



WINTER 2022



STEWARDSHIP **REPORT**

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ABOUT

The Rural Ontario Institute (ROI):

- Develops, Informs and Connects Leaders.
- Initiates dialogue and supports collaboration amongst rural stakeholders.
- Identifies and amplifies key issues and opportunities.
- Builds organizational capacity in rural and northern Ontario.

BEING A LEADER IS ABOUT SETTING OUT TO MAKE A DIFFERENCE. IT'S NOT ABOUT THE ROLE IT'S ABOUT THE GOAL.

**- DAVE STANFIELD
AALP CLASS 19**

ROI delivers one of the **most comprehensive**, leadership development programs in the world – the [Advanced Agricultural Leadership Program \(AALP\)](#).

AALP objective: develop top leaders who are better prepared to identify and overcome challenges and to capitalize on emerging opportunities across the agriculture, agri-food and rural sectors.

This Stewardship Report highlights how support from our sponsors and donors assists in the development and connection of strong leaders, strong organizations and vibrant rural communities.



38 years of developing top ag-sector and rural leaders



Investment in AALP pays off at a rate of 25% - that's better than the rate of return on most investments!*

**The 2013 Social Return on Investment Study completed by the George Morris Centre.*



502 Alumni create an influential agriculture, food industry and rural network locally, nationally and globally



38 Study Tours

on 6 of 7 world continents



Top leaders in over **133** agri-food value chain organizations and businesses.



Networking Opportunities

over **5,000** provided per class.

THE ADVANCED AGRICULTURAL LEADERSHIP PROGRAM (AALP)

Since 1984, AALP has had a solid track record of developing top ag-sector leaders. Presently, alumni are leading in over 133 municipal, provincial and national organizations and businesses including farms, ag-sector boards, agribusiness, media, communications, insurance, finance, rural not-for-profits, and governments. Alumni credit AALP with preparing and inspiring them to take on increasingly greater leadership roles and often comment that "AALP changed my life!" The most significant indicator of program performance is showcased in the achievements of our alumni and the valuable contributions they make after the program.

AALP achieved a milestone of over 500 men and women who have benefited from this executive leadership development program. AALP's seminars, study tours, self-directed learning and distance education combine hands-on experience, introduction to broad industry knowledge and exposure to contacts and networks that would otherwise take decades to accumulate.

Support from industry leaders is vital to the strength of our program. In fact, without the support of sponsors and funders AALP would not be possible. Financial commitments from the industry are matched by a commitment from the Board and staff of ROI to achieve the program objectives and maintain exceptional quality of leadership development programming.

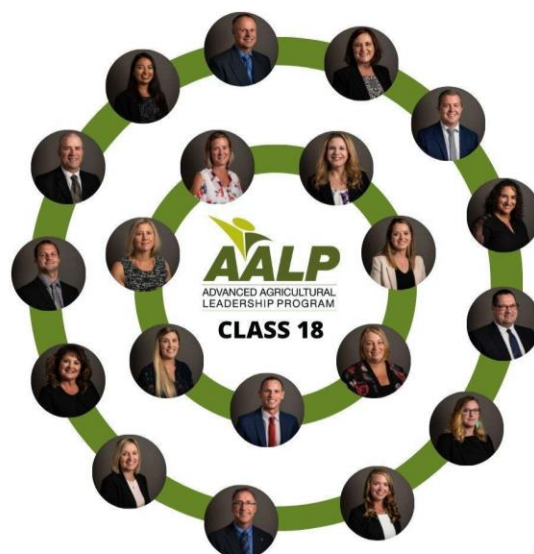
ACHIEVING OBJECTIVES AND MAINTAINING EXCELLENCE

We continue to deliver on program objectives by ensuring that seminar and study tour agendas focus on: excellence in core leadership skills development; networking with key influencers; exposure to innovation in the agri-food system; discovery of key topics of importance including the economic, political, social, cultural and physical environment in the ag-sector; exploration of local, national and global issues; and personal and professional development.

