



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA



Annual Report

2012-2013

FARM MANAGEMENT CANADA AT A GLANCE

- *FMC functions as a national umbrella for Canadian farm business management activity*
- *FMC has the infrastructure to deliver valuable content quickly and effectively*
- *FMC connects multiple, diverse organizations towards collaboration and to avoid duplication*
- *FMC products are national in scale and replicable by partners*
- *FMC has multiple delivery channels and continues to evolve with technology to increase reach and impact of activities*
- *FMC is a credible, unbiased organization with no commercial agenda*
- *FMC provides accountability and delivers real value to members, partners and industry stakeholders*
- *FMC is governed by farmers and key stakeholders who set the strategic direction for the organization in response to the evolving agricultural sector*

Farm Management Canada is funded in part by Agriculture and Agri-Food Canada under the Growing Forward program, a Federal-Provincial-Territorial initiative.

For additional copies or to provide feedback on FMC's 2012-13 Annual Report, please contact:

Farm Management Canada
300-250 City Centre Ave.
Ottawa, Ontario K1R 6K7
Telephone: 613 237-9060
Toll-free: 1-888-232-3262
Fax: 1-800-270-8301
Email: info@FMC-GAC.com

 Please consider the environment

The report may also be downloaded from www.fmc-gac.com.

Photo credits: Master Isolated Images, Dan

TABLE OF CONTENTS

Message from the Chair

Message from the Executive Director

Celebrating 20 Years

Strategic Vision & Mission

Corporate Profile and Governance

2012-13 Performance Highlights

2012-13 Year in Review

Positioning FMC for the Future

Membership

Wilson Loree Award

Looking Ahead: 2013-14

Financial Statements

Farm Management Canada's Annual Report outlines our unwavering commitment to prosperous, sustainable and world-leading agriculture in Canada.

MESSAGE FROM THE CHAIR



Hello everyone,

Another truly excellent year has come to an end; a year of much achievement, especially in creating and strengthening partnerships all over the sector.

Farm Management Canada believes working with diverse industry stakeholders is vital to achieving our vision –a thriving agricultural industry in Canada. With the continued support of Agriculture and Agri-Food Canada, we were able to reach and help more farmers, farm advisors, academia and ministries in each province and territory. We can proudly proclaim: mission accomplished!

Challenges have been met as opportunity, enhancing current programs and services while bringing exciting new activities. All the while, we held fast to our past achievements as we celebrated our 20th anniversary.

This year, my term as Chair and Director of Farm Management Canada comes to an end. I leave my position with a sense of pride at having helped the organization move forward. My successor will, I am sure, do the same. I wish to thank all of the members and collaborators for their support. As well, I wish to extend a huge thank-you to my fellow Directors for their ongoing efforts and to our administrative personnel who work tirelessly to achieve our mission – that of leading in farm management. And finally, I would like to underscore the exceptional work of our Executive Director, Heather Watson, and her dedication to promoting mutually beneficial relationships and collaboration among all stakeholders in farm management.

May our annual general meeting be nothing less than exceptional and your discussions constructive!

Sincerely,

A handwritten signature in blue ink that reads "Richard Robert". The signature is written in a cursive style and is set against a light-colored, slightly textured background.

Richard Robert
Chair, Farm Management Canada

Ron Archibald (1992-1994) | Larry Campbell (1994-1995) | Terry Murray (1995-1998) | Ann Forbes (1998-2003)
Bill MacFarquhar (2003-2006) | Scott Dingwell (2006 - 2008) | Donald Daigle (2008 - 2010) | John Coté (2010 - 2011)
Richard Robert (2011 - 2013)

MESSAGE FROM THE EXECUTIVE DIRECTOR

What an incredible year for Farm Management Canada. Thank you to everyone who helped celebrate our 20th anniversary, and especially for those brave souls who took part in our video!

With a new Fiscal year, we breathe new life and exciting opportunity into Farm Management Canada.

I recently came across the following quote: *The art of Progress is to preserve order amid change and preserve change amid order.*

These words resonate well when managing a not-for-profit organization; you crave stability and security while thriving on innovation and opportunity to stay ahead of the pack and take on new challenges.

Change is inevitable in agriculture, and so too, for our government programs. However, one constant does not change – the success of any farm enterprise depends directly on the business management skills of the farmer.

Entering into Agriculture & Agri-Food Canada's Growing Forward 2 program, we are excited to be part of a policy framework that will focus on competitiveness, market development and innovation. After all, business management will be the key determining success factor for these activities.

The new policy framework brings a new fiscal reality, and likewise a number of fundamental changes for FMC. In order to ensure continuance and prosperity of the organization, FMC will continue to put much emphasis on business development – creating new partnerships, support, and revenue opportunities.

I wish to thank all of our partners who contributed letters of support towards our Contribution Agreement submission. By signalling your support for our endeavours, we are confident AAFC will renew our funding.

We continue to be inspired by the resilience and dedication of our farmers and partners.

We commit to being a leader in Canadian agriculture, and a vital solution to the ongoing success and prosperity of the sector.

Sincerely,



Heather Watson, Executive Director
Farm Management Canada



*The art of Progress is to preserve order amid change
and preserve change amid order.*

~Alfred North Whitehead

EVOLUTION THROUGH INNOVATION: CELEBRATING 20 YEARS OF BUSINESS MANAGEMENT - PAST, PRESENT, AND OUR FUTURE.



Established in 1992, Farm Management Canada was pleased to celebrate 20 years in 2012!

As part of the celebration, we were blessed to have a number of our Founders join us for our Annual General Meeting in June.



Top: Wilson Loree (AB), Brian Davey (ON), Lyle Stavness (SK). Bottom: Mette Ching (PEI), Donna Kelland (NL)

We wish to thank Agriculture and Agri-Food Canada, our members, partners and colleagues for their unwavering support in achieving this significant milestone. As a vital part of our success for the past 20 years, we look forward to building a strong future together and continuing to support agriculture with the information and resources necessary to stay competitive and achieve business success.

Go to [YOUTUBE.COM/FMCGAC](https://www.youtube.com/fmcgac) TO VIEW OUR 20TH ANNIVERSARY COMMEMORATIVE VIDEO!



STRATEGIC VISION & MISSION

OUR VISION:

CANADIAN FARMERS ARE ADMIRER FOR THEIR ABILITY TO MANAGE FOR SUCCESS.

OUR MISSION:

TO PROVIDE LEADING EDGE RESOURCES TO ENABLE CANADIAN FARMERS TO MAKE SOUND MANAGEMENT DECISIONS.

THE SUCCESS OF ANY FARM ENTERPRISE is directly related to the business-management skills of the farm manager – this is the *raison d'être* of Farm Management Canada (FMC).

In an ever-changing and increasingly competitive global environment, Canada's farmers require the appropriate resources and tools to capture opportunity – to anticipate, respond to, and plan for change.

Much of the solution to deal with these intensifying realities lies in applying proven business practices, and fostering innovative business thinking through skills development and connectivity between agricultural stakeholders. With farm business management skill, comes the ability to seek out, assess and take advantage of opportunities to succeed.

Farm Management Canada is Canada's only national organization devoted exclusively to developing and delivering farm management information, tools and resources.

FMC helps farmers assess risk, market potential, develop plans, manage human resources, and understand the forces shaping the world around them.

As Canada's national umbrella for farm business management, crossing regions, languages and commodities, Farm Management Canada is uniquely positioned to play a leading role in fostering the collaboration needed to effectively reach Canadian farm managers with the information and resources they need to make sound business decisions.

LEADING BY EXAMPLE

Farm Management Canada not only provides business management resources to farmers, but is also becoming established as a valuable resource for encouraging best practices in agricultural organizations, private industry, government and academia.

FMC's reputation is extending beyond Canada, and we are involved in a number of international conversations to share best practices in the development and delivery of business management information, tools and resources.

Supported by Agriculture and Agri-Food Canada and a growing number of partners, FMC is fulfilling a significant role in nurturing a thriving Canadian agriculture industry.

We of Farm Management Canada believe in:

A Culture of Management

FMC nurtures a culture of business management and business skill development across the nation, for the collective and individual success of Canadian farming.

Successful Relationships

FMC works in collaboration with its partners and stakeholders to encourage dialogue and sharing of ideas between individuals, groups, and jurisdictions.

