

*The*  
**CENTRE FOR  
RURAL  
LEADERSHIP**

“A World of Dynamic Leaders”

Annual  
Report  
2004 - 2005



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# CORPORATE PROFILE

THE CENTRE FOR RURAL LEADERSHIP

CHARITABLE REGISTRATION No. 86275 2052 RR0001

## A WORLD OF DYNAMIC LEADERS

The Centre for Rural Leadership (TCRL), incorporated in 2003, 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 is set to become a centre of excellence providing leadership resources, training opportunities and on-going support to anyone in rural Ontario. Our vision is simple – “a world of dynamic leaders” and our mission strategic – “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. To do this, we are identifying needs and developing additional products and services in partnership with others in the leadership sector.

# PRESIDENT'S MESSAGE

## *Celebrating 20 Years of Excellence in Leadership*

On April 2, 2005, The Centre for Rural Leadership (TCRL) celebrated not only the graduation of Class 10 of the Advanced Agricultural Leadership Program (AALP) but also another important historical milestone ... the program's 20<sup>th</sup> anniversary. More than two decades ago, our founding partners identified a need for quality leadership development programming that would support individuals as they moved into key leadership roles in Ontario's agriculture industry. In 1984, the Foundation for Rural Living, Ontario Federation of Agriculture, University of Guelph and Ontario Ministry of Agriculture, Food and Rural Affairs, responded to that need by creating AALP. In doing so, these partners built a legacy of leadership that we are all proud of today.

The 20<sup>th</sup> anniversary celebrations of the past years have provided many opportunities for reflection. The progression of our innovative program over this span of time is remarkable, with our curriculum evolving to keep pace with changing leadership issues, educational trends and challenges in the global marketplace.

Even with these changes, however, we have remained true to our original objectives, and TCRL's vision of "a world of dynamic leaders" is as relevant as ever. Ontario's agricultural industry and rural communities continue to face enormous pressures and the need for strong, effective leadership at both the sector and local level has not diminished. AALP remains the standard-bearer in providing leadership skills training for our industry, thanks in great part to support from our partners, sponsors and donors, and the generosity of our alumni network.

This message also marks a transition as I complete my second and final year as President of TCRL's Board of Directors. It has been an honour to lead this unique organization through a period of significant change and challenge. From a personal perspective, through the opportunity to further develop and exercise my own leadership abilities, I have been rewarded over and over. Organizationally, I firmly believe TCRL and AALP are in as strong a position as ever, poised for a very bright future indeed.

Much of that strength comes from the dedication and talents of a stellar board and I'd be remiss if I did not acknowledge three retiring directors, Past-President Christine Dukelow and directors Rick Culbert and Craig Pearson. Thank you friends.

Looking back over the past year, there are highlights too numerous to list. For me, one of the more memorable occasions was the tremendous success of our sold-out William A. Stewart Lecture. Humanitarian, author and retired Lieutenant-General Senator Roméo Dallaire delivered a passionate message about human courage and moral conviction to a captivated audience. His firsthand account of leading the United Nations forces during the genocide in Rwanda was powerful and is something I'm sure will linger in the minds of all who attended the event.

As we work toward another twenty years of leadership development, we can draw insight from General Dallaire's thoughts on leadership when he said:

***"The fundamental task of leadership is to mold the future, to anticipate it.  
Leadership is pondering the difficult imponderables."***

On behalf of the entire board and staff, I can assure you that The Centre for Rural Leadership will continue to develop and support our industry's leaders as they ponder the difficult imponderables and mold our collective future.

Art Stirling  
*President, The Centre for Rural Leadership*

# REPORT FROM THE EXECUTIVE DIRECTOR

This past year has been another filled with excitement, opportunity and challenge. The Centre for Rural Leadership (TCRL) continued to explore needs for leadership training in the rural sector and the feasibility of mounting new programs. While looking to future opportunities, TCRL remained diligent in its care and attention to its long-standing and highly successful Advanced Agricultural Leadership Program (AALP).

