



# The Centre for Rural Leadership

(formerly the Agricultural Leadership Trust)

## Annual Report 2001-2002

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Corporate Profile.....



# Corporate Profile

## The Centre for Rural Leadership

RR0001

Charitable Registration No. 86275 2052

### – *Creating a World of Dynamic Leaders*

The Centre for Rural Leadership (The Centre) is a new organization designed to offer agricultural and rural leadership programming. The concept of The Centre 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.

AALP and its companion, the Graduate Services Program, are the two inaugural programs of The Centre. Additional programs and leadership opportunities will be developed and offered by The Centre following the development of a business plan and the identification of needs. With The Centre's mission to develop and support exceptional agriculture industry and rural leaders by creating life-long learning opportunities and delivering premier educational programs, it will work towards its vision of A World of Dynamic Leaders. This will be achieved by a combination of providing educational programs and partnering with others in the leadership sector in order to offer something for everyone, be they youth, adults, businesses or organizations.

### Core Values

<u>Respect:</u>	“The quality or state of being esteemed; high or special regard.”
<u>Inclusiveness:</u>	“Broad in orientation or scope.” “Honours diversity”
<u>Trust:</u>	“Assured reliance on the integrity, character, ability, strength, or truth of someone or something.”
<u>Excellence:</u>	“The quality of being excellent.” Excellent: “Very good of its kind; eminently good.”

### Objectives

1. Maintain the quality of our core business
2. Establish The Centre for Rural Leadership
3. Establish an effective governance structure
4. Develop and market programs

To meet these objectives and plans, a series of goals and a timetable have been developed. The Centre's staff and Board members look forward to an exciting future as these unfold.



*The Centre for Rural Leadership President, Christine Dukelow, and Vice-President, Art Stirling*

## President's Message

This year has been a busy one for the Advanced Agricultural Leadership Program (AALP). One of the most exciting events was the incorporation of The Centre for Rural Leadership. The Centre for Rural Leadership arose from two realizations - the continuing need for leaders in rural Ontario, and the importance of building a long-term, stable foundation for the AALP.

There is intense pressure on the agricultural industry and our rural communities. The issues are complex, and the demand to address these quickly and effectively is growing. Strong, capable, visionary leaders are required. Yet, while there is no shortage of people who are able and willing to help shape the future, many of them do not recognize themselves as being such. There is a need to help them self identify, build their confidence, polish their skills and broaden their minds. And there is a need to provide this support throughout their entire careers. The AALP is one program that is doing this very successfully. Our goal is to ensure that it can continue to do so.

We're not the only ones who see this need for leadership. The support from our partners, sponsors, grads and participants is encouraging. We're cultivating a network of leaders who understand the value of giving back to the Program. We're coming full-circle. Our leaders assist in the development of other leaders through their financial and voluntary commitments. We can only get stronger.

Partnerships, both new and old, continue to play an important role in our future. With participation in the Rural Leadership Task Force, we realized that working together would potentially have some major advantages:

- The opportunity to more directly link existing leadership programs, align and rationalize them -- and identify gaps.
- The enhancement of efforts to build the 'business of leadership'. It will form the basis of *branding* rural leadership in the province, thus acting as a single-voice approach to marketing and recruitment.
- The potential for member organizations to minimize overhead and maximize access to funds.

This Task Force is a critical step in strengthening the profile of leadership in Ontario and building a stronger foundation for future programming and partnerships. Through alliances such as this, I truly believe that The Centre will become a world-renowned resource for leadership information and opportunities.

The Centre for Rural Leadership is entering its first year, and AALP will begin its 18<sup>th</sup> year of quality programming. Ahead is the finalization of our business plan, including the strategy which will ensure a stable foundation for the flagship program, AALP. The business plan will also set in motion our plans for a larger resource base for leadership development. Thank you to all who have helped us take this new and important step to creating The Centre for Rural Leadership.

Christine Dukelow  
President

## Report from the Executive Director

*“Leaders at their best....Challenge the process; Inspire a shared vision; Enable others to act; Model the way; Encourage the heart”. (Kouzes & Posner)*

As many of you know, that quote sits boldly on my business card to serve as a reminder to me and others of what we all strive to be as leaders in our organizations, businesses and communities. Over the past year in the *Advanced Agricultural Leadership Program (AALP)*, the *Graduate Services Program* and during the creation of *The Centre for Rural Leadership*, I have witnessed this quote in action many times.