Knowledge Management, Transfer and Translation

FMC collects and provide access to the most relevant and useful business management resources for Canada's farmers. We will be active listeners; noting needs, success stories, and best practices to communicate throughout the sector.

Innovation in Farming

The Canadian farmer will benefit not only from innovative business management practices, but from the tools and resources to implement them at the farm level. FMC demonstrates and promotes innovative business thinking.

Managing Change

The Canadian farmer is called upon to change business management practices on an ongoing basis in response to social, economic and environmental pressures; FMC likewise flexes in response to industry needs to stay relevant.

Leadership in our Field

FMC is a leader in promoting best management practices and models effective business management to all those it serves and works with.

Participating in the Future of Agriculture

FMC is a centre for excellence in business management at the farm level and is called upon to provide expert insight for the ongoing success of Canada's agricultural industry.

CORPORATE PROFILE & GOVERNANCE

Incorporated as a not-for-profit organization in 1992, Farm Management Canada is governed by a nine-person Board of Directors comprised of producers and representatives from public and private sectors including provincial or territorial governments.

Directors are elected from among members and set the strategic direction of FMC.

As an organization that must maintain flexibility to respond to the changing realities of the agricultural sector, FMC will continue to evolve its governance and management practices in response to the needs of industry and its members.

The Directors, Staff and Partners of FMC are committed to making a difference in Canadian agriculture. We measure our success by our contributions to the success of Canada's farmers.

2012-2013 BOARD OF DIRECTORS

Richard Robert, Chair
Class A Producer Representative (QC)

Philip Keddy, Vice-Chair
Class A Producer Representative (NS)

Patrice Carle, Secretary, Treasurer
Class E Association Representative (QC)

Lane Stockbrugger (resigned October 2012)
Class F Corporate Representative (SK)

Allan Scholz
Class D Individual Representative (SK)

Linda Pipke
Class E Association Representative (SK)

Lori Kittilsen,
Class B Ministry Representative (NS)

Brent Barclay
Class B Ministry Representative (BC)

Robert L. Ross,
Class A Producer Representative (ON)



Back row L-R: Lane Stockbrugger (resigned), Philip Keddy, Richard Robert, Brent Barclay, Patrice Carle. Front row L-R: Linda Pipke, Lori Kittilsen. Absent: Allan Scholz, Robert Ross.

2012-2013 PERFORMANCE HIGHLIGHTS

- **NEW WEBSITE** WWW.FMC-GAC.COM LAUNCHED, WELCOMED OVER 100,000 VISITS
- NEW NATIONAL FARM BUSINESS MANAGEMENT **EVENT CALENDAR LAUNCHED**
- **TWITTER, FACEBOOK AND YOUTUBE** INITIATIVES LAUNCHED, INCLUDING MONTHLY #AGBIZCHAT DISCUSSION – 558 FOLLOWERS, 88% RETWEETS, 328 FRIENDS, OVER 500 YOUTUBE VIEWS
- LAUNCHED **NEW AGRIWEBINAR® PLATFORM** WITH SOCIAL MEDIA COMPATIBILITY
- 40 WEBINARS WITH 3,659 LIVE PARTICIPANTS, 6,000 ARCHIVE VIEWS AND 700 PRESENTATION DOWNLOADS
- 15,320 TOTAL WEBINAR SUBSCRIBERS, 2,090 NEW SUBSCRIBERS (16% INCREASE)
- OVER 150,000 CANADIAN FARM MANAGER PUBLICATIONS DISTRIBUTED, INCLUDING SPECIAL 20TH ANNIVERSARY EDITION
- OVER 1200 PRODUCTS DISTRIBUTED (HARDCOPY BOOKS) – **LAUNCHED NEW RESOURCE**: FARMERS WORKING WITH FARMERS: THE POWER OF GROUPS
- **LAUNCHED NEW REPORT** 2020: THE FARM BUSINESS MANAGEMENT NEEDS OF CANADA'S FARMERS REPORT
- 100% OF **LEARNING GOALS ACHIEVED** BY STEP UP MENTORSHIP PARTICIPANTS
- SPEAKING ENGAGEMENTS AT INDUSTRY EVENTS INCLUDING ANNUAL MEETINGS, CONFERENCES, AND COMMITTEES
- FEATURED IN **POPULAR PRESS**
- SOUGHT BY INDUSTRY TO **PROVIDE EXPERTISE** RELATED TO BUSINESS MANAGEMENT BEST PRACTICES, GOVERNANCE, AND PERFORMANCE MEASUREMENT
- 13% INCREASE IN MEMBERSHIP
- INCREASED PARTNERSHIPS, COLLABORATIONS AND INDUSTRY TOUCH POINTS

**INCREASED AWARENESS AND ADOPTION OF BENEFICIAL MANAGEMENT PRACTICES
AND INCREASED REALIZATION OF BUSINESS GOALS.**

2012-2013 YEAR IN REVIEW

Fmc-Gac.com

As FMC's official website, FMC-GAC.com provides up-to-date, reliable, relevant information and resources, encouraging farm business management best practices and inspiring success.

The website harnesses new information from across Canada and the world daily:

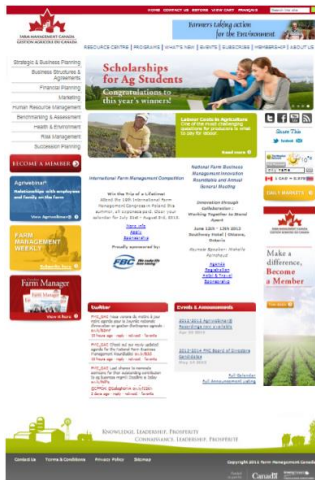
- Topical articles and profiles of leading farm managers
- Resources, tools, programs and services
- Industry events and announcements
- Email subscriptions to newsletters and information updates

The website also hosts a number of National Databases:

- FARM BUDGETS
- FARM ADVISORS
- BEGINNING/YOUNG FARMERS PROGRAMS
- SCHOLARSHIPS
- MENTORS AND MENTORSHIP PROGRAMS
- FARM BUSINESS MANAGEMENT EVENTS
- FARM BUSINESS (MULTI-MEDIA) RESOURCES



In the past year, the website underwent a complete overhaul and was re-launched in August 2012.



The new website is more user-friendly and navigable for users, and also easier to administrate by our staff.

New features include:

- Farm business management resource portals (Business & Strategic Planning, Financial Management, Succession Planning, etc.)
- Enhanced multimedia resource library
- More room to promote FMC and partner initiatives through banners and feature space

FMC contracts the industry's top writers to disseminate topical, timely farm business management news and information. Our article commentary and feedback mechanism encourages communication between producers and other farm business professionals.

Top Content sought by visitors:

- Step Up Mentorship Program
- Strategic & Business Planning Resource Portal
- The Canadian Farm Manager Publication
- Financial Planning Resource Portal
- Resource Centre

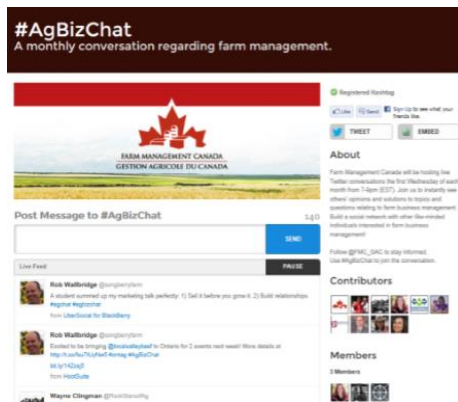
Bookmark

Fmc-Gac.com

and stay connected...

What's New?

- ✓ New website launched
- ✓ National Farm Business Management Events Calendar launched
- ✓ Twitter, Facebook and YouTube channels launched
- ✓ Monthly #agbizchat discussion launched



FOLLOW US

LIKE US

WATCH US

What's Next?

- ✓ FMC is actively seeking partner to share web content and help host topical #agbizchat discussions

"I acquired that little shot of motivation I always get from interacting with peers, to keep evolving my mgmt strategies"

"The best part for me is the ability to exchange thoughts and ideas with farmers and other ag experts from across the country (and even around the world) without having to leave home – I was even able to take a break, read my kids a bed-time story, then jump back into the conversation, hardly missing a beat! Hearing other people's experiences inspires me to spend more time reflecting on my own management strategies and how I can improve them. You also realize that no matter where we are or what size or type of operation we have, we're all facing similar challenges when it comes to management issues."

