



Land Acknowledgement

The Rural Ontario Institute would like to acknowledge that our office in Guelph, Ontario is located on land that has been inhabited by Indigenous peoples from the beginning. As settlers, we're grateful for the opportunity to meet and work here and we thank all the generations of people who have taken care of this land - for thousands of years.

Long before today, there have been First Peoples who have been the stewards of this place. In particular, we acknowledge the traditional territories of the Haudenosaunee peoples (the Six Nations including the Mohawk, Oneida, Onondaga, Cayuga, Seneca and Tuscarora) and the Attawandaron peoples (Neutral Nation) and the territories represented in the Upper Canada and Haldimand Treaties.

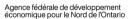
We recognize and deeply appreciate their historic connection to this place. We also recognize the contributions of Métis, Inuit, and other Indigenous peoples have made, both in shaping and strengthening this community in particular, and our province and country as a whole. As settlers, this recognition of the contributions and historic importance of Indigenous peoples must also be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities, and in particular to bring justice for murdered and missing Indigenous women and children across our country.

Partners and Collaborators

Beyond our important agricultural sector sponsors and partners, ROI also collaborates with a wide variety of organizations, municipalities, and universities to accomplish our diverse, wide ranging rural mission. Some of these reflect ongoing formal partnerships and others project specific connections. We value all these relationships. The logos below are among those we collaborated with in 2024/2025.













































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Rural Change Makers Program Sponsors







About Us

The Rural Ontario Institute (ROI) is a charitable organization (CRA862752052) that delivers programs that develop strong leaders who are critical voices around opportunities and key issues facing the agriculture sector, rural and northern Ontario. To support our vision of thriving, vibrant communities we develop, inform and connect rural and ag-sector leaders through programs, events, data analysis and knowledge sharing tools.

Celebrating 15 years of **Impact in Rural Ontario**

Established in 2010, ROI was created through the amalgamation of The Centre for Rural Leadership (TCRL) and The Ontario Rural Council (TORC). For 15 years, ROI has been dedicated to empowering leaders, informing decision-makers, and strengthening communities across rural Ontario.



Mission

Building vision, voice and leadership

Vision

Thriving vibrant communities

Key Values

- Diverse perspectives and collaboration
- Respectful, open and honest communication
- Innovation and entrepreneurship
- Economic, social and environmental sustainability in rural and northern Ontario
- Continuous Improvement and excellence

Key Result Areas

- Developing leaders through core programming like the Advanced Agricultural Leadership Program and the Rural Change Makers Program.
- Informing leaders and rural communities through our knowledge and data resources.
- Connecting rural communities, leaders and partners through specialized partnership projects like the Rural Housing Information System, Ontario Community Transportation Network, webinars and special events.

A Message from the **Chair and Executive Director**

As Chair of the Board, I am pleased to share this year's Annual Report, a reflection of our commitment to rural Ontario and the collective impact of our work with rural communities.

What started fifteen years ago as a vision by two organizations dedicated to rural development, has continued to grow as a significant resource for rural communities, organizations, agricultural champions and the province as a whole. This past year has reaffirmed that rural Ontario is not just a place — it's home to a wealth of resources, closeknit communities and people committed to its future. Our small towns, villages, and rural regions are rich in creativity, resourcefulness, and determination. But these communities often go unheard in broader conversations about policy, innovation, and progress. That is why our work—amplifying rural voices, investing in leadership, providing data tools and championing a bold vision for rural futures—is more important than ever.

This report presents updates on ROI's achievements over the past year. Our work in leadership development, data, research, and community engagement all stems from our primary focus -Vision, Voice and Leadership.

Vision. We continue to believe in a thriving rural Ontario—one where communities are vibrant, young people are engaged, and leaders have the tools they need to shape the future. Our vision is rooted in equity, sustainability, and inclusion, and it drives every initiative we undertake.

Voice. Through research, collaboration and engagement, we continue to ensure rural perspectives are shared and heard. We have brought people together across sectors and across regions, creating space for dialogue that is grounded in local realities and focused on practical solutions.

Leadership. True change begins with leadership. That's why we continue to invest in the critical development of rural leaders—young and executive—who are passionate about creating better outcomes for their communities. The impact of their work is already visible in countless ways: in community projects, youth programs, policy shifts, and grassroots momentum.