Throughout the past year the members of AALP Class 10 continued on their journey of leadership discovery, growth and development. Early in the year Class 10 undertook the first of two travel-study programs with a very gainful trip through New York state, Pennsylvania, Washington DC, Maryland, New York City, Vermont, and Montreal. Participants met with agricultural leaders from four states, the US national capital and the province of Quebec. Last fall the Class visited Ottawa for a joint seminar with the LEAD New York Program to explore federal government, globalization and international agricultural trade. In January groups within the Class presented their Issues Analysis Projects to a panel of judges from the Ontario agricultural sector. Each one of the groups' projects broached controversial issues with thought-provoking and professionally incisive analysis.

Often the highlight of any AALP Class, the International travel-study tour by all accounts may well have been the case for the current class too. AALP Class 10 spent almost fourteen days traveling in the Sao Paulo and Parana states in south Brazil. Participants met with key leaders, visited progressive agricultural and agri-food operations, and took a close look at pertinent social, political and cultural issues. Class 10 culminated with the final seminar in London in the early spring.

Traditionally, the final seminar is preceded by the Wm. A. Stewart Lecture & Reception. This year's special lecture speaker was Lt. General Senator Roméo Dallaire. General Dallaire most definitely delivered the goods with an impassioned presentation on his experiences in Rwanda, his unique perspective on the joys and sorrows of leadership and what it takes to succeed in any leadership role. Two days later Class 10 celebrated their graduation with a formal dinner where program Founders and Sponsors were also duly recognized and thanked.

With the graduation of AALP Class 10 we mark twenty years of superior leadership development for Ontario agriculture. As a "Celebration of Success", this important milestone in the early life of the program has been documented in a commemorative video production funded through generous grants from the Ontario Ministries of Agriculture & Food and Municipal & Rural Affairs.

The Centre for Rural Leadership and its programs are well positioned to continue providing exemplary service to Ontario's agricultural, agri-food and rural sectors. Finally, it is my honour and privilege to acknowledge the invaluable contributions made by each member of the Board of Directors, our program graduates, our founding partners, our sponsors and donors, our volunteers and advisors and of course our staff. Each one a member of a team that is stronger by their presence, thank you.

Dan Legault  
*Executive Director*

# HIGHLIGHTS

## THE ADVANCED AGRICULTURAL LEADERSHIP PROGRAM

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 leaders with the skills, knowledge, broad perspective and positive attitude needed for the future of the agriculture and agri-food sector. Through a series of eight three-day seminars, two international 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 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
- A broad interest in agricultural and societal issues
- Involvement in farm, rural community or industry organizations

## CLASS TEN

Class Ten graduated in April 2005. The 30 participants all play active roles in Ontario's agriculture, food and rural industries and have taken their AALP learnings to heart. Many of them have taken on new or more challenging roles in community and agricultural organizations, and some have made upward career moves. They are an extremely close-knit class and strongly believe in giving back to the program by assisting with recruiting, fund-raising, giving presentations about their AALP experiences, and more.

### North American Study Tour

Questioning and understanding Canada-US Relations was the focus of Class Ten's North American study tour in July 2004. The 30 participants received a comprehensive lesson in history and politics during a 10-day tour that included stops in Pennsylvania, Washington DC, Maryland, New York, Vermont, and Quebec.

While tour stops included spectacular capitol buildings, historic battlefields and influential farm organizations, it was the community leaders that were the group's greatest teachers. Each reminded participants to think strategically, lobby with influence, persevere and remain innovative. Class members also had the chance to meet with Canada's agriculture counsellors at the Canadian Embassy in Washington DC, and see the political lobbying process first hand. A visit with representatives of the L'Union des Producteurs Agricoles, in Montreal, allowed the class to learn about the unique structure of the agricultural sector in Quebec. Other stops along the route included a heifer farm in New York State, Waybright Farms – a large scale dairy operation in Pennsylvania, influential horse breeder Chanceland Farms in Maryland, and the United States Department of Agriculture's Agricultural Research Center in Beltsville, Maryland.

### International Study Tour

AALP Class Ten travelled to Brazil on their International Study Tour in February 2005. Their travels throughout the southern states of São Paulo and Paraná provided them with many opportunities to explore this developing nation. With 20% of the world's arable land within its borders, Brazil is an agricultural powerhouse.