Agriwebinar®



AGRIWEBINAR® provides farmers and agriculture professionals with access to topical and timely farm business management information from anywhere, to anyone, at any time.

FMC runs webinar sessions from November to March every Monday at Noon ET. Speakers and topics are selected from the results of a client survey conducted previous to each new season of Agriwebinar®, so content is 100% client-driven.

All live presentations are archived and also available by podcast.

Agriwebinars appeal to a wide variety of industry stakeholders; the majority of participants are primary producers.

2012-13 Fast Facts

- ▶ 40 webinars broadcast from November to March, including 4 live events
- ▶ Number of live participants increased by 39% to 3,659
- ▶ 16% or 2,090 more subscribers, bringing the total to over 15,000!
- ▶ Archives were viewed over 6,000 times with over 700 presentation downloads

We're growing! In the last year, Agriwebinar® subscriptions have increased 16%!



In 2012-13, FMC hosted 14 expert webinars in its national series.

 FARM MANAGEMENT CANADA GESTION AGRICOLE DU CANADA	
SPEAKER	TITLE
Heather Watson , <i>Farm Management Canada</i>	Farm Management Canada Showcase & Agriwebinar® Launch
Martine Deschamps , <i>Syneraction Management</i>	Relationships with employees and family on the farm
Andrew Campbell , <i>Fresh Air Media</i>	#FarmerLove - Why Social Media Is Critical to Your Farm's Success
Dr. David Kohl , <i>Virginia Polytechnic Institute</i>	The Wild World of Global Economics
Elaine Froese , <i>Seeds of Encouragement</i>	Farming's IN-Law factor
Jane Eckert , <i>Eckert Agrimarketing</i>	Internet Marketing: Just About As Important As a Tractor!


Christoph Weder , <i>Spirit View Ranch</i>	From Environmental Stewardship to Exports – Building and Maintaining a Brand
Brian Wittal , <i>PRO COM Marketing Ltd.</i>	Making Dollars and Sense out of the New Grain Marketing Reality in Western Canada
Sean Cochrane , <i>DEKALB Canada</i>	Managing the Effects of Drought: A Case Study in Ontario and Quebec
Tarah Young , <i>Green Being Farm</i>	Is Community Supported Agriculture for You?
Cedric Macleod , <i>Macleod Agronomics Ltd.</i>	Beginning & Young Farmers
Yvonne Thyssen-Post , <i>Thyagrissen Consulting Ltd</i>	Getting the Most Out of Your Business Plan
Nadia Déry , <i>Centre d'expertise en gestion agricole</i>	The Importance of Farm Business Management
Phil Keddy , <i>Charles Keddy Farms Ltd.</i>	Success Stories in Farm Business Management: Charles Keddy Farms Ltd.
Joas van Oord , <i>Van Oord Holsteins</i>	Success Stories in Farm Business Management: Van Oord Holsteins

FMC extends the *Agriwebinar*® system to industry stakeholders. These alliances extend the reach of pertinent farm business management information, while attracting new users to the learning tool.

We are proud to have worked with the following partners:

- CANADA'S OUTSTANDING YOUNG FARMERS' PROGRAM
- CARROT CACHE COMMUNITY RESOURCES INC.
- FARM CREDIT CANADA
- FARMLINK.NET
- FARMSTART
- ONTARIO MINISTRY OF AGRICULTURE, FOOD AND RURAL AFFAIRS

See the charts below for a list of webinars conducted in partnership with the aforementioned organizations.

	
SPEAKER	TITLE
Steven Tippe , <i>Farm Credit Canada</i>	FCC Presents: Bookkeeping made easy with accounting software
Matthew Van Dijk , <i>Farm Credit Canada</i>	FCC Presents: Using Electronic Record Keeping to Improve Traceability
Anne Dunford , <i>Gateway Livestock</i>	FCC Presents: Cattle Market Update - What We Need to Know

Exchange	
Victor Aideyan , HISGRAIN Commodities	FCC Presents: Commodity Marketing Fundamentals - Next steps, Defending a Minimum Price
Mario Dumas , Dumas Leduc CA INC.	FCC Presents: Top 3 ratios you need to know for your farm business
Lance Stockbrugger , LD Stockbrugger Farms	FCC Presents: 2012 Year End Tax Planning - Trying to clear the fog
Philip Shaw , Ag Economist	FCC Presents: The New Volatility in Grains As We Enter 2013
Brent Vankoughnet , Agri Skills Inc.	FCC Fit Farmer Series: CEO of my Farm
Michelle Painchaud , Painchaud Performance Group	FCC Fit Farmer Series: Leading my Operation
Brent Vankoughnet , Agri Skills Inc.	FCC Fit Farmer Series: Successful Relationships
Kevin Hursh , Hursh Consulting & Communications	FCC Presents: Making more money from the same production base
Benjamin Molene , Water Resources & Real Estate, Molson Coors Brewing Company Brent Paterson , Alberta Agriculture and Rural Development Cristine Medford , Farm Credit Canada	FCC Presents: Water Security and Food Production
Jean-Philippe Gervais , Farm Credit Canada	FCC Presents: Economic Outlook for Canadian agriculture
Merle Good , Alberta Agriculture, Food and Rural Development	FCC Presents: Farm Succession... is it an Impossible Dream?

SPEAKER	TITLE
Bob Bernstein , Land for Good	FarmLINK: Connecting Farmers for Our Future
Terry Ackerman , Keynote speaker Carleton University Wilfrid Laurier University Eastern Ontario Local Food Network Just Food Hastings County Frontenac Arch Biosphere Reserve Sustain Ontario Greater Toronto Area Agricultural Action Committee Kingston Local Farms Ottawa Valley Food Coop	Eastern Ontario Local Food Conference Agriwebinar Broadcast

<p>2012 Regional COYF Winners: Vance Lester & Susan Echlin, SK Robert & Angela Semeniuk, AB/NWT Martin Brodeur Choquette & Johanne Cameron, QC Peter & Nicole Tuytel, BC/Yukon Cory & Heidi Van Groningen, ON Mark & Sally Bernard, Atlantic Dustin Williams & Laura MacDougald-Williams, MB</p>	<p>2012 COYF National Recognition Event Agriwebinar Broadcast</p>
<p>Richard Wiswall, Farmer, Author The Organic Farmer's Business Handbook</p>	<p>Farming Smarter, Not Harder: Planning for Profit</p>
<p>Harris Ivens, FarmOrganizer.com Evan Quigley, The Kitchen Garden</p>	<p>Carrot Cache Presents: Managing Soils for Nutrient Density - Growing for Flavour, Yield and Profit</p>

What's New?

- ✓ New Agriwebinar® platform launched with social media integration

What's Next?

- ✓ FMC will soon be launching Agriwebinar® for mobile devices

What are participants saying?

"Agriwebinar has given me a better understanding of the industry, how to work with people, and financing."

"Real 'testimonies' or expert advice on topics from other sectors or other locations I normally would not have access to."

"Helped me see others and how they deal with similar issues...inspires greater confidence and perseverance."

"It has given me insight into risks and potential benefits to certain practices."

"Learned more about social media and online sales"

"Awareness of opportunities available for better business management."

"I was able to provide my colleagues with a better understanding of our clients, the producers, and the current challenges on their operations."

Canadian Farm Manager Publication

The Canadian Farm Manager (CFM) is an award-winning bi-monthly publication that profiles successful farm managers, showcasing best practices and fostering innovative, leading-edge thinking in business management. Available by mail, email and online, readers rely on our 100% Canadian editorial content.

FARMERS CAN TURN TO THE CFM
FOR SPECIFIC EXAMPLES OF WHAT WORKS
FROM CANADA'S LEADING FARMERS.

...show. tell. inspire.



2012-13 STORIES INCLUDED:

- New business skills for the digital age
- Ready for farming's next game changer?
- Young producer forges his own path to a farming career
- Haskap growers chart their own path to the big time
- The power of a plan
- Prairie ranchers go global
- Succession advice: Just do it
- Profiting from change

2012-13 Fast Facts

- ▶ Over 150,000 hardcopies distributed
- ▶ Special 20th anniversary edition to commemorate our milestone
- ▶ CFM has started welcoming advertising and third party content
- ▶ CFM worked with the Western Producer for a Western Canada distribution blitz
- ▶ The CFM is also distributed through partnership, and for special events, academic curriculum and workshop content.