“Leaders at their best” are certainly evident as our curriculum team works to provide the framework for a challenging and dynamic set of seminars, study tours and distance learning opportunities for our AALP participants. It is further enhanced by a capable and enthusiastic new group of participants, who joined us last fall - Class 9. Now at the halfway point in their AALP experience, they continue to strengthen their leadership skills and industry perspectives.

The Graduate Services Program went into full swing this past year in order to provide opportunities for our 234 graduates to continue being “Leaders at their best”. We offer our quality curriculum to all graduates, deliver an updated, electronic Graduate Directory, provide monthly e-news and an opportunity to take part in international study travel. This leverages our current products to a wider audience, while providing continuing education for our leaders.

Fund raising remains a critical component of our diversified funding base. This year we have seen some real achievements. Working together with our staff, Board members, partners, agri-business leaders, farm and rural organizations, AALP graduates and participants demonstrated that they walk their talk as “Leaders at their best”, through their financial and volunteer contributions. Of particular note is the success of the 2002 Dream Auction, which raised over \$57,000 and the new “Pitch’n for AALP” baseball tournament, an initiative of Class 9, raising over \$6000 in preparation for Class 10.

It has been exciting to be involved with the evolution and incorporation of The Centre for Rural Leadership. Receiving charitable status earlier this year was also a highlight. This gives AALP a firm foundation and allows for future growth. All of this has been possible due to a dedicated and visionary Board of Directors who are certainly “Leaders at their best”.

I also want to acknowledge and thank the staff - Megan Lennox, Administrative Manager; Molly Ross, Fund Development Manager; Karen Daynard, Communications Coordinator and Brenda Trask, Events Coordinator. Their commitment to deliver our quality programs shows “Leaders at their best” working to help develop leaders for the future.

Ann L. Gordon  
Executive Director

# Highlights

## The Advanced Agricultural Leadership Program

– *Helping Shape the Future of Ontario’s Agriculture and Food Sector*



The Advanced Agricultural Leadership Program (AALP) is a 19-month executive development opportunity for men and women actively involved in Ontario’s agriculture and food industry. Its aim is to provide our industry’s future leaders with the skills, knowledge, broad perspective and positive attitude needed for the future of the agriculture and agri-food sector and rural communities. 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. Every second year, 30 participants are selected to begin this program.

AALP seeks individuals who have:

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

### **Class 9 (2001-2003)**

The 12 female and 18 male participants bring a wide variety of backgrounds and occupational experience to the class. They range in age from 24 to 49 years, with the largest number (14) of the group in their thirties (8-twenties, 8-forties). The mix of sectors in the group provides a variety of perspectives from across the value chain. Almost half are farming (dairy, beef, pork, cash crops, fruit & vegetables, organic and sheep), while 4 each come from agri-business, commodity groups and service/financial sector, 3 from food processing; and 2 each from the rural and education sectors. Participant’s formal training has been in the agricultural and related fields, with 7 holding a B.Sc. in Agriculture; and 3 holding Agricultural Diplomas; 14 have degrees or diplomas in other fields, and 4 have Masters degrees. A geographic distribution from 19 counties across the province ensures that issues and concerns from many areas are represented.

## **Program Components**

### **Seminars and Study Tours:**

October 2001 – Guelph

*“Leadership”*

- Concentration on Performance and Excellence (COPE) workshops - basic leadership skills including leadership styles, working with others, ways of getting your message across, building alliances, and methods for getting things done.
- Caravelle Foods, Brampton - alliances can be extremely successful.
- Chudleigh’s Apple Orchard and processing plant - entrepreneurial leadership in the community can make a difference.

November 2001 – Belleville

*“Communication, Facilitation, Confidence & Motivation”*

- Honorable Lyle Vanclief, Minister of Agriculture and Agri-Food Canada, and Minister Coordinating Rural Affairs - the future of agriculture.
- Facilitation workshop – getting the best from the participation of others.
- Diane Russon, Acting/Regional Administrator Communications and Executive Services, Correctional Services of Canada - The Parole System in Canada: Is it Working?
- Insights Discovery Workshop – understanding your personality type.
- Personal Efficiency Program (PEP) – personal planning & time management.