As we look ahead, our focus remains clear. We will continue to listen deeply, act boldly, and lead collaboratively. Together—with our partners, funders, and communities—we are building a rural Ontario that is not only seen and heard but valued and celebrated.

Alla Dinlan:

Thank you for your continued trust and support.

Dan Borowec, Chair

Ellen Sinclair, Executive Director

Ministry of Agriculture, **Food and Agribusiness**

Office of the Minister

77 Grenville Street, 11th Floor Toronto, Ontario M7A 1B3 Tel: 416-326-3074

Ministère de l'Agriculture, de l'Alimentation et de l'Agroentreprise

Bureau du ministre

77, rue Grenville, 11e étage Toronto (Ontario) M7A 1B3 Tél.: 416 326-3074



A Message from the Honourable Trevor Jones

It's a pleasure to welcome you to the Rural Ontario Institute's 2025 Annual General Meeting. As Ontario's Minister of Agriculture, Food and Agribusiness, and as someone who has lived and worked in rural Ontario, I deeply value the work you do to strengthen our communities and cultivate leadership across the province.

The Rural Ontario Institute plays a vital role in shaping the future of agriculture and agribusiness in Ontario. Through programs like the Advanced Agricultural Leadership Program and your ongoing research and outreach, you are equipping the next generation of rural leaders with the tools, knowledge, and networks they need to thrive in a rapidly evolving sector. Your efforts help ensure that agriculture remains not only a cornerstone of our economy, but also a source of innovation, sustainability, and community pride.

Annual meetings like this are more than just a formality, they're a chance to reflect on our progress and renew our shared commitment to the future. I see a bright path ahead for rural Ontario, one built on strong partnerships, forward thinking leadership, and a deep respect for the land and people who make this province thrive.

Our government is committed to standing with you, investing in meaningful programs, and ensuring rural voices are heard and valued. Thank you for your dedication, your leadership, and your unwavering belief in the potential of rural Ontario.

Wishing you a productive meeting and a successful year ahead!

Sincerely

Trevor Jones

Minister of Agriculture, Food and Agribusiness



Good things grow in Ontario A bonne terre, bons produits Ministry Headquarters: 1 Stone Road West, Guelph, Ontario N1G 4Y2 Bureau principal du ministère: 1, rue Stone ouest, Guelph (Ontario) N1G 4Y2 Ministry of Rural Affairs

Ministère des Affaires rurales

Office of the Minister

Bureau du ministre

777 Bay, 28th Floor Toronto, Ontario M7A 2J3 Tel: 647-329-1485

777, rue Bay, 28e étage Toronto (Ontario) M7A 2J3

Tél.: 647-329-1485



Celebrating Rural Ontario Institute's 15th Anniversary

Dear Friends,

Congratulations on 15 amazing years! As the Ontario Minister of Rural Affairs, I would like to take this opportunity to acknowledge the leadership and the success of the Rural Ontario Institute (ROI) - talk about generating an incredible Return On Investment through the years!

ROI has been a friend to rural Ontario and its champion in many ways since 2010: from your dedicated board members and team, to inspiring strong community and business leaders, to your support and participation in important events and activities. ROI is truly generating an incredible impact throughout rural Ontario.

The Advanced Agricultural Leadership Program (AALP) is a flag ship program and I appreciate the impacts AALP graduates can have in their communities and throughout their careers.

Trust that together we will continue to build community capacity and pride throughout rural Ontario. Through a collective commitment to meaningful programs and initiatives, we will support rural communities and ensure the future is bright in rural Ontario for generations to come.

Sincerely,

Lisa M. Thompson

Minister of Rural Affairs

A Message from the Dean of the **Ontario Agricultural College, University of Guelph**

The Ontario Agricultural College (OAC) is proud to share a close and enduring connection with the Rural Ontario Institute. As partners in leadership, learning, and rural development, our collaboration continues to strengthen the vitality of communities across the province.

The Advanced Agricultural Leadership Program (AALP) exemplifies this shared commitment. For decades, AALP has empowered emerging leaders in the agri-food and rural sectors – many of whom are OAC alumni – to drive positive change in their communities and industries. We are especially proud of the powerful outcomes that stem from this unique leadership journey.