Brazil's production of soybeans and grain crops is growing exponentially. They have 100 million hectares of open savannah available for development. Even though only 40% of this land is currently in production, Brazil is still one of the top 8 world producers of 28 different

commodities. It is expected that this undeveloped land will be brought into production within five years, and this will put Brazil in a position to influence the world price of many commodities.

Participants were also interested to learn that one major strength of Brazilian agriculture is that farmers have a strong influence on their industry. They work together through cooperatives, large vertically integrated corporations owned by the growers that provide inputs and sell outputs.

Two of the highlights of the tour for all of the participants were the visit to the Itaipu Hydro-electric Dam and the Iguazu Falls, which is five times larger than Niagara Falls. Itaipu is the largest hydroelectric dam in the world and supplies Brazil and Paraguay with the majority of its electricity.

In all, participants concluded that Brazil is capable of being every bit as progressive as Canada in agriculture. The abundance of resources, the availability of land, the superb climate and the friendliness and optimism of its citizens equate to immense opportunities for this young nation.

### Seminars

Final seminars for Class Ten were held in Ottawa (November 2004), Niagara (January 2005) and London (April 2005). Highlights included meeting with the 30 participants in the *LEAD New York* program; presentation of their Issue Analysis Projects; attending the Wm. A. Stewart Lecture and Reception; and their own Graduation Banquet.

## **CLASS ELEVEN**

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

Beginning in October, the AALP Class Eleven schedule is as follows:

### **Seminars & Study Tours – 48 days**

<b>#</b>	<b>Date</b>	<b>Location</b>	<b>Theme</b>
1	Oct. 2, 3, 4 & 5, 2005 Sun/Mon*/Tue/Wed.	Guelph	<b>Leadership – Theory &amp; Application</b> The case for leadership and developing a positive awareness of yourself as a leader in your community and behaviours for success
2	Nov. 26 & 27, 2005 Sat/Sun* (with supporter)	Kingston	<b>Personality, Self-Understanding and Development</b> Understanding yourself and others to work together effectively for the benefit of the individual, the family and the community
3	Jan. 9, 10, 11, 2006 Mon*/Tue/Wed.	Chatham	<b>Shaping the Future, Dynamics of Change - Decision Making and Responsibility</b> Vision and strategic planning for the future of agriculture & food industries and the rural community; Forces of change in society; understanding and managing change and how it influences decision making and the responsibilities of leadership

4	Feb. 27, 28 & Mar. 1, 2006 Mon*/Tue/Wed.	Toronto	<b>Political Process, Urban Society &amp; Media</b> Provincial government and agricultural policies, urban issues and working effectively with the media
5	Apr. 24, 25 & 26, 2006 Mon*/Tue/Wed.	Sudbury	<b>Examining &amp; Dealing with the Issues</b> Strategies for analyzing and dealing with issues facing society - ethically, locally, nationally and internationally
6	Jul. 3 – 12, 2006 ( <i>approx.</i> )	North American Study Travel	<b>Understanding Canadian/American Relations</b> Varying approaches to agriculture, trade, development, resource and social policies <i>(Destination: To be determined)</i>
7	Oct. 23, 24, & 25, 2006 Mon*/Tue/Wed	Ottawa (With LEAD NY)	<b>Federal Government; Globalization &amp; Trade</b> Canadian & American government: people, policies, programs; Globalization & Trade: new and emerging realities
8	Jan. 15, 16 & 17, 2007 Mon*/Tue/Wed.	Kitchener	<b>Making Your Case &amp; Modeling Leadership</b> Issue Analysis presentations and exploration of leadership styles and lessons of experience
9	Feb. 26 – Mar. 11, 2007	International Study Travel	<b>Political, Economic and Cultural Comparisons</b> Global awareness; understanding our own society and others. <i>(Destination: to be determined)</i>
10	Mar. 29*, 30, 31* & Apr. 1, 2007 Thur. even: Stewart Lecture Fri/Sat/Sun.	London area	<b>A Look Ahead</b> Graduation; How will you use the knowledge and skills you have acquired through your experience in AALP? <i>Participants are responsible for the organization and delivery of this seminar.</i>

## REFLECTIONS

Jeff VanRoboys', AALP Class Ten, reflected on the graduating class in his valedictory address.