January 2002 – Sarnia

*“Dynamics of Change – Decision Making and Responsibility”*

- Vincent Amanor-Boadu, Kansas State University - designing a vision to bring agricultural commodities to the forefront of the world market.
- Dan Tye, Sarnia-Lambton Council for Economic Renewal - the importance of world trade.
- John Kopinak, former police chief - lead by example, and demonstrate ethics and integrity in everything we do.
- Scott Munroe, Sarnia-Lambton Environmental Association (SLEA) - understand the significant changes in the attitude of the petro-chemical industry with respect to using ethical responsibility.
- Gord Surgeoner, Ontario Agri-food Technologies - challenges around making ethical decisions in today's world.
- Glenn Fox, Agricultural Economics Department and Jennifer Sumner of the Sustainable Rural Economies Department, University of Guelph – good and bad globalization.

March 2002 – Toronto

*“Political Process; Urban Society”*

- The City of Toronto Council in budget negotiations - the political process in action.
- Dr. Lynn McDonald and Dr. Bruce Krushelnicki - how to present briefs and create strong arguments to an authoritative agency.
- Ontario Food Terminal - the result of a well planned distribution network.
- Daily Bread Food Bank - appreciation for the number of volunteers who work in the food bank system and a greater understanding of those who rely on its programs.
- Seaton House, an emergency shelter with a capacity to house 670 homeless men - interconnections of urban and rural areas and the similarities between their problems.

April 2002 – Sudbury

*“Examining and Dealing with the Issues”*

- Media Boot Camp - importance of knowing whom you are speaking to and what their biases and knowledge base is; developing key messages; practice interviews.
- Mock tribunal exercise - exposed the class to video conferencing technology and practice at presenting a brief.
- Greater Sudbury Councillor Louise Portelance - experiences with the very successful blueberry cooperative.
- Janet Gasperina, Social Planning Council - the social issues facing the citizens of Greater Sudbury.
- Inco Limited – ongoing environmental efforts; public relations issues faced in the mining industry closely parallel those faced in agriculture today.
- Negotiation skills - the benefits of a win-win strategy; clear communication without assumptions, was found to be the most effective way to gain understanding of both positions in the negotiation.
- Cathy Lennon, Class 9 – report from Europe on the foot-and-mouth disease outbreak.

July 2002 – North American Study Tour

*“Understanding Canadian/American Relations”*

Alabama, Louisiana and Mississippi for their 10-day North American Study Tour.

Highlights from their travels include:

- Educational and political landscape of Tuskegee University, Alabama's first black university.
- Senator Hank Sanders and Rose Sanders - initiatives aimed at achieving justice for black people.
- Jeffery Strong, a small-farm vegetable and melon grower who serves his produce at his “soul” food restaurant.
- The Port of New Orleans – transportation and security are essential components of the vitality in the agri-food industry and general economic viability.
- Cargill’s Mississippi River Terminal – closer look at commodity transportation and distribution.
- Dr. Lester Spell Jr., Mississippi Commissioner of Agriculture - farm policy and economic development in Mississippi.
- Charles Melanco, President & General Manager, American Sugar Cane League - effective lobbying; successes and challenges.

### **International Study Tour**

Class 9’s International Study Tour will be to China in March 2003. The theme is “Political, Economical and Cultural Comparisons”. Dr. Clare Rennie of Semex Alliance China-Canada Project is the curriculum advisor for the trip.

### **Distance Education**

AALP increasingly asks participants to complete various web-based or email assignments for seminar & study tour preparation and follow-up. In addition, class members partake in electronic discussion forums, conversations and activity planning with each other, the AALP office, the curriculum team and LEAD New York participants. While this distance education component will never replace the value of face-to-face discussions, it does help to reduce the amount of time class members must spend away from home, making the learning opportunity more effective and manageable.

### **Self-Directed Study (Issue Analysis Project)**

The Issue Analysis Project (IAP) sharpens participants’ abilities to look at other points of view and think critically, present arguments that support a firm position and plan actions for change. Class members work together to analyze a selected issue, prepare a written report, and give an oral presentation on their findings.

Topics chosen by Class 9 include:

- How is climate change relevant to agriculture?
- One farm organization. Would it be feasible and beneficial?
- The impact of amalgamation on the economics of rural Ontario.
- Is it possible to increase consumer trust in agricultural products made in Ontario?
- Is there a future for the family farm in the global marketplace?
- Can tourism & agriculture work together for rural economic development?
- Connecting the consumer and the producer: How can this be achieved?
- WTO and Canadian agriculture. What impact is anticipated?
- Value-adding: How can farmers be encouraged to take this step?
- Should agricultural lands adjacent to urban areas be preserved?