ROI plays an essential role in shaping rural resilience, offering critical insights, tools, and opportunities to those committed to building a strong, sustainable future for Ontario. OAC is honoured to support that work and to walk alongside ROI in pursuit of a more vibrant and equitable rural Ontario.

Sincerely,

John Cranfield

Dean, Ontario Agricultural College University of Guelph



A Message from the President of the **Ontario Federation of Agriculture**

Strong leadership is vital to the future of Ontario's agriculture sector and rural communities. As the landscape of farming continues to shift, equipping the next generation of leaders with the skills, knowledge, and confidence to navigate these changes is more important than ever.

The Ontario Federation of Agriculture (OFA) is proud to support the development of strong agricultural leaders who represent the interests of farmers at every level locally, regionally, and provincially. Building that leadership capacity helps ensure a resilient and sustainable future for our sector.

One of the most impactful tools in this effort is the Advanced Agricultural Leadership Program (AALP), delivered by the Rural Ontario Institute. Since its launch in 1984, with the OFA as one of its founding partners, AALP has provided executive-level training tailored to the needs of Ontario's agri-food and rural sectors. Many of the OFA's current and past board members, staff, and grassroots representatives are program graduates.

We were happy to celebrate the program's 40th anniversary last year at the Canada Outdoor Farm Show and are eager to see what the future has in store. On behalf of the OFA, congratulations to the ROI on another successful year supporting strong, capable voices for agriculture across the province.

Sincerely,

Drew Spoelstra

President, Ontario Federation of Agriculture AALP Class 13



Developing Leaders

With a commitment to developing strong leaders, ROI's leadership programs strive to impart the vision and commitment to lead change and ensure the sustainability of Ontario's agricultural economies and rural communities.



Advanced Agricultural Leadership Program (AALP)

The 40th anniversary of AALP was a milestone that brought celebration and energy to this program's focus on building top leaders for the agriculture and food sector. The diversity of participants continues to broaden across the industry's value chain while remaining true to its farm-to-fork roots. Class 20 participants showcased the magnificent tenacity and agility of agriculture leaders; many were both primary producers and had industry/organization roles. Commodities represented in this class were grain, oilseeds, cannabis, chicken, eggs, dairy cattle, pork, cucumbers, sheep. Industries included seed, crop protection, genetics, wool, farm market, finance, grain marketing, crop consulting, quality assurance, soil protection and communications. The participants ranged in age from 25 to 54.

In keeping with our commitment to make AALP a local to global experience seven

seminars were held across Ontario, a north American study tour to Washington D.C. plus Florida and an international study tour to the Baltics (Estonia, Lithuania, Latvia). Travel instilled a whole new appreciation for the provincial/national/international news we hear each day.

Participants graduated March 2025 having completed issues analysis projects: Increasing soil health, Bitcoin in agriculture, Taking AALP national, Environmental farmers, Financial literacy, Local food in schools and agriculture in Ontario school curriculum.





Celebrating 40 years of AALP Leadership Excellence

In September, ROI proudly celebrated the 40th Anniversary of the Advanced Agricultural Leadership Program at Canada's Outdoor Farm Show. Held in the Special Events Tent, the occasion brought together past Directors, alumni, sponsors, and friends—from Class 1 to Class 20—who shared powerful stories of friendship, personal growth, and leadership achievements.

We extend our heartfelt thanks to our distinguished panelists—Pat Mighton, Ann Gordon (Class 2), The Honourable Rob Black, Senator (Ontario), and Gabrielle Ferguson (Class 15)—as well as our moderators, Minister Lisa Thompson (Class 6) and General Manager of the Ontario Federation of Agriculture, Cathy Lennon (Class 9). Their thoughtful reflections and insights during the panel discussion on leadership deeply enriched the event and reaffirmed our shared commitment to leading with purpose and vision. It was a joy to reconnect and celebrate this remarkable milestone together with over 200 friends.







2024 LEADERS OF CHANGE



Rural Change Makers

Building on ROI's legacy of leadership programming - including 40 years of AALP, ROI's Municipal Internship Program, the successful Change Maker pilot program in 2021, and Young Rural Resilient project in 2022 - Rural Change Makers has matured into the transformative program it is today.