What are readers saying?

"The format of concise articles is well done; not many farmers are geared to reading long academic business management articles; they want pragmatic information that talks to them – not at them. Well done. I look forward to future issues."

"Love reading your guys' newsletter and checking in on the site periodically; everything you do is fantastic, relevant, forward-thinking and always with an edge of optimism. Keep up the good work!"

"Their newsletters are a concrete tool for innovation to encourage better business planning by beginning producers."

Resources & Publications Catalogue

FMC works closely with its partners, members and supporting organizations to offer the very best business management information, resources and tools.

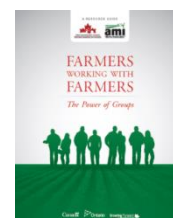
FMC produces 20 farm business management titles as books, DVDs and other media in hardcopy and electronic formats.

IN 2012-13, OVER 1,200 HARDCOPY PRODUCTS WERE DISTRIBUTED ACROSS CANADA.

FMC resources are integrated into industry workshops and academic institution course curriculum demonstrating their relevance and values.

What's new?

- ✓ New national resource launched in partnership with Ontario's Agricultural Management Institute to help start and manage Farm Management Groups: **Farmers Working with Farmers: The Power of Groups**
- ✓ New resources underway include a **Comprehensive Guide to Risk Management** and a revamp of the **Farm Business Planning Guide**



What's next?

- ✓ FMC will continue to develop new and update existing resources to meet identified needs
- ✓ FMC resources are being expanded into various formats to meet the learning preferences and practices of users including workshop leaders and educators

What are readers saying?

"I would love to receive a copy of 'Farmers Working with Farmers'. Not only am I a 6th generation dairy farmer who would like to implement this type of informal 'work structure' where applicable, but I am also the Small Business Support Network's rural and agripreneurial agent. In fact, one of the themes behind a recent week-long event I developed and hosted (AgriWeek) was almost word for word what you mention on your site: 'There is power in a group - creative power, knowledge-based power and experience-based power.'"

"Farm business owners can be confident they are making well-informed decisions when they use the resources and tools provided by FMC."

STEP UP Mentorship Program

WHERE ENTHUSIASM MEETS EXPERIENCE



Step Up takes a practical approach to learning with a focus on first-hand farm management experience.

STEP UP is the only national, bilingual mentorship program that focuses on developing farm management skills within all regions, production sectors, farm size, and across languages.

Typically attracting young and beginning farmers, STEP UP also caters to those transitioning within the industry, to connect with and learn from leading farm managers.

Farm Management Canada partners with the Canadian 4-H Council, Canadian Young Farmers' Forum, and Canada's Outstanding Young Farmers' Program to deliver the STEP UP mentorship program.



Visit FMC-GAC.com for a complete list of mentorship opportunities and resources available across Canada.

2012-13 Fast Facts

- ▶ 22 additional mentors have signed onto the program
- ▶ More than double the applications received from Mentees
- ▶ 13 total matches made and complete, with 100% of learning goals achieved
- ▶ 100% of participants say they would participate in the program again

What's new?

- ✓ FMC piloted a new youth mentorship program
- ✓ The Canadian Agricultural Human Resource Council's *On-Farm Work Feasibility Study* project determined Step Up meets the ideal criteria for an on-farm learning program
- ✓ A number of industry groups have taken to using Step Up to model and launch their own mentorship programs
- ✓ Step Up was featured in countless agricultural publications



Photo: Mentor Peter Janes & Mentee Matt Kessler

What are participants saying?

"...being able to refer back to set goals allowed me to crystalize the lessons and further understand my new experiences."

"This experience has been valuable for learning both hands-on skills and farm management hand-in-hand, which seems the most sensible way to learn

"Not only are my mentors teaching me a great deal, they are also becoming my friends and will any luck be in my life for many years to come!"

"...one of the biggest lessons I will take from this experience is to not underestimate the importance of solid business practices. You may have the best product (or service) in the world, but if no one knows about it, or you can't afford to produce it... then a successful business will remain out of your reach."

"I like the structure that the program brings to the Mentor-Mentee relationship. Creating a Learning Contract requires both parties to consider and articulate their expectations and responsibilities at the outset. This, I believe, increases the likelihood that their collective needs will be met. Having the Mentee create a "to do" list provides measurable goals for the mentorship experience. It builds awareness and sensitivity in the Mentor and creates a system of checks and balances that facilitates a meaningful transfer of skills."

Excellence Award for Agricultural Students

The Excellence Award encourages agricultural students to enhance their communication skills and raises awareness of the importance of farm business management.

Each year, FMC collects submissions from agricultural students across Canada and awards three deserving students with \$1,000 towards their education.

This competition continues to be a popular means of connecting with the next generation while challenging them to reflect on the important issues facing our industry. FMC takes great pride in exposing these young minds to the rest of Canada – to encourage and inspire!



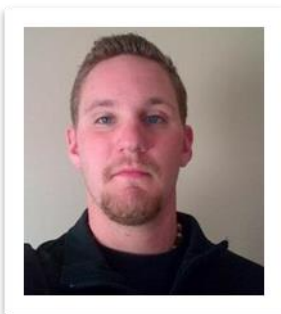
This year, students were asked:

***Why is innovation an important aspect of a farm's success?
How can farm business management be innovative?***

CONGRATULATIONS TO THIS YEAR'S WINNERS!



RACHEL DIONNE - SAINTE-HÉLÈNE DE CHESTER, QC
MACDONALD CAMPUS, MCGILL UNIVERSITY - FARM MANAGEMENT &
TECHNOLOGY



BROCK LEAVINS - LETHBRIDGE, AB
LETHBRIDGE COLLEGE, AGRICULTURE TECHNOLOGY PROGRAM



ARIE MULWIJK - FORT MACLEOD, AB
LETHBRIDGE COLLEGE, AGRICULTURAL TECHNOLOGY PROGRAM

Winning submissions are featured and archived on FMC-GAC.com and in FMC press. Visit youtube.com/fmcgac to view the winning videos!

PARTNERSHIP DEVELOPMENT

FMC plays an integral role in connecting farm business management initiatives across Canada, production sectors, age demographics and language groups to:

- Leverage expertise and resources
- Capitalize on synergies
- Avoid duplication
- Increase national collaboration
- Provide efficient and effective delivery of farm business management to farmers

FMC continually seeks cooperative and collaborative opportunities to enhance and extend programs and services to farmers across Canada, and lead national projects to continue to build a culture of business management and advance Canadian agriculture through innovative business thinking.

In fulfilling its mandate and commitment to partnership development, FMC:

- ✓ Participated in industry committees, conferences, and other education and outreach initiatives
- ✓ Conducted consultations to inform projects and new activities
- ✓ Managed a number of programs and projects with and to engage industry partners

FMC continues to use its partnership network to tap into and bring proven regional initiatives to the national level, exposing more farmers to and increasing the impact of successful initiatives.

Working collaboratively provides a significant opportunity to reach more producers in a way that substantiates the content. The content becomes trusted, reliable and far-reaching.

Industry Outreach

A Chance to Meet, Greet, Educate, and Learn

FMC strives to bring the education and skills development in business management lens to industry events. And further, from a national perspective.

Industry events including conferences, meetings and trade shows present an opportunity to network with producers and industry while also highlighting FMC resources, expertise and experience, and collecting valuable input and ideas on the best resources and methods to reach producers with relevant, effective information.

FMC enjoyed teaming up with partners to help all of us expand our reach and impact.

National Farm Business Management Innovation Roundtable

FMC hosted its first NATIONAL FARM BUSINESS MANAGEMENT INNOVATION ROUNDTABLE in conjunction with its 2012 Annual Meeting - Producers, advisors, academia, government, industry and agricultural organizations from across Canada gathered to take part in a national conversation to share successes, identify needs and find solutions.

Topics discussed included:

- Beginning Farmers
- Business Planning
- Risk Management
- Human Resource Management
- Succession
- Innovation



A report on insights and opportunities gathered is available on FMC-GAC.com.

In response to participant demand, FMC is hosting a full-day National Farm Business Management Innovation Roundtable in 2013

Agriculture More Than Ever

- FMC became a partner to the AGRICULTURE MORE THAN EVER campaign



Le Mois de la gestion "Month of Management" goes National!

