

# Annual Report 2014 – 2015

Cultivating

excellence

in Farm Management



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# FARM MANAGEMENT CANADA AT A GLANCE

- *A national umbrella for Canada's farm business management and related skills development activity*
- *Connecting multiple, diverse stakeholders to share insights and expertise across regions and production sectors*
- *A solid infrastructure to deliver valuable farm business management knowledge quickly and effectively*
- *Multiple delivery channels that evolve to meet the learning preferences and practices of Canada's farmers for maximum reach and impact*
- *Delivering programs and services that are national in scope, regional in relevance and replicable by partners*
- *Credible and unbiased with no commercial agenda*
- *Providing accountability and delivering real value to members, partners and industry stakeholders*
- *Governed by farmers and key stakeholders who set the strategic direction for the organization in response to the evolving agricultural sector*

Farm Management Canada (FMC) is funded in part by Agriculture and Agri-Food Canada (AAFC) under the Growing Forward 2 AgriCompetitiveness program.

For additional copies or to provide feedback on FMC's 2014-15 Annual Report, please contact:

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 Please consider the environment

This report may also be downloaded from [www.fmc-gac.com](http://www.fmc-gac.com).

Disponible en français.

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

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## MESSAGE FROM THE MINISTER

Minister  
of Agriculture and  
Agri-Food



Ministre  
de l'Agriculture et de  
l'Agroalimentaire



Congratulations to Farm Management Canada on over 20 years of giving Canadian farmers the tools they need to strengthen their management skills. In today's competitive marketplace, top management skills are more critical than ever to helping farmers meet challenges and manage information and change.

Your organization is helping to grow Canada's economy, by helping young and established producers grow their businesses through targeted resources in key areas like financial planning, marketing and human resources. In recent years,

FMC's increasing collaboration with new partners certainly speaks to the ongoing relevance and need for your organization. Our government is proud to partner with FMC in building the management capacity of Canadian agricultural producers, through a five-year investment of \$4.2 million under the Growing Forward 2 AgriCompetitiveness Program. This investment comes at a time the outlook for our Canadian agriculture and food sector is brighter than ever, with record agricultural trade and strong demand for the high-quality products Canada's farmers and food processors can deliver. To capture this new growth, producers will need solid management skills more than ever.

Thanks again for your great work and I wish you a successful year ahead.

A handwritten signature in blue ink, which appears to be 'Gerry Ritz'.

**Agriculture Minister Gerry Ritz, PC, MP**

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## MESSAGE FROM THE CHAIR



Hi everyone!

It has been a rewarding, yet challenging year for Farm Management Canada! And, this drives us to use our creativity and stretch beyond the 'box' to find the best solutions. Agriculture and Agri-Food Canada (AAFC) has moved forward in establishing a national business development working group that provides a forum to discuss common challenges and opportunities with the other national groups funded in part under the Fostering Business Development stream of AgriCompetitiveness. Our sincere thanks to AAFC for putting this initiative in place.

We hosted a very successful Agricultural Excellence Conference in November and planning is underway for the next event in Regina, SK. As you know, IFMA20 (the 20<sup>th</sup> International Farm Management Congress) is coming to Quebec City in July 2015. This event moves around the world, and presents a unique, once-in-a-lifetime opportunity to mix and mingle with people interested in farm management from around the world. I hope you have registered and are taking advantage of this opportunity.

Producers are striving for continuous improvement, and access to information, research and networks will keep Canadian agriculture ready for many existing and emerging opportunities including global markets.

FMC continues to assess its programs and activities for relevance and effectiveness, confirming what's working well and identifying new directions. Let's work together to make FMC the organization of choice to maximize the flow of business management information to create new and exciting opportunities for farm managers.

In order to drive change it takes a huge amount of determination, energy, creative thinking, analysis and tough decisions. Thanks to our totally dedicated Executive Director, Heather Watson and her staff, significant progress has been made.