2024 was an exciting time for the program which experienced considerable growth with youth engagement increasing by 1500% over previous years. We welcomed over 32 young leaders, cultivated new program partnerships and rekindled lasting ones. 2023-24 regional program partners like Community Futures Huron, Opiikapawiin Services LP representing 24 remote First Nations and Timmins Youth Wellness Hub opened doors of opportunity for young leaders from remote, northern and southern regions of the province. Friends and supporters like the Province of Ontario,

RBC Foundation, Ontario Mutual Insurance Association, Farm Credit Canada, Each One Teach One, Tanya Rumble, Suzie Johnson Consulting, Good Roots Consulting, Perth-Huron United Way and Centre for First Nations Governance were pivotal in coming alongside change makers providing expertise and support. Their commitment has left a lasting impact on young leaders and their communities.

Change Makers celebrated a year-long leadership and community economic development journey together with a special graduation ceremony and Provincial Youth Summit held in Belleville Ontario, September 2024. Through their learning and leadership, change makers did incredible things in their lives and communities, and partners fostered meaningful outcomes for rural development! Visit: https://www.roiconnect.ca/rural-youth-<u>summit/</u> to catch the highlights of the 2024 Rural Youth Summit.

As change makers of the 2023-24 program began the next chapter in their lives, ROI welcomed a fourth cohort of imaginative young leaders in October 2024. Over 24 more lasting program partnerships were cultivated including 2 regional program collectives (Opiikapawiin Services LP and Haliburton-Minden Hills), Trenval Business Development Centre, Renfrew County Economic Development and Renfrew County Community Futures Development Corporation, Community Futures Huron, and Four Counties Labour Market Planning Board. Together we are continuing to build strong futures and communities with emerging leaders.

To follow the journey of 2024-25 Rural Change Makers, visit

https://www.roiconnect.ca/topics/rural-changemakers/





RURAL CHANGE MAKERS PROGRAM IMPACT



96%

reported **leaving** the program with the knowledge and practical skills needed to lead effective community change.



86%

said they are **likely** to stay in their local community to live and work.



91%

said the Program has **provided the** tools and skills to increase their employability and/or advance their careers.



believe they can make a difference and have made a meaningful contribution to their community by taking part in the program.



report an increased sense of belonging and feel more connected to their community.



said they will use the skills learned to continuously grow and build the future they prefer.



Informing **Decision Makers**

To support our vision of thriving, vibrant communities we help to inform rural leaders and stakeholders through data analysis and knowledge sharing tools from factsheets to interactive platforms.

Rural Ontario Facts

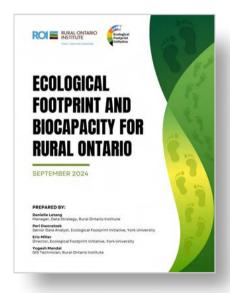
Over the past year, ROI has published 6 factsheets, which have been downloaded more than 200 times. These factsheets offer valuable insights and analysis of rural data and trends across a range of important topics including:

- Work
- Seniors
- Climate Change
- Ecological Footprint
- Mental Health
- Jobs and Wages

Rural Ecofootprint

ROI partnered with York University's Ecological Footprint Initiative to downscale Ontario's accounts to the community level. This partnership is part of the International Ecological Footprint Learning Lab, a multi-year global partnership funded by the Social Sciences and Humanities Research Council. This project is the first attempt at creating Ecological Footprint and Biocapacity accounts for all communities in Ontario.

Today, the results of this project are presented as indicators on ROI's Community Wellbeing Dashboard. Communities can now use the Ecological Footprint and Biocapacity indicators to help understand their ecological impact and facilitate plans for sustainable development and climate action.



A summary of results for rural and urban communities in Ontario is presented in the Ecological Footprint and Biocapacity for Rural Ontario report available at https://www.ruralontarioinstitute.ca/knowledge-centre/rural-ecological-footprint.