For the past 4 years, FMC has partnered with the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ) and key industry groups in Québec to promote the importance of farm business management by coordinating the collective activities of the partners.



LE MOIS DE
LA GESTION

With their blessing, FMC was able to take this initiative national, as **COMMEMORATED WITH THE LAUNCH OF FMC'S NEW FARM BUSINESS MANAGEMENT EVENTS CALENDAR.**



STAFF AND BOARD FROM FMC TOOK PART IN A NUMBER OF INDUSTRY EVENTS, REACHING A DIVERSE CROSS SECTION OF INDUSTRY STAKEHOLDERS ACROSS REGIONS.

- EASTERN ONTARIO LOCAL FOOD CONFERENCE (with Ontario Ministry of Agriculture, Food & Rural Affairs)
- SALON DE L'AGRICULTURE (with 8 Québec organizations and Le Mois de la gestion)
- OTTAWA VALLEY FARM SHOW (with Agricultural Management Institute)
- ATLANTIC FARM MECHANIZATION SHOW (with the Canadian Young Farmers' Forum and AgMoreThanEver)
- FARMTECH (represented by the Alberta Ministry of Agriculture and Rural Development)



INDUSTRY AND PARTNER EVENTS



Canadian Federation of Agriculture Annual General Meeting



Canada's Outstanding Young Farmer Program National Recognition Event



CYFF 2012 Annual Meeting: Energizing Farm Leaders of Today - For Tomorrow



Canadian Ag HR Council HR Forum: Creating Greater Success in Your Agricultural Business: A Focus On People, Makes \$en\$e



Quebec Farmers' Association Annual Meeting



Colloque gestion 2012 : « De producteur à chef d'entreprise »
(Le Centre de référence en agriculture et agroalimentaire du Québec)



Atlantic Farm Mechanization Show



FarmTech

SPEAKING ENGAGEMENTS



"2020 Report: Planning for the Business Management Needs of Canada's Farmers"
"Farm Management Canada – National Connectivity in Farm Business Management"



"FMC and Industry HR Initiatives and Opportunities"



"Success at Any Size? Successful Farms in an Uncertain Economic Environment"



"Where 'Best Practice' meets the 'Unknown Unknowns' - Changing Behaviour When You Don't Know What You Don't Know"



"Succession Planning: A Canadian Perspective"
"Agriwebinar® and FMC's Farm Business Management Knowledge Transfer and Skills Development Successes"

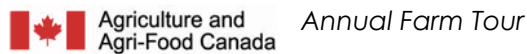


"Agriculture in Canada"



"FMC's 5-year Business Plan"

INDUSTRY GROUP INVOLVEMENT



Annual Farm Tour



AgriHR Toolkit

National Occupational Standard for the Farm Manager



Canadian Association of Diplomas in Agriculture Programs



Comité gestion de l'entreprise agricole



AgHR Net



FMC hosted number of **INTERNATIONAL VISITORS** including:



Tom Philips, OneFarm (Centre of Excellence in Farm Business Management)
New Zealand



Sophie Stanley, Nuffield Scholar and ANZ rural professional
New Zealand



Andrew Wilson-Annan, Sonia Petering, Rob Goudswaard, Rural Finance
Australia



INTERNATIONAL FARM MANAGEMENT CONGRESS



FMC is a long-standing member of the International Farm Management Association. This network of like-minded forward-thinkers has resulted in some great opportunities for FMC. And, while Farm Management Canada sits on the Board, it also has the esteemed privilege of bringing the congress to Canada in 2015.



Beautiful QUEBEC CITY has been chosen as the main Congress location, and FMC is excited to be working with a fantastic Local Organizing Committee led by Le Centre de référence en agriculture et agroalimentaire du Québec to make this a spectacular affair!



Watch for announcements regarding pre- and post-tour locations across Canada.

What's New?

- Following the International Congress in New Zealand, Heather Watson, Executive Director was invited back to work with the Centre for Excellence in Farm Business Management "OneFarm" during its start-up to demonstrate how FMC is developing and delivering farm business management resources for improved management practices at the farm level.
- FMC is preparing to take part in the **INTERNATIONAL FARM MANAGEMENT CONGRESS IN POLAND (JULY 2013)**, where it will:
 - o Take part in the Board of Directors
 - o Deliver 2 papers:
 - **TRANSFERRING KNOWLEDGE AND EXPERIENCE TO STRENGTHEN THE AGRICULTURAL INDUSTRY: STEP UP™ – A MENTORSHIP PROGRAM FOR CANADA'S FUTURE FARM MANAGERS**
 - **2020: PLANNING FOR THE BUSINESS MANAGEMENT NEEDS OF CANADIAN FARMERS – WHEN YOU DON'T KNOW WHAT YOU DON'T KNOW**
 - o Deliver a presentation to all delegates enticing participation in 2015 when **CANADA WILL HOST THE INTERNATIONAL FARM MANAGEMENT CONGRESS: IFMA20**
 - o Coordinate with the Canadian delegation
 - o Manage the **INTERNATIONAL FARM MANAGEMENT COMPETITION** to award farmers the opportunity to attend the Congress



While in Poland, FMC will work to provide knowledge transfer from the event using various communication mechanisms, and upon return, will share insights into their experience including speaking at industry events.

"FMC set a benchmark for all International Farm Management organisations throughout the world. OneFarm NZ has endeavoured to follow your lead by offering similar services and delivery that you offer Canadian farmers"

"Your experience, willingness to share and expertise has been invaluable to us"

"...we appreciate what an important role it has to play in the field of farm management, and for the fact that [FMC] is a world leading organisation in this field."

"There is no doubt that FMC-GAC is held in high regard internationally, with many countries envious of the contribution they make to the success of Canadian farmers."

"Canada & Canadian farmers & producers are indeed fortunate to have Farm Management Canada working so hard in their best interests."

EFFECTIVE RESPONSE TO SECTOR NEEDS

In an ever-changing and increasingly competitive global environment, Canada's farmers require the appropriate resources and tools to capture opportunity – to anticipate, respond to, and plan for change.

To effectively respond to sector needs, FMC seeks to understand and address the diverse management needs of farmers across Canada and throughout the life cycle of their farming career from new to beginning, established, transitioning, and exiting farmers.

These efforts include:

- Collecting and conducting needs assessments and consultations on an ongoing basis to uncover gaps in information and inform new projects and FMC activities
- Conduct an annual environmental scan to review emerging trends and opportunities
- Pilot timely and relevant tools that will facilitate an appropriate response to emerging sector needs

Observations on the current and future dynamic of farm business management trends will help guide FMC's future direction.

What's new?

- ✓ FMC released its **2020 REPORT ON THE FARM BUSINESS MANAGEMENT NEEDS OF CANADIAN FARMERS**
- ✓ Piloted new online, facilitated **FARM BUSINESS PLAN BUILDER**
- ✓ FMC is lending its expertise on Governance, Performance Measurement and Organizational Management to fellow industry stakeholders on an ongoing basis
- ✓ As a result of keeping on top of business trends and outlook, FMC provided commentary for a number of agricultural publications on topics such as Farm Equipment Purchase and Negotiation, HR Trends and Opportunities, Risk Management and Farm Mentorship

FMC participated in and influenced a number of **INDUSTRY CONSULTATIONS**, including:



NATIONAL OCCUPATIONAL STANDARD FOR THE FARM
MANAGER, AGRIHR TOOLKIT

What's next?

FMC is committed to continue to build its capacity and capability to respond in a flexible, proactive and rapid manner to sector needs as they are identified. In order to accomplish this, we plan to:

- ✓ Pilot new resources and tools in response to sector needs, increasing accessibility in a timely, relevant manner

What are participants saying?

"It was my pleasure to work through the Business Planning workshop. It was very well organized. It wasn't pushy but it has encouraged us to move forward. It has got 'us' talking in a more focused way. I will be enquiring about some resources that could help us continue on."



"The publication titled "2020 Planning for the Business Management Needs of Canadian Farmers" inspired me to focus on management more closely, which is not traditionally done on the farm."

"...thank you so much for the 2020 Planning for the Business Management Needs of Canadian Farmers. What an interesting and useful document. I don't think there is a single page without highlighting on it in my copy and I have passed it on to several other people who were interested in it."

