few weaknesses that we are working to improve upon. It is a strong network that we can continue to build upon long after our graduation.



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Kevin Thompson	<i>2005 - 2007</i>
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