I want to thank all our partners, sponsors, members and participants for your strong positive interest in the very important work of Farm Management Canada. Without your support, we wouldn't have a national platform for developing, delivering and sharing exciting programs and activities with farmers, consultants, academics, fellow industry organizations and government.

Together we can make a difference in developing a thriving Canadian agricultural industry. We are all ambassadors for this organization and our influence is extremely important in these changing times. As Margaret Mead stated: "Never doubt that a small group of thoughtful, committed people can change the world; indeed, it's the only thing that ever has."...engage!

Sincerely,

A handwritten signature in black ink that reads "Linda Pipke". The signature is fluid and cursive.

Linda Pipke, Chair, Farm Management Canada

### FMC Past Chairs

Ron Archibald ('92-'94) | Larry Campbell ('94-'95)  
Terry Murray ('95-'98) | Ann Forbes ('98-'03)  
Bill MacFarquhar ('03-'06) | Scott Dingwell ('06-'08)  
Donald Daigle ('08-'10) | John Coté ('10-'11)  
Richard Robert ('11 - '13) | Linda Pipke ('13 -

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## MESSAGE FROM THE EXECUTIVE DIRECTOR

Greetings Members, Partners and Stakeholders,

After four long years, we're finally here. IFMA20 (the 20<sup>th</sup> International Farm Management Congress) is right around the corner! I hope we'll be welcoming each and every one of you to Quebec City this July. IFMA is like our Agricultural Excellence Conference, with an international twist.

As Canada's resource centre for farm business activities, we have the chance to expand this mandate internationally in 2015 and are extremely grateful to the International Farm Management Association and its Council for this opportunity.



Plan to join us and 50 member countries as we explore the business practices of leading farm managers across the globe and the programs and resources that have helped them along the way.

Within our five-year contribution agreement with Agriculture & Agri-Food Canada (AAFC), any federal contributions are subject to matching cash contributions from industry partners. Unfortunately, we lost our flagship publication, the *Canadian Farm Manager*, this year. However, we have also gained valuable new programming and partners. In year two of the Agreement, we are proud to say we have continued to secure industry partners to maximize contributions towards offering meaningful, applicable and relevant programming to Canada's farmers.

2014 saw the return of FMC's Agricultural Excellence Conference. Wow, what a great turnout. Delegates recognized this Conference is different than others, as business networks were formed and expanded like no other industry event. Sincere thanks to our host province Manitoba, for their support. We look forward to seeing you all again in Regina for the 2015 Conference!

As Government and Industry continue to focus on regional endeavours, FMC retains a much-needed place as a national coordinating body and umbrella for business management resources, tools, information and activities in an effort to keep the industry connected, adopting beneficial farm management and skills development practices while leveraging resources and reducing duplication of efforts for greater reach and impact. We're keen to continue to build a solid industry network of leading business thinkers to continue to support our farmers as they face an ever-changing global marketplace and uncharted waters.

Our sincere thanks to the dedicated team at AAFC, our unwavering partners, our steadfast Board, engaging members and, my personal thanks to our generous, diligent staff. We look forward to continuing to cultivate excellence in farm business management for a truly remarkable and world-leading agricultural industry in Canada.

Takin' care of business,

A handwritten signature in black ink, appearing to read 'Heather Watson', written over a horizontal line.

Heather Watson, Executive Director  
Farm Management Canada

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# VISION, MISSION AND VALUES

## **OUR VISION:**

CANADIAN FARMERS ARE WORLD LEADERS FOR A SUSTAINABLE FUTURE THROUGH BUSINESS MANAGEMENT EXCELLENCE.

## **OUR MISSION:**

TO CULTIVATE EXCELLENCE IN FARM BUSINESS MANAGEMENT BY INCREASING THE AWARENESS AND ADOPTION OF BENEFICIAL MANAGEMENT AND SKILLS DEVELOPMENT PRACTICES TO ENABLE CANADIAN FARMERS TO