MILESTONES - AALP CLASS 18

20 men and women participated in AALP Class 18 to achieve the following curriculum highlights and milestones:

1. **Completion of Seminars 1-8:** Oakville, Toronto, Niagara-on-the-Lake, Lennox and Addington, Middlesex, Lambton, Cornwall, Ottawa, London, Thunder Bay.
2. **North American Study Tour:** Quebec (November 2021).
3. **Class 18 International Study Tour:** Portugal and Morocco (March 2022).
4. **Graduation of AALP Class 18** (April 2022). Valedictorian: Victoria Berry, Lichty award recipient: Betty-Jo Almond.
5. AALP Golf tournament and Dream Gala, Guelph, June 2022, Funds raised over \$105,000.



Between September 2019 and March 2022, AALP Class 18 had 315 interactions resulting in over 6,300 connections made during their program leadership journey.

During seminars and webinars, participants cover the following topics:

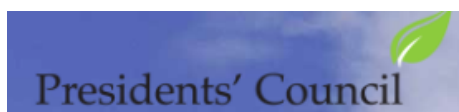
- Leadership theory and application
- Awareness of Self and Others
- Personality, Communication and Effectiveness
- Gratitude, Hidden Bias, Behaviour Style and Communicating with Media
- Diversity, Equity and Inclusion.
- Leadership Style and Creating Team Synergy.
- Situational Analysis and Conflict Management
- Federal Government: Globalization and Trade. The Agri-Food Sector and Policy. On-Farm Innovation and Customer Relations
- Understanding our Neighbour Quebec. Various Approaches to Agriculture and Food Innovation, Economics and Environmental.
- Political, Economic and Cultural Comparisons - Portugal and Morocco
- Sharing your Values and Living your Vision
- Change Leadership
- Consulting Tools for Issues Analysis Projects
- Global Leadership Competencies
- Tackling Agriculture and Food Issues During COVID-19
- The Life of a Canadian Diplomat.
- Fundraising and Dream Auction Planning.

Optional events:

- Lunch with Leaders
- Global Zoom ag leadership program participants dialogue - Scotland, Australia, New York, Pennsylvania and Ontario.

ISSUES ANALYSIS PROJECT - AALP Class 18

Participants also add to their “toolbox of skills” by completing an Issues Analysis Project (IAP). The IAP is an action-based leadership project within the agriculture, agri-food and rural sectors in Ontario.



The Ontario Agricultural Presidents' Council identified a list of top 10 issues. AALP Class 18 chose six of these topics for their IAPs: global trade, climate change, farmer and rural community mental health, technology, labour availability, and governance.

Each AALP Class has a unique leadership experience and for AALP Class 18 this was particularly true as a result of the world COVID 19 pandemic. Participants needed to bring keen problem solving skills, team building knowledge and above all a positive attitude. Congratulations to this group of resilient leaders who will share their experience to benefit our agriculture and food sectors and rural communities.

MILESTONES - AALP CLASS 19

11 men and 6 women began their AALP journey on November 28, 2021. They bring a range of backgrounds, educational experience and diverse viewpoints to the class. Eight Class members are primary producers or involved in family-run farming operations. The remaining nine join from agri-business, financial sector, non-government and commodity/environmental/farm associations and government. The Class ranges in age from 24 to 54. Hear [their reasons](#) for joining AALP.

New for AALP Class 19 was the addition of experiential governance training through implementation of a leadership director advisory team and an AALP Class board meeting at each seminar.



As of November 2022 AALP Class 19 has accomplished the following:

1. **Seminars 1-6:** Brantford, Toronto, Woodstock, Sarnia, Thunder Bay, and Ottawa
2. **Webinars A - G:** Orientation, curriculum introduction/review/practice, Ontario Food Terminal, Issues Analysis Project progress reports, ROI Connect, study tour preparation, optimizing seminars.
3. **North American Study Tour:** Louisiana and Washington DC
4. **International Study Tour:** Greece, scheduled for Jan 21 - Feb 1, 2023



Between November 2021 and November 2022, AALP Class 19 had 380 interactions resulting in over 6,460 connections made during their program leadership journey.

ISSUES ANALYSIS PROJECT - AALP Class 19

Small groups of Class 19 participants worked with five organizations, in a consultative role, to examine an issue important to the client organization and the agriculture and food sector. The six resulting projects include:

- University of Guelph, Ridgetown Campus, Dairy facility design
- University of Guelph, Ridgetown Campus, Dairy facility strategic plan
- Ag Women's Network, Planning for the future
- 4-H Ontario, Utilizing 4-H to bridge rural and urban perspectives
- Grain Farmers of Ontario, Farm succession planning, and
- Culinary Adventure Co., Appetite for engagement.



RIDGETOWN
CAMPUS



It's exciting and affirming to see the high caliber of talent in Class 19. With their experience of a world pandemic they are a keen group of leaders ready to share new ideas about the future of the agri-food industry.

LOOKING FORWARD...

ROI remains confident that AALP is valuable to participants and to the agriculture and agri-food sectors and rural and northern communities across Ontario. As AALP heads toward 40 years of ag-sector leadership development alumni and sponsors remind us how AALP changed their lives, businesses and relationships for the better. Our network continues to show up at important events such as over 150 participants in our 2018 AALP listening tour, 17 of 19 AALP Classes and 16 of 21 sponsors represented at Class 19's Welcome Banquet plus the many attending the 2022 AALP Golf tournament and Dream Gala. Your participation and input keeps us relevant and connected to what matters.

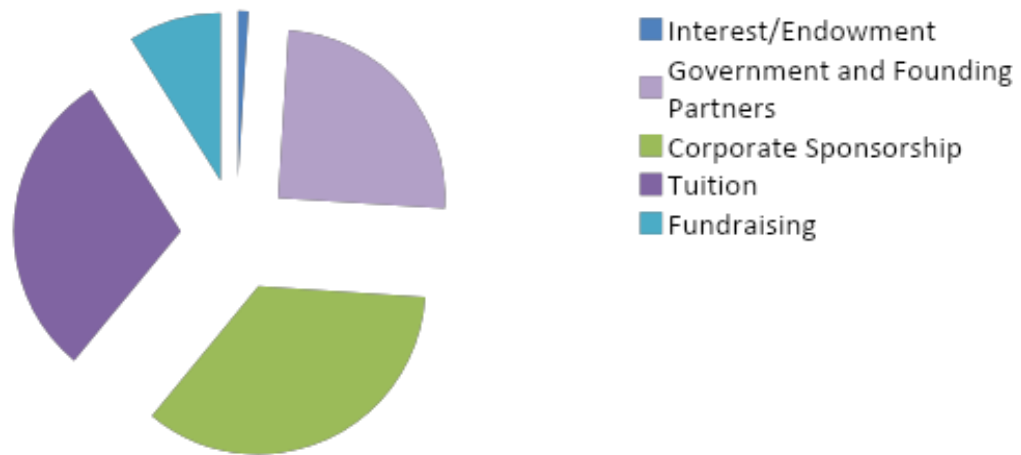
Because of the overwhelming affirmation received, the core of the program remains the same going forward: face-to-face seminars, team projects and North American/International Study Tours. Changes to the program help accommodate busy lives while increasing value with the addition of virtual components for seminar review/reflection and guest speakers; Lunch with Leaders; and Global Zoom leadership networking events. Enhancements to curriculum topics are diversity, equity and inclusion, problem solving, board governance, positive discourse and open-mindedness. AALP will use the Global Leadership Competency Framework by Ann L. Gordon, 2021 as the curriculum foundation. These revisions reflect the input of participants and stakeholders and the financial realities of providing the program.

Tuition for Class 19 was \$12,500 which represents approximately 1/3 of the costs required to deliver the program. The COVID pandemic necessitated changes to accommodation, meals and the way the participants gather. Both increased costs and new efficiencies to the way AALP is delivered have occurred and along with enhancements to leadership skills programming the net effect is slightly increased costs. We will continue to bring the latest leadership science together with innovative insight to the agrifood sector and rural community building while managing the program budget effectively.

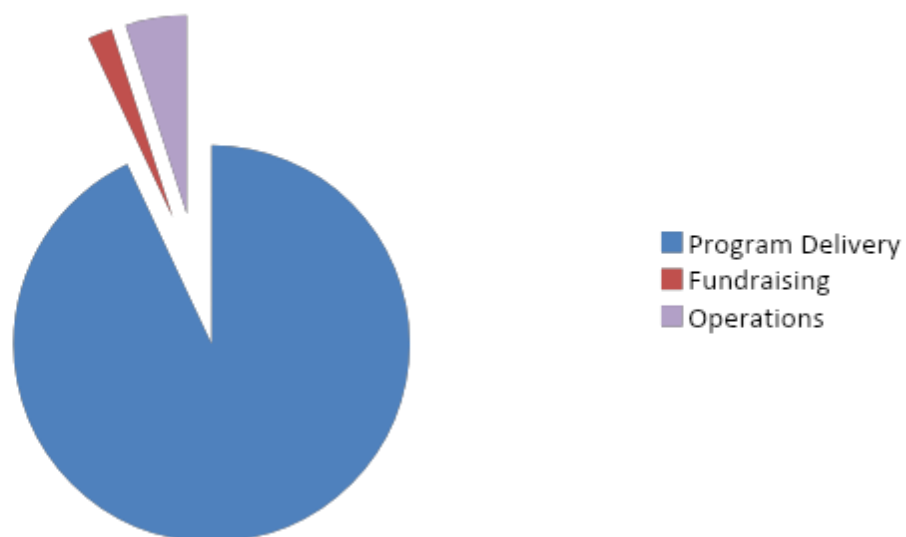
HOW YOUR FINANCIAL SUPPORT IS USED

Sponsorship support goes directly toward funding AALP's executive leadership development program. Throughout the long history of AALP costs have increased and so has our commitment to deliver a program of exceptional quality. This requires a large investment from many stakeholders within the industry. Participants are aware that they are only paying about 1/3 of the cost of AALP and that 2/3 is provided through the generosity of sponsors and funders and kind attendees at our fundraising endeavours.

Typical AALP Funding Sources



Typical Class Expenditures



RECOGNIZING COMMITMENT TO LEADERSHIP DEVELOPMENT

Program sponsors play a significant leadership role in our industry and provide tremendous support to AALP. We continue to recognize this leadership and showcase sponsor support at every opportunity.

In each class, we acknowledge our sponsors in a number of formal and informal ways including:

- AALP class participants work in teams to research and present Sponsor Spotlight presentations that are shared at seminars throughout the program. Each presentation focuses on a specific sponsor, exploring their business and activities and highlighting their sponsorship of AALP.
- Sponsor logos are included in printed and online communications - newsletters, selected media releases, on our website and in the Rural Ontario Institute Annual Report. Individualized social media posts are used to thank each sponsor.
- Signage and printed materials at seminars.
- Sponsors receive special thanks (verbally, in printed materials and on signage) at our key events:
 - Class Opening Event/Banquet
 - AALP Dream Golf Tournament and Gala Dinner
 - Wm. A. Stewart Public Lecture and Reception
 - Class Graduation Banquet



AALP Class 18



AALP Class 19

Hear From Our Alumni

"When we graduate, we continue to benefit from our experiences here for years to come. I'm going to miss seeing you all regularly, but I know that the relationships we made will surely last a lifetime."

- AALP ALUMNUS

"Through the AALP program I have developed some amazing friendships and strengthened and enhanced skills and abilities in my toolbox. It has reaffirmed goals and passions that were previously overlooked."

- AALP ALUMNUS

"AALP is that rare chance to step out of that day to day rhythm, to look critically at what we do every day, how we do it, and how we can shape those activities to make our dreams come true."

- AALP ALUMNUS



WHY SPONSOR AALP?



Align your organization with top leaders who are needed to move our industry forward - in businesses, in associations and organizations and in communities and on farms.



AALP graduates go on to hold many different influential positions within the industry and their communities. Many credit their AALP experience as a cornerstone that helped them get there. You make this possible.



Sponsor representatives have many opportunities to interact with each Class and keep a pulse on what is happening in the industry.



Agriculture, food and rural issues are high priorities for the province. Together we have an opportunity to shape the future of our sectors and rural communities across Ontario.



Investment in AALP pays off at a rate of 25% - that's better than the rate of return on most investments!

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PATRON



PACESETTERS



CHAMPIONS



ALLIES



LEADERS



BUILDERS



BOOSTERS



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