"...This leads to what I feel is the breakthrough thinking in the document [the 2020 Report]. The idea of learning plans to meet the learning needs. Maybe the goal is to have stakeholders supporting farm managers in developing meaningful learning plans instead of business plans. A learning plan might have greater scope and be better able to address the uncertainty facing decision makers. Not always, but we need alternatives to overcome the one-tool-fits-all thinking."

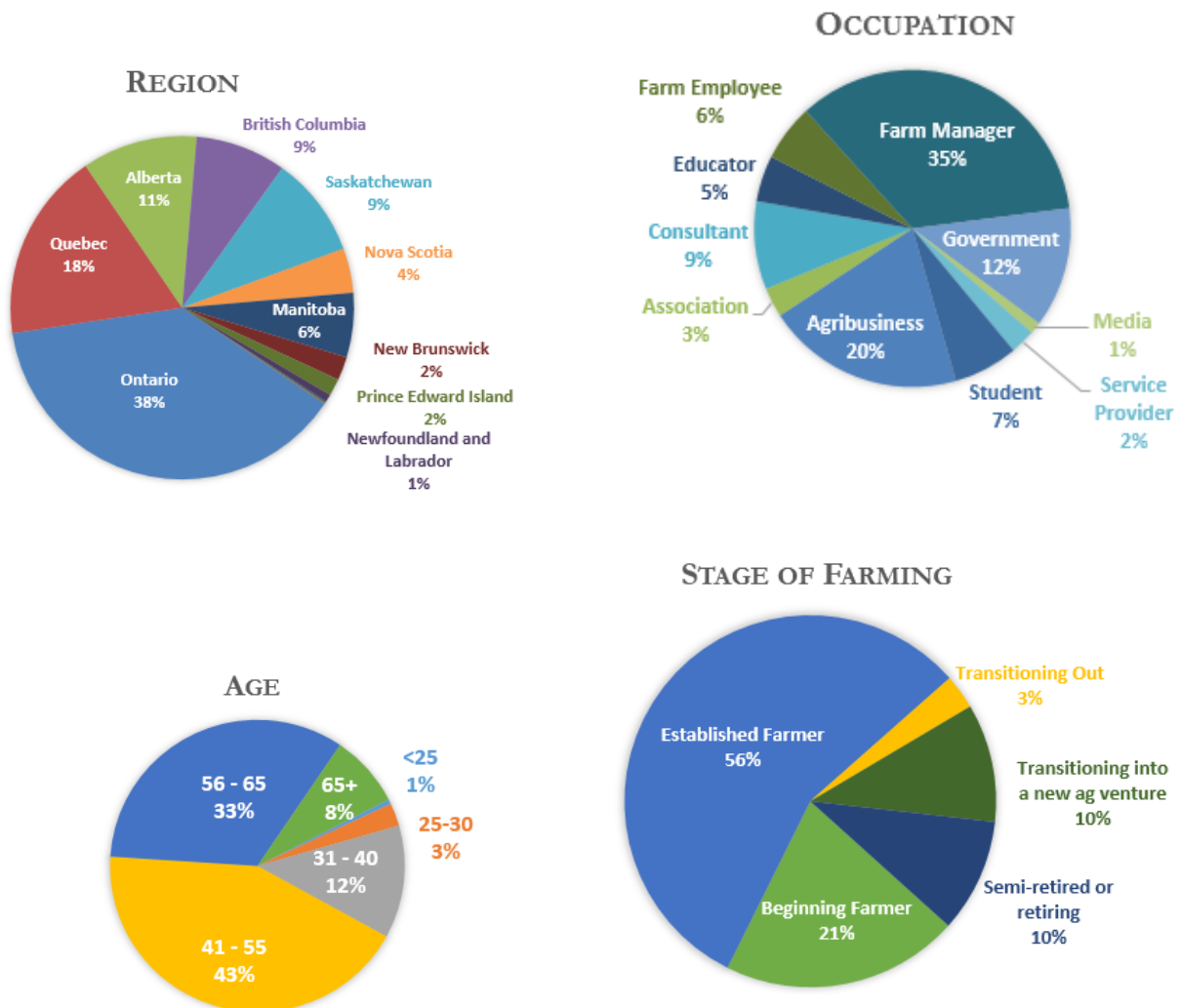
REACH & IMPACT: A NATIONAL SUMMARY

FMC activities created close to half-a-million direct touch points with industry stakeholders, while countless others have benefited from FMC activities through our vast network of partners and contacts from coast to coast, and outside of Canada.

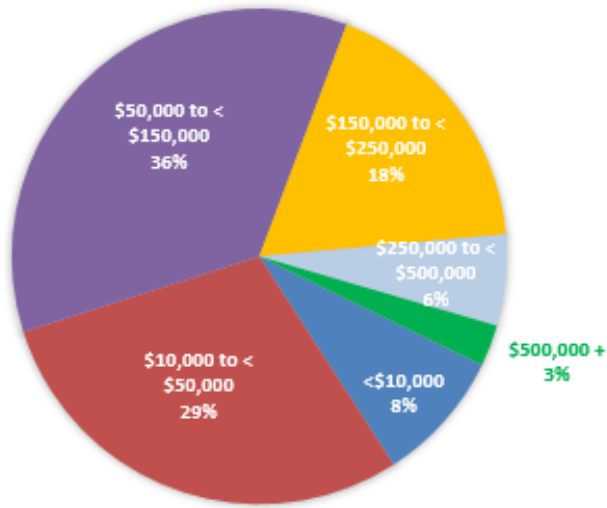
FMC activities are influencing increased awareness and adoption of Beneficial Management Practices and increased realization of business goals.

Farm Management Canada continues to calculate year-over-year demographic information* to observe trends and target activities to continue to meet the needs of specific target groups.

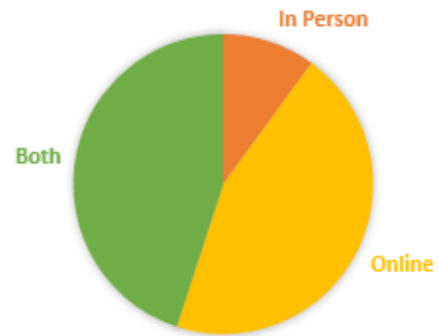
As a result of various performance measures, **THE DEMOGRAPHIC PROFILE OF FMC'S 2012-13 AUDIENCE** can be summarized as follows:



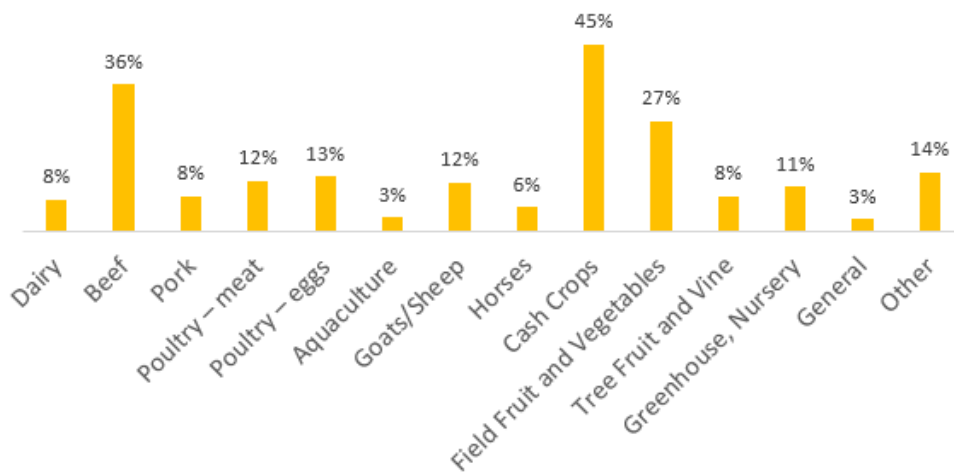
NET FARM INCOME



PREFERRED LEARNING FORMAT



PRODUCTION SECTOR



Note: Reflects more than one production on-farm, therefore exceeds 100% total.

POSITIONING FMC FOR THE FUTURE

At Farm Management Canada, we combine strategic insight with impact analysis to continue to invest in proven successes while embracing new opportunities and innovative activities.

Our key result areas are those priorities where Farm Management Canada must be successful in order to be true to its Mission, Values and Vision and responsive to the needs of its clients, the farmers and farm managers of Canada.

Over the past year, FMC has been working diligently to position its activities to bring in new revenues, while working with industry partners to garner additional support and funding for financial sustainability.