## **Graduate Services Program**

### ***– Providing AALP Grads with Lifelong Learning and Networking Benefits***

New in 2001, the Graduate Services Program replaced the Ontario Agricultural Leadership Alumni (OALA) association, which became inactive last year. While all grads receive some services, participants who have donated a one-time fee of \$500 also receive the Grad Directory, have the opportunity to use the AALP logo as a self-marketing tool, get a discounted rate on professional development activities and more.

### **Grad Forums**

Two successful 'Grad Forums' have already been held, the first one at Class 8's final seminar in April 2001, and the latest at Class 9's Sarnia session in January 2002. The third Grad Forum is to be held on October 8, 2002 in Ottawa, and grads in attendance have the opportunity to meet, learn, discuss and debate current issues with AALP participants and speakers, as well as participate in workshops. As John Young, Class 8 graduate said after the last forum, "It was a good refresher and nice to have some small group activities and discussion to get interaction between grads and the new class".

### **Grad Directory**

A copy of the newly revised AALP Grad Directory was distributed to all Graduate Services members, in an electronic format in June 2002. This is a very valuable networking tool as it is set up to be easily sorted by name, address, class, position, organization, leadership activities, industry and farm type. The directory is up-to-date, comprehensive and easy to use.

Non-Graduate Services members are able to access AALP graduates through the Human Resources section of the Rural Online Communications website at [www.ruralonline.on.ca](http://www.ruralonline.on.ca).

This directory will be updated, reviewed and distributed once annually. The next version will be sent out after the graduation of Class 9.

### **Mini-Updates**

All grads receive an e-newsletter at the beginning of every month. These emails provide highlights of past activities, keep grads informed of upcoming events, and contain a "Leadership Insight." They are being very well received.

# Building a Sustainable Future

## 2002 Dream Auction

The fourth AALP “Black and White Dream Auction” was held on Saturday, February 23rd in the Atrium of the OMAF building at 1 Stone Road West in Guelph. A sold-out crowd of 450 people wined, dined and bid on over 350 donated items, raising over \$57,000 for the AALP. This money will help Class 9 to continue their exploration of the issues, trends and changes in the agri-food industry and rural communities.

“It was a truly great night. Money was raised for an amazing and much-needed program, but the night also brought with it the opportunity to reconnect with fellow AALP grads, make new acquaintances, eat, drink and do an awful lot of laughing,” says co-chairs of the event, and Class 8 graduates, Karen Lewis and Phil Anwender. A big thanks to everyone who contributed to the success of the 2002 Advanced Agricultural Leadership Program Dream Auction – donors, buyers, organizers and volunteers.

## Sponsors, Investors and Partnerships

As you no doubt realize, funding partners are essential to the long-term sustainability of the Advanced Agricultural Leadership Program. From its beginnings in 1985, AALP has thrived on strong relationships with partners who share a commitment to developing leadership in rural Ontario. As the Program evolves, so does the need to retain these existing relationships and explore opportunities for new ones.

Our Lead Sponsors are key to our success. They consist of a variety of different types of agri-businesses and organizations and represent the support that AALP receives from the entire agricultural and food industry and rural community.

The Centre for Rural Leadership is an active participant in the Rural Leadership Task Force, a group consisting of 4-H Ontario, The Ontario Rural Council, Ontario Agricultural Training Institute, and the Junior Farmers’ Association of Ontario.

## Thank You to...

**Our Partners:** The Foundation for Rural Living, The Ontario Federation of Agriculture, Ontario Ministry of Agriculture and Food, and The University of Guelph.

**Our Lead Sponsors:** AGRICORP, BASF, Chicken Farmers of Ontario, Monsanto Canada Inc., Ontario Egg Producers, Pioneer Hi-Bred Ltd., A DuPont Co., RBC Royal Bank, Syngenta Crop Protection Canada Inc., Syngenta Seeds Canada Inc.

**Our Many Other Investors:** Although they’re too numerous to name, we sincerely thank the hundreds of other individuals, companies and organizations that have donated time, expertise and funding to AALP.

The Advanced Agricultural Leadership Program truly is the product of teamwork. The Centre for Rural Leadership looks forward to continuing this spirit, and developing new opportunities in the future.