Rural Community Wellbeing

ROI launched the Community Wellbeing Dashboard in September 2024 at the Ontario Municipal Social Services Association forum. The dashboard improves access to information for rural decision making and storytelling. It features a standard set of indicators and centralizes data from various sources into a user friendly digital tool that is freely available to the public. Indicators provide a holistic perspective of wellbeing and cover a wide range of topics including demographics, economics, housing, health, society, and environment. The information presented in the dashboard can be used by municipal council and staff, community-based organizations, nonprofits, and academic researchers to improve quality of life and wellbeing in rural communities.

Since the launch, we have published more than 10 knowledge mobilization resources, including a video user guide, an indicator list, indicator definitions, and data files. And we have spoken about the dashboard at more than 10 events, including community engagement sessions, webinars, workshops, and conferences.

Dashboard Impact



16K LinkedIn impressions



7,000 . Website visits



Dashboard views



18 **Engagement Events**



700 **Event attendees**



1,200 Downloads of Knowledge Mobilization resources

Wellbeing Dashboard Case Study: County of Huron

ROI is helping County of Huron staff use the dashboard to conduct a community climate risk and vulnerability assessment that will inform their climate action plan. The county was curious to know if there were differences between communities in the region with respect to climate projections or vulnerability. The County of Huron established a small but diverse working group from local communities and organizations to conduct this exercise.

To support the risk assessment, ROI developed community profiles using data from the dashboard to show how the climate is expected to change for communities in this region, and where vulnerable populations may need targeted actions or strategies. The County of Huron used these profiles to develop climate impact statements that reflect potential intersections between the changing climate and local social, economic, and environmental circumstances. Working group members collaborated to assign scores for the likelihood and consequence of each climate impact statement based on their expertise and knowledge of the local communities. The unique social factors of each community help to explain differences between community scores and/or highlight vulnerable populations. The final step will be for working group members to brainstorm actions that will mitigate risk and improve resilience.

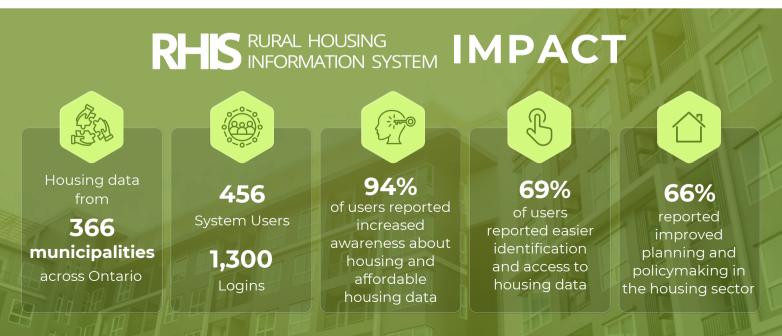
When the work is complete, a full report will be published that communities can use as a framework to help them develop their own climate risk assessments.

Rural Housing Information System

In 2024, the Rural Housing Information System (RHIS) expanded into Northern Ontario, adding 145 municipalities and bringing the total number of communities served to over 360 across rural and Northern Ontario. This expansion brings RHIS one step closer to reaching all of Ontario's rural and northern communities. With support from local partners—including the Northwestern Ontario Municipal Association (NOMA), the Federation of Northern Ontario Municipalities (FONOM), the Northern Policy Institute (NPI), and the Northern Ontario Service Deliverers Association (NOSDA)—the RHIS team work to collect community-level data to support housing planning, development, and local economic growth. In June 2024, the Northern RHIS region officially launched. Funding from the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) Rural Economic Development Program and the Federal Economic Development Agency of Northern Ontario has supported continued engagement and expansion of the RHIS.

Throughout the year, the RHIS team actively engaged municipalities, service managers, and economic development organizations through community engagement sessions, one-on-one onboarding, and presentations at events such as the BeSpatial "Sharing Data and Collaboration" event, the Ontario Non-Profit Housing Association (ONPHA) conference, and Habitat for Humanity Ontario Talks series.

RHIS was selected by the Canada Mortgage and Housing Corporation (CMHC) as a Housing Supply Challenge Innovation to be promoted as a housing data innovation success story. The RHIS will be featured in a two-page case study and a two-minute impact video by CMHC's. The RHIS team also participated in the Canda Housing and Renewal Association Housing Professionals Mentorship Program, which led to a promising new partnership with Habitat for Humanity Ontario to explore how RHIS data can support their housing development planning. With growing municipal interest, new partnerships forming, and continued provincial and federal recognition, RHIS continues to grow as a trusted tool for municipalities, non-profits, and developers working to address housing needs and support economic resilience. To learn more about the RHIS, please visit https://www.ruralontarioinstitute.ca/rhis.