Communications and Messaging

2012 was a year of much celebration, and FMC has truly embraced its new name and branding.

In concert with efforts to diversify revenue streams, garner industry support and ensure a bright future for the organization, FMC has been creating communications and messaging to appeal to a diverse variety of partners and funders, communicating real, tangible value for its programs and services.

FMC also contributed to various agricultural publications, newsletters, commentaries and presentations, and disseminated countless press releases and information bulletins to help increase awareness of and participation in various activities and transfer knowledge of farm business management beneficial practices, trends and innovation to diverse stakeholders.

FMC is working hard to establish its identity as a leader in Canadian agriculture, and a vital solution to the ongoing success and prosperity for the sector.

FMC MEMBERSHIP

Membership in FMC is open to individuals, associations, corporations, and government, categorized as follows:

- Class A: Provincial/Territorial Appointed Farm Manager Representatives
- Class B: Provincial/Territorial Appointed Government Representatives
- Class C: Agriculture & Agri-Food Canada
- Class D: Individual Members
- Class E: Association Members
- Class F: Corporate Members
- Class G: Honourary Members

FMC members:

- ✓ Complement and add to FMC values, missions, and goals
- ✓ Enhance and broaden the scope and impact of projects
- ✓ Ensure the governance and strategic direction of FMC

Members help FMC stay connected to farm business management initiatives across Canada, thereby building a national network of experts and positioning FMC to play a greater part in the growth and profitability of the industry.

FMC focuses its efforts on keeping members informed of FMC activities to ensure the strategic direction of FMC, while identifying new and collaborative opportunities to improve programs and services to meet the changing demands of the industry.

FMC encourages and utilizes reciprocal membership opportunities to collectively advance national and international efforts.

OUR MEMBERS

CORPORATE MEMBERS

- Agri-Trend Inc.
- BDO Dunwoody
- Canadian Imperial Bank of Commerce
- Collins Barrow
- Farm Business Consultants Inc.
- Farm Credit Canada
- La Terre de chez nous et ses publications
- MNP LLP
- National Bank of Canada
- RBC Royal Bank
- The Pallister Financial Group
- Top Crop Manager

ASSOCIATION MEMBERS

- Agricultural Institute of Canada
- Au coeur des familles agricoles
- Camrose Regional Exhibition
- Canada's Outstanding Young Farmers
- Canadian 4-H Council
- Canadian Agricultural Safety Association
- Canadian Federation of Agriculture
- Canadian Young Farmers' Forum
- CanWest DHI
- Centre d'expertise en gestion agricole (CEGA)
- Centre de référence en agriculture et agroalimentaire du Québec (CRAAQ)
- Le Centre d'études sur les coûts de production en agriculture
- Farm Leadership Council
- George Morris Centre
- Les Groupes conseils agricoles du Québec

- International Farm Management Association
- Manitoba Canola Growers Association
- Ontario Agri-Food Education Inc.
- Organic Agriculture Centre of Canada
- Ontario Cattlemen's Association
- Ontario Institute of Agrologists
- Rural Ontario Institute
- Union des cultivateurs franco-ontariens
- University of Fraser Valley
- University of Guelph, Kemptville Campus
- University of Guelph, Ridgetown Campus
- University of Saskatchewan
- Wild Rose Agricultural Producers

GOVERNMENT

- British Columbia Ministry of Agriculture and Lands
- Alberta Agriculture and Rural Development
- Saskatchewan Ministry of Agriculture
- Manitoba Agriculture, Food and Rural Initiatives
- Ontario Ministry of Agriculture, Food and Rural Affairs
- Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec
- New Brunswick Department of Agriculture and Aquaculture
- Nova Scotia Department of Agriculture
- Newfoundland and Labrador Department of Natural Resources, Forestry and Agrifoods Agency
- Prince Edward Island Department of Agriculture
- Yukon Government, Department of Energy, Mines and Resources, Agriculture Branch
- Northwest Territories Agriculture, Agrifoods and Commercial Wildlife Development

APPOINTED PROVINCIAL/TERRITORIAL REPRESENTATIVES

Province	Government Representative	Producer Representative
British Columbia	Brent Barclay	Dennis Lapierre
Alberta	Joel Bokenfohr	Bill MacFarquhar
Saskatchewan	Mike Pylypchuk	John Coté
Manitoba	Rhonda Linde	Ryan Boyd
Ontario	Anne Marie Diotte	Robert L. Ross
Quebec	Michel Ouellet	Richard Robert
New Brunswick	Philip Parlee	Donald Daigle
Nova Scotia	Lori Kittilsen	Philip Keddy
Newfoundland & Labrador	<i>Vacant</i>	<i>Vacant</i>
Prince Edward Island	Colleen Younie	<i>Vacant</i>
Northwest Territories	Gene Hachey	Andrew Cassidy
Yukon	Tony Hill/Brad Barton	Warren Zakus

Provincial-Territorial Ministry membership to FMC is the only way to connect to the network of Ministries across Canada to build relationships, share knowledge, foster new ideas, collaborate and leverage resources to continue to advance farm business management, programs and initiatives for each Province/Territory and Canada as a whole.



What are participants saying?

“BC UTILIZING SASKATCHEWAN’S TAKING STOCK SAVED MONTHS OF DEVELOPMENT WORK AND AN INTANGIBLE AMOUNT OF TIME INSTEAD OF FOLLOWING GROWING YOUR FARM PROFITS WHICH WAS BEYOND OUR SCOPE.”

“EXISTING INITIATIVES WOULD NOT BE AS EFFECTIVE, IF NOT FOR CLASS B INTERACTION.”

“WE HAVE USED SOME OF THE PUBLICATIONS AND BEEN ABLE TO BUILD UPON THEM AND TAILOR FOR OUR PROVINCE. WE BELIEVE IT IS IMPORTANT TO WORK ON RAISING AWARENESS OF FARM MANAGEMENT AND FMC IS THE BEST TOOL TO ASSIST US (AT A NATIONAL LEVEL).”

“I PERSONALLY HAVE BUILT A NETWORK THAT ALLOWS ME TO COLLABORATE WITH PEERS ACROSS THE COUNTRY, THIS IS EXTREMELY IMPORTANT. I CAN ASK A QUESTION AND GET AN HONEST ANSWER FROM ANOTHER PROVINCE. ALSO, I BELIEVE THIS NETWORK WILL HELP US BE MORE ACTIVE IN COLLABORATING ON JOINT PROJECTS.”

“HAVING BEEN EXPOSED TO SEVERAL APPROACHES AND INITIATIVES RELATED TO FARM MANAGEMENT FROM ACROSS THE COUNTRY HAS HELPED OUR PROVINCE DEVELOP INITIATIVES FOR OUR INDUSTRY.”



INDIVIDUALS MEMBERS

Al J. Cochrane

Al Scholz, A.N.Scholz & Associates Inc.

Alain Leduc, Wanna Make It Farm

Allen McWilliam CA, Tannadice Farms Ltd.

Amy Elliott

Andrew Eastwood, Jirah Farms

Andy Vermeulen, Vermeulen Farms Ltd.

Angela Semeniuk, RAS Farms

Anthony Eliason

J.P. Skovsgaard, Springcrest Farm

Janet Grafton

Jasmin Fookes

Jason Hodson, Rosebank Farms Ltd

Jason Ranger

Joanne & Tony Hogervorst, Berryhill Farm

Joe Mulligan, Backswath Management Inc.