"I came into the program because I wanted to learn more about this industry. I wanted to improve myself and surround myself with people that want to make things happen. I did that and more. I learned to facilitate a discussion, argue a position and believe in a cause.

Individuals looking to refine their skills in a challenging, supportive environment - that's what the program's all about. Bettering ourselves for: our families, our businesses or employers, and also for our communities.

The group dynamic was so unique that the interaction amongst the participants was worth the price of tuition alone. AALP is composed of people that are already leaders. They're the ones that want to make a difference and already do. It's all about making the effort to become BETTER leaders."

***"Think outside the box, hell we crushed the box and kicked it to the curb!"***

*Jeff VanRoboys, AALP Class 10 Valedictorian*

## GRADUATE SERVICES PROGRAM

The Graduate Services Program provides the 294 AALP grads with life-long learning opportunities. While all grads receive some services, registered members of the AALP Graduate Services Program have access to the alumni 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

A Grad Forum was held on April 2, 2005, where grads were invited to Class Ten's final seminar and graduation banquet in London.

### Grad Directory

The AALP Grad Directory is now available online at [www.aalp.on.ca](http://www.aalp.on.ca). This very valuable networking tool can be easily accessed by any grad, by simply logging into the AALP website and then searching by first name, last name, county or business industry.

### Mini-Updates

All grads continue to 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." These emails have been very well received.

## **BUILDING A SUSTAINABLE FUTURE**

### **2005 Wm. A STEWART LECTURE AND RECEPTION**

On March 31, 2005, Retired Lieutenant-General Senator Roméo Dallaire was the featured speaker at AALP's bi-annual Wm. A. Stewart Lecture and Reception. Before a sold-out crowd at the London Convention Centre, Dallaire shared his experiences and lessons learned while leading a UN Assistance Mission for Rwanda (UNAMIR) in the early 1990s during what has come to be known as probably the worst genocide in modern memory.

Speaking passionately about the humanism necessary in leadership and conflict resolution, he reminded the audience that leaders must be accountable for their decisions and suggests that every leader asks themselves the question "Can you live with the choices that you have made?"

The wine & cheese reception following the lecture provided an opportunity to meet with Lt. General Senator Dallaire and network with Ontario's agri-food industry leaders.

The Wm A. Stewart Lecture & Reception is held every second year. The 2005 event raised \$11,000 for AALP.

### **2005 PITCH'N FOR AALP**

The Pitch'n for AALP baseball tournament continues to be a successful AALP class-organized fundraiser. In 2004, members of AALP Class Ten held the third annual tournament on Saturday August 14 and raised \$2,500.00.

Class Ten is continuing their fundraising endeavours by hosting the fourth annual Pitch'n for AALP Ball Tournament, on Saturday August 13, 2005 at the Marden Community Centre, just north of Guelph. Sixteen teams have registered to play in the fund raising tournament this year.

### **2006 BLACK AND WHITE DREAM AUCTION**

Planning for the 2006 Black and White Dream Auction, to be held on Saturday February 18<sup>th</sup>, 2006 in Guelph, has begun.

The volunteer organizing committee will be under the capable leadership of Co-Chairs, Alison Connell and Dan Wright (both of AALP Class 10).