Connecting **Communities**

ROI strengthens connections in rural Ontario by fostering collaboration and engagement through our events and programs.



Connecting Rural Communities to Resources

Knowledge sharing through **ROI** social communications increased by 2.5K

More than 150K constituents connecting through ROI communications

Over **110K** online interactions and over 10K attendees connecting at ROI events

More than 10K subscribers to ROI digital communication networks and tools





Knowledge Sharing Events

In the past year ROI has hosted, co-hosted or collaborated in over 75 virtual or inperson events. Through event facilitation and partnership with rural community stakeholders ROI addressed topics of interest including:

- Rural youth leadership
- Rural Housing Data
- Rural Community Wellbeing and the impact of climate change
- Understanding governance, your personal leadership style and leading through change



ROI Connect

ROI Connect is ROI's online gathering place for rural folks to connect, collaborate, inspire and create change. Over the past year public engagement on the platform has grown with 21 new members, 36 community projects and 18 community groups to date. To learn more, please visit <u>www.roiconnect.ca</u>.



Dairy Future Leaders Program

The Future Leaders Development Program held on January 27 - 30, 2025 was developed to provide dairy producers with the opportunity to learn more about the roles and responsibilities of being a director prior to seeking election or appointment to a dairy industry board while at the same time learning more about themselves and others. The program and its participants were supported by Dairy Industry Partners, including Dairy Farmers of Canada. Fourteen future dairy leaders from across Canada joined together in Toronto to learn, grow and be inspired by each other and top ag-sector leaders.

100%

of participants developed new leadership tools, expanded their network and would recommend the **Dairy Future Leaders Program to others**

Thank you program sponsors:























"Leadership is about knowing who you are, what your vision is, and how to bring the team together to do great things. The Future Leaders Development Program is about all this and more."





Building Community Leaders

The Building Community Leaders Program is a unique opportunity designed to enhance leadership, governance, and risk management skills for members of Ontario's agricultural societies. In 2024, the Ontario Association of Agricultural Societies in partnership with the Rural Ontario Institute facilitated 4 workshops across Ontario, with 133 participants.

100% of surveyed participants said they would recommend

the workshop

97% reported leaving with new leadership tools

increased their knowledge of good governance

made new connections or strengthened existing connections





Financial Performance

The Rural Ontario Institute (ROI) is a charitable organization (CRA862752052).)

Summary

	Audited 2025
Revenue	\$1,476,291.00
Expenses	\$1,322,622.00
Revenue Over Expenses	\$153,669.00





Training & Business Development (17.6%)

Drean Auction (11.7%)

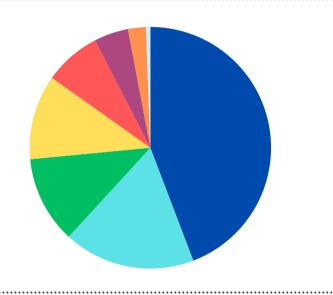
Sponsorships (11.3%)

Tuition (7.6%)

Donations (4.6%)

Other (2.4%)

Interest (0.6%)



Expenses



Contract & Professional Services (12.2%)

Travel (10.9%)

Accommodations & Meals (9.2%)

Operations (5.9%)

Information & Technology (3.3%)

In-Kind Donations (3.2%)

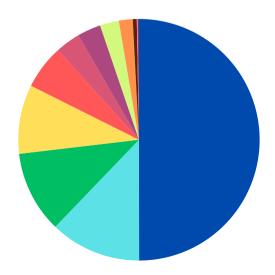
Professional development (2.6%)

Financial Services (1.9%)

Communications & Marketing (0.5%)

Amortization (0.2%)

Board of Directors (0.1%)



Endowments

The Rural Ontario Institute greatly appreciates the endowments and gifts that continue to grow and provide interest income to assist in supporting AALP and other rural leadership programming.