## AUDITORS' REPORT

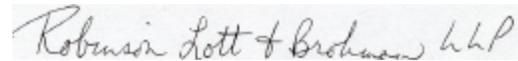
To the Members, Agricultural Leadership Trust,  
Administrator of the Advanced Agricultural Leadership Program  
(A Non-Profit Organization) Guelph, Ontario

We have audited the statement of financial position of the Advanced Agricultural Leadership Program as at June 30, 2002 and the statement of operations and changes in fund balances for the nine months then ended. These financial statements are the responsibility of the Program'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 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 non-profit organizations, the Program 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 Program 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 Program as at June 30, 2002 and the results of its operations for the nine months then ended in accordance with generally accepted accounting principles.



Guelph, Ontario  
August 9, 2002

Chartered Accountants

STATEMENT

**ADVANCED AGRICULTURAL LEADERSHIP PROGRAM**  
**(A Non-Profit Organization)**  
**STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCE**  
**GENERAL FUND**  
**FOR THE NINE MONTHS ENDED JUNE 30, 2002**

STATEMENT 2

**ADVANCED AGRICULTURAL LEADERSHIP PROGRAM  
(A Non-Profit Organization)  
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCE  
RESTRICTED FUNDS  
FOR THE NINE MONTHS ENDED JUNE 30, 2002**

STATEMENT 3

**ADVANCED AGRICULTURAL LEADERSHIP PROGRAM  
(A Non-Profit Organization)  
STATEMENT OF FINANCIAL POSITION  
FOR THE NINE MONTHS ENDED JUNE 30, 2002**

**ASSETS**

	<b>GENERAL</b>	<b>RESTRICTED</b>	<b>TOTAL 2002</b>	<b>TOTAL 2001</b>
<i>CURRENT</i>				
Cash and short-term investments (market value approximates cost)	\$ 323,217	\$ 37,534	\$ 360,751	\$ 157,160

see accompanying notes

**ADVANCED AGRICULTURAL LEADERSHIP PROGRAM  
(A Non-Profit Organization)  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE NINE MONTHS ENDED JUNE 30, 2002**

**1. DESCRIPTION OF ORGANIZATION**

The Advanced Agricultural Leadership Program is a tax exempt non-profit organization dedicated to helping future leaders develop the skills required to move agriculture into the 21<sup>st</sup> century. The Program is administered by the Agricultural Leadership Trust. Representatives from Program alumni, agri-business and the four founders of the Program – the Foundation for Rural Living, the Ontario Federation of Agriculture; the Ontario Ministry of Agriculture, Food and Rural Affairs; and the University of Guelph – act as the Board of Directors of the Agricultural Leadership Trust.

**2. SIGNIFICANT ACCOUNTING POLICIES**

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

(a) **BASIS OF ACCOUNTING**

Revenues are recognized when earned. Expenses are recognized when incurred.

## **Board of Directors**

### **The Centre for Rural Leadership**

Representatives from the AALP alumni, agri-business, and the four founding AALP partners (Foundation for Rural Living, Ontario Federation of Agriculture, Ontario Ministry of Agriculture & Food, and University of Guelph) established The Centre for Rural Leadership and act as the Board of Directors.

**President:**

**Christine Dukelow**  
Ontario Ministry of  
Agriculture and Food

**Art Stirling\***

Pioneer Hi-Bred Limited,  
A DuPont Co.

**Vice President:**

**Vincent Amanor-Boadu**  
Kansas State University

**Kathy Biondi**  
University of Guelph

**Bernie Calhoun**  
Ontario Federation of Agriculture

**Rick Culbert\***  
Bioniche Animal Health Canada Inc.

**Julien Den Tandt**  
Den Tandt & Associates

**Rob Hannam**  
Monsanto Canada Inc.

**Dr. Craig Pearson**  
University of Guelph

**Rod Stork**  
Ontario Ministry of  
Agriculture and Food

**Vaughn Stuart**  
RBC Royal Bank

### **AALP Curriculum Team**

\*In addition to our staff, these individuals lend their knowledge, experience and networks to help develop quality curriculum.

Jim Mahone  
Associate Professor, Rural Extension Studies  
University of Guelph

Kathy Biondi  
Director, OAC Academic Initiatives  
University of Guelph

Lisa Duffin\*  
Ontario Federation of Agriculture

Jane Graham  
Executive Director, Ontario Food  
Processors Association

Mike Jenkinson  
Former Assistant Dean, OAC University  
of Guelph

Doug Pletsch  
Rural Extension Studies  
University of Guelph

Dr. J. Clare Rennie  
Semex Alliance

Kevin Thompson\*  
Association of Ontario Chicken  
Processors

*\*indicates an AALP Graduate*