# FINANCIAL • STATEMENTS

## Statement of Financial Position

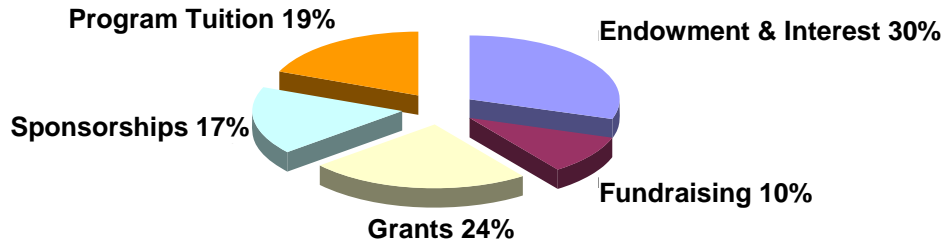
<b>Assets</b>	<b>2005</b>	<b>2004</b>
<b>Current</b>		
Cash .....	\$69,497	\$221,283
Accounts Receivable .....	\$3,897	\$6,277
Prepaid Expenses .....	\$1,678	\$38,600
Due from FRL .....	\$500	\$0
Due from Restricted Fund .....	\$0	\$0
	<b>\$75,572</b>	<b>\$266,160</b>
<b>Long Term</b>		
Endowment Principal & Interest .....	\$640,285	\$618,671
	<b>\$715,857</b>	<b>\$884,831</b>
<b>Liabilities</b>		
<b>Current</b>		
Accounts Payables & Accrued Liabilities .....	\$13,352	\$10,030
Deferred Revenue .....	\$0	\$63,868
Due to General Fund .....	\$0	\$0
	<b>\$13,352</b>	<b>\$73,898</b>
<b>Net Assets</b>		
Net Assets .....	\$702,505	\$ 810,933
	<b>\$715,857</b>	<b>\$884,831</b>

## Operations & Changes in Net Assets

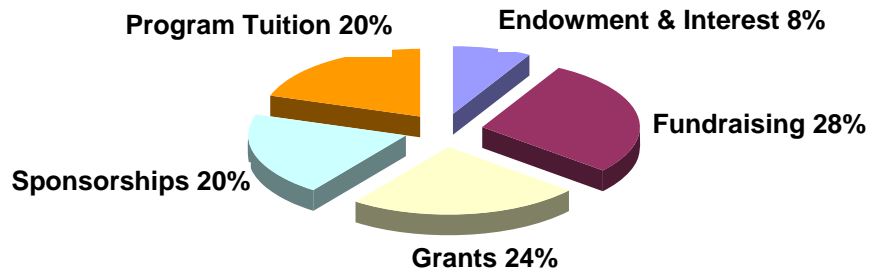
	<b>2005</b>	<b>2004</b>
<b>Income</b>		
Endowment & Interest .....	\$138,361	\$36,930
Fundraising .....	\$45,418	\$121,064
Grants .....	\$107,843	\$105,639
Sponsorships .....	\$78,400	\$87,300
Program Tuition .....	\$86,460	\$90,000
	<b>\$456,482</b>	<b>\$440,933</b>
<b>Expense</b>		
Fundraising .....	\$32,048	\$44,878
Operations .....	\$50,139	\$40,593
Program Delivery .....	\$378,319	\$292,387
	<b>\$460,715</b>	<b>\$377,858</b>
<b>Excess (Shortfall)</b>	<b>(\$4,233)</b>	<b>\$63,075</b>
<b>Net Assets, Beginning of Year</b>	<b>\$163,337</b>	<b>\$100,262</b>
<b>Net Assets, End of Year</b>	<b>\$159,104</b>	<b>\$163,337</b>