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 future leaders. During his 21-year tenure at the Ontario Milk Marketing Board (now Dairy Farmers of Ontario), Ken played an integral role in leading changes that revolutionized milk production, pricing and marketing provincially and nationally. Through donations from individuals, businesses and organizations, this fund fosters 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, the Honourable William A. Stewart. The fund recognizes and honours his legacy of public service, community involvement and leadership. The William A. Stewart Lecture & Reception – a prestigious public lecture event - is held every other year in London, ON as part of the final AALP seminar.

W. Garfield Weston **Foundation 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 across Canada and around the world. The Foundation's mission states that grants support projects in Canada for the benefit of Canadians. The W. Garfield Weston Foundation Endowment was established upon receipt of contributions from the Foundation in 1994, 1995 and 1996.

Dean Tiessen Memorial Fund

The Dean Tiessen Memorial Fund honours the vision and memory of agriculture entrepreneur and AALP Class 10 graduate Dean Tiessen who died tragically in Brazil in 2013. Dean was president of New Energy Farms, was a catalyst in helping to establish Ontario's biomass sector and was a leader in the greenhouse vegetable industry. The fund will directly support AALP Classes 16 through 20 in their southwestern Ontario seminar themed "Dynamics of Change". Class 10 continues to accept donations toward this fund.

George Dmetriuc Memorial Fund

The George Dmetriuc Memorial Fund was established by the Ontario Wheat Producers' Marketing Board (now Grain Farmers of Ontario) as part of the William A. Stewart Endowment in 1993. The fund exemplifies the spirit of George Dmetriuc as a leader in Ontario agriculture. Other commodity organizations, friends and associates contributed to this fund in recognition of George's contributions during his time as Ontario Wheat Producers' Marketing Board chair from 1984 to 1992.

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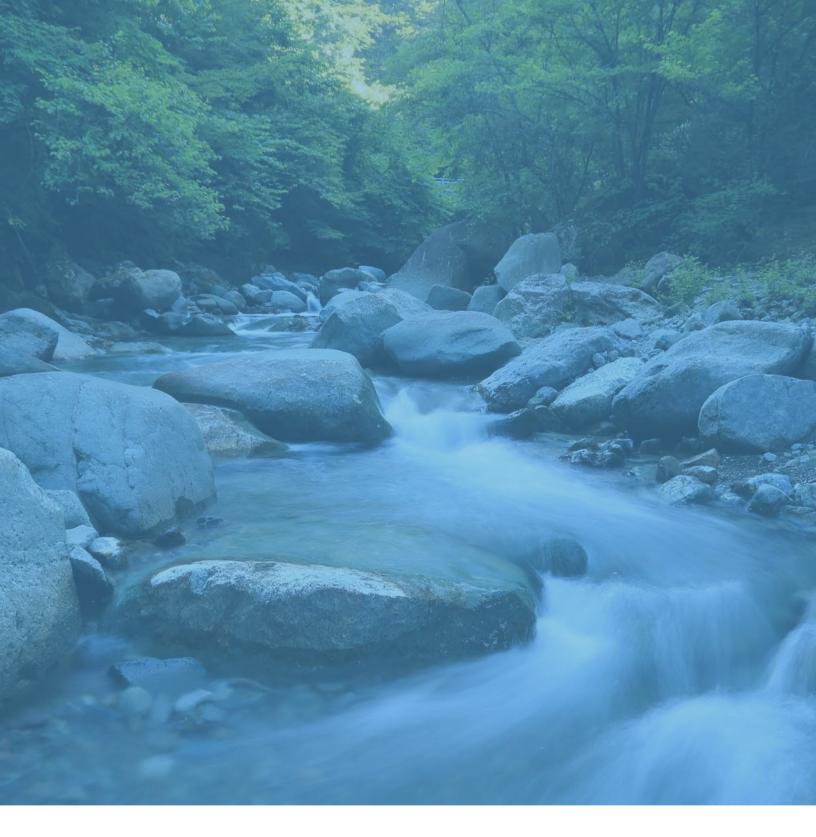
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Zviko Gwekwerere RHIS Northern Coordinator

Francisca Soloman Administrative Assistant





7382 Wellington Road 30, R.R. 5 Guelph, ON N1H 6J2

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Contact us at



519-826-4204



info@ruralontarioinstitute.ca



www.ruralontarioinstitute.ca

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