John A. Anderson, Collins Barrow Winchester

John Hrick, Allied Associates LLP, Chartered Accountants

Antoine Gendreau-Turmel, Ferme de la Coulée douce
 Asha Philar
 Ashley & Philip Den Oudsten
 Barbara Taylor, Symons Wearn & Smith
 Becky Clark, Ridgetown Campus Library
 Bernard & Monique Maisonneuve, Fermes Maisonneuve Farms
 Bert Miles, H.A. Miles Ag Consulting
 Bev Connell, ProAgri Consulting Ltd.
 Brett Schuyler, Schuyler Farms Ltd
 Brian Little
 Brian Mack, Global Ag Risk Solutions
 Bruce Martin, Bruce D. Martin Ltd
 Carl Leslie, Everdale
 Charles Forman
 Claude Govaerts, Ferme Canabel inc.
 Colin Brown, Vital Berry / Dykeview Farms
 Daniel Beaudoin, Ferme JO-Dan
 Daniel Guimond, Ferme Écologique Guimond
 Daniel M. Ferguson, Dragonfly Farms
 Daved Meakin
 Debbi Conzelmann, King Cole Ducks Ltd
 Denis Ouellet, Le Domaine du Parc
 Donald Daigle, Les Jardins d'Acadieville
 Donald Pratt, Swan Valley Credit Union Ltd.
 Donald R. Good Pag, CAC, Donald R. Good Law Firm
 Doug & Treena Lammers, DRL Farms
 Doug Berry
 Doug Horte
 Duncan Mackey, Cor Van Raay Farms Ltd
 E.M. Moran
 Elaine Froese, Seeds of Encouragement
 Eldon Massey, E & S Massey Family Farms Ltd
 France Perreault, Ferme Maxiel
 Frédéric Marcoux
 Gabriel Beauregard, Excel Serres Ltée
 Garry Lowe, Twin Meadows Organics
 Gary Morton, Morton Horticultural Associates
 Gémaël Melanson
 Gerrit Wensink, Hoenhorst Farms Ltd.
 Gerry Manz
 Gerry Peters, Peters & Associates
 Greg Haskett
 Hana Bullard
 Heather Broughton, SWG Farms Ltd
 Judy Guido
 Karen Campbell, Everdale Farm
 Karen Daynard, KD Communications
 Kelly Schuler, Desnoyers-Schuler Inc.
 Kim Shukla, Prairie Global Management
 Krys McGuire
 Kyle Friesen, H&M Farms Ltd.
 Kyle Warren
 Laura Schreiner
 Len Davies, Davies Legacy Planning Group
 Marc Guilmain, Ferme Roxfalls Enr
 Martine Deschamps, SynerAction Management
 Marty Cullen, Jirah Farms
 Mary Alice Johnson
 Melville C Foster, Foster Family Farm
 Melvin Penner, H & M Farms Ltd.
 Michael Jolly, Jolly Farms
 Michael Kalisvaart, Kalco Farms Ltd.
 Michael Nickels
 Mike & Amy Cronin, Cronin Farms Ltd
 Murray Tweedie, M & S Blueberry Farms Ltd
 Naeem Khan, Eco Ponds Organics
 Nicolas Lavoie
 Olivier Toupin, Ferme Ancestrale Toupin
 Philip Thornley, Campbellton Berry Farm
 Pier-David Garant
 Reg Shandro, Farmassist Advisory Services Inc.
 Richard Broadwith, BCI Marketing Partners Inc.
 Rick Harris, Berdon Farms Ltd
 Rick Lekx, Padgett Business Services
 Rob & Erin DeNijs, Bercab Farms Inc.
 Ronda Bellefontaine P.Ag., Like Nobody's Business
 Ryan Maurer, Land and Sky Grains Inc.
 Sabrina Caron, Ferme Roland Caron Inc. / Savaron Holstein
 Salahuddin Saiyed
 Scott Buchan, Buchrest Farms Ltd
 Scott Sefton
 Sonia Fournier, Campus d'Alfred, Université de Guelph
 Sterling Hilton, Hilton Ventures Ltd.
 Steven Vincett
 Sylvain Bertrand, Ferme Aux Saveurs des Monts
 Terry Betker, Backswath Management Inc.
 Terry Kremeniuk
 Terry Oleksyn

Isabelle Dupré, Ferme Mélicska
Ivan Hale, Hale Family Farms
Jean-Claude Poissant, Ferme J.C Poissant
J. Derek Trinke
J. Wilson Loree

Tony Noorloos
Victoria Bryers
William Jay Pedersen
Yannick Pelletier, Ferme Yannick Pelletier

Congratulations to Lyle Stavness, 2012 Wilson Loree Award Winner

Now in its tenth year, this Award honours individuals or groups who have made an extraordinary contribution to changing agricultural business management practices in Canada and have served as a role model and mentor in furthering the vision and goals of the agricultural industry. This year's recipient was Saskatchewan's Lyle Stavness.

Mr. Stavness has played a pioneering role in identifying management needs of farmers in Saskatchewan, and developing resources on a host of subjects ranging from production economics, financial planning, and human resource management.

Armed with a vision for a national, integrated approach to enhance profitability in the agricultural sector, Mr. Stavness, together with his provincial colleagues, helped launch the Canadian Farm Business Management Council, the forerunner to FMC.

After earning his Bachelor of Science in Agriculture from the University of Saskatchewan in 1974, Mr. Stavness worked for Saskatchewan's Ministry of Agriculture until his retirement in 2010. There, he led a team of specialists who developed the Farm Family Opportunities Initiative (FFOI), which provided funding for training and capital for livestock-related equipment. Later, he was instrumental in helping develop the Canadian Agriculture Skill Services program for Saskatchewan (CASS), an important training and education scheme for provincial farmers. He also helped spearhead the Farm Business Development Initiative (FBDI) to fund planning services and training.

"In my career, I had a great opportunity to assist Canadian farmers to create profitable business ventures through the use of progressive business management practices," said Mr. Stavness. "FMC is a living example of the strong relationships we were able to build with the farm community, provincial farm management professionals, private sector organizations and our federal counterparts."

Lyle Stewart, Saskatchewan's Minister of Agriculture, congratulated Mr. Stavness. "I'm quite pleased that his efforts on behalf of Saskatchewan farmers and ranchers have been recognized. His contributions to farm management have left a legacy in Saskatchewan and across Canada."

Wilson Loree presented the award to Mr. Stavness at FMC's 20th anniversary Annual General Meeting (AGM) June 13th in Gatineau, QC.

WILSON LOREE AWARD



Wilson Loree (left), honouring Lyle Stavness (right) with the 2012 Wilson Loree Award.

The Wilson Loree award is named after Wilson Loree who retired as Branch Head of Agriculture Business Management after 27 years with Alberta Agriculture, Food and Rural Development. A past director and one of the founders of the Canadian Farm Business Management Council (now Farm Management Canada), he has been cited as "an individual who exemplifies innovation, wisdom, and a constant focus on the farm manager and the farm family." Currently Wilson resides in Olds, Alberta with his family and operates Loree Management Services.

STAYING CONNECTED

There are a number of ways to engage with and stay connected to FMC.

- ✓ Become an expert: speaker, writer, resource
- ✓ Provide feedback on content, enhancements and tools you would like to see
- ✓ Host learning sessions with FMC resources
- ✓ Promote and in some cases, distribute copies of material and resources to colleagues and contacts
- ✓ Involve FMC in consultations, surveys and needs assessments
- ✓ Provide website content and links
- ✓ Share best practices and resources
- ✓ Share your successes for national reach and international recognition
- ✓ Help us stay informed of your activities!

Subscribe free at www.FMC-GAC.com to receive:

- ✓ FARM MANAGEMENT WEEKLY e-newsletter (feature articles, industry profiles, announcements, events)
- ✓ AGRIBINAR® e-blast (upcoming Agriwebinars & available archives)
- ✓ CANADIAN FARM MANAGER hardcopy and electronic publication (bi-monthly by mail or email)

LOOKING AHEAD: 2013-14

Farm Management Canada's commitment to raise the profile of farm business management, increase national connectivity and meet the ever-changing needs of Canada's agricultural sector to position Canadian farmers for success, will continue.

2013-14 promises to be a great year as we prepare to enter into a new agricultural policy framework, Growing Forward 2. While 2013-14 will not be without its challenges within a new fiscal reality, FMC has made remarkable strides in partnership development and we are beginning to seeing the fruits of our labour.

Our quest towards financial sustainability and risk mitigation for the longevity of FMC will continue.

We look forward to the future with much excitement as we continue to build a culture of business management in Canada and position Canada as frontrunners on the global playing field.

FMC will continue to develop the necessary resources to meet the learning preferences and practices of Canada's farmers, embracing our multi-medium learning program.

Social media and mobile technology continue to generate new and exciting opportunities to connect and move initiatives forward more quickly than ever.

We look forward to launching our new Comprehensive Guide to Risk Management and Guide to Business Planning.

And, of course, welcoming the International Farm Management Congress to Canada in 2015, where we will take the world stage to show how Canada's farmers are managing for success!

At FMC, we are eternally grateful for the support of our partners and industry stakeholders.

Sincerely,

Farm Management Canada

Be the change YOU WANT
TO SEE IN THE WORLD

~ Mahatma Gandhi