# INCOME

FY • 2004-2005

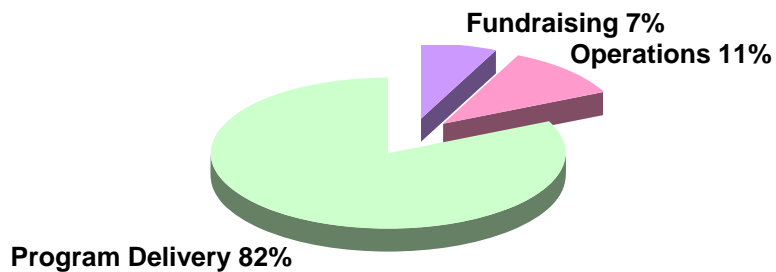


FY • 2003-2004

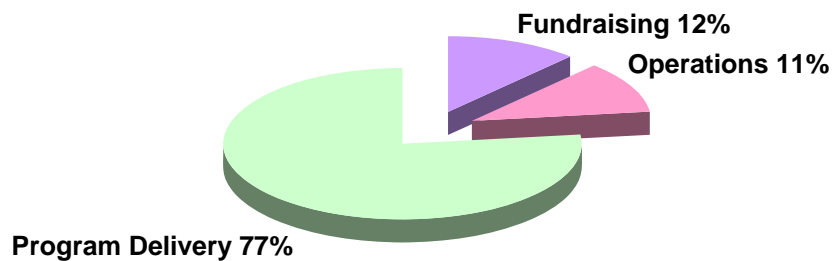


# EXPENSE

FY • 2004-2005



FY • 2003-2004



### **TCRL BOARD OF DIRECTORS**

President: Art Stirling, Pioneer Hi-Bred Limited,  
a DuPont Company  
Vice President: Kevin Thompson, Association of  
Ontario Chicken Processors  
Secretary: Rob Hannam, AdFarm  
Treasurer: John Geurtjens, Farm Credit Canada  
Past President: Christine Dukelow, Ontario  
Ministry of Agriculture, Food and Rural Affairs  
Rob Black, 4-H Ontario  
Rick Culbert, Bioniche Animal Health Canada  
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Lisa Duffin  
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Dr. Craig Pearson, University of Guelph  
Dana Richardson, Ontario Ministry of  
Agriculture,  
Food and Rural Affairs  
David Thomson, Ontario Association of Certified  
Engineering Technicians and Technologists  
Mike Toombs, Ontario Ministry of Agriculture,  
Food and Rural Affairs  
Jan Varner, United Way  
Dan Legault, Executive Director  
(*non-voting*)

### **AALP MANAGEMENT COMMITTEE**

Chair: Lisa Duffin, AALP Class 8  
Vice Chair: Cathy Lennon, AALP Class 9  
Dr. George Brinkman, Curriculum Advisor  
Dan Carli, AALP Class 9  
Dan Legault, Executive Director  
Mike Nailor, AALP Class 9  
Mark Reusser, AALP Class 4  
Leslie Woodcock, Ontario Ministry of  
Agriculture,  
Food and Rural Affairs

### **AALP FOUNDING PARTNERS**

Foundation for Rural Living  
Ontario Federation of Agriculture  
Ontario Ministry of Agriculture, Food and Rural  
Affairs  
University of Guelph

### **LEAD SPONSORS**

Agricorp  
BASF  
BMO Bank of Montreal  
Chicken Farmers of Ontario  
Monsanto Canada Inc.  
NK Brand Syngenta Seeds Canada Inc.  
Ontario Egg Producers  
Pioneer Hi-Bred Ltd., a DuPont Company  
RBC Royal Bank  
Syngenta Crop Protection Canada Inc.  
TD Canada Trust

### **FEATURE SPONSORS**

Adculture Group Inc.  
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Farm Credit Canada  
NK Brand Syngenta Seeds Canada Inc.  
Ontario Pork  
Syngenta Crop Protection Canada Inc.  
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Brita Ball  
Ed Barrie  
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Paula Bodkin  
Murray Booy  
John Brennan  
George Brinkman  
Leroy Bryan  
Howard Burkholder  
Chicken Farmers of Ontario  
George Collin  
Susanne Collins  
Ray Collins  
Jim Cooke  
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Dairy Farmers of Ontario  
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Sharon Hersey  
Willi Hilgendag  
Lorraine Hope  
Dave Hope  
Willy Hubers  
Ken Hume  
Hybrid Turkeys  
Geoff Innes  
Erno Jansen  
Jim Johnstone  
Kevin Kale  
Cathy Kennedy  
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Murray Morrison  
Gordon Nixon  
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Ontario Association of Certified Engineering  
Technicians and Technologists  
Ted Oke  
Ontario Agricultural Human Resources  
Ontario Cattlemen's Association  
Ontario Egg Producers  
Ontario Fruit & Vegetable Growers' Association  
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Kevin Thompson  
Elsa Thuss  
Dean Tiessen  
Total Swine Genetics  
Brenda Trask  
Rose-Marie Ur  
Gerald Van Lith  
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Bruce & Sharon Vandenberg  
Paul Vandenbosch  
Bryan Vincent  
Mike & Rose Vlcek  
Wallenstein Feed & Supply Ltd.  
Keith Wardlaw  
Waterloo Wheat Producers  
Bonnie Winchester  
Ralph Winslade  
Harold Woodgate  
Henry Wydeven  
Gwen Zellen  
Barb Zettler

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*Charitable Registration No. 86275 2052 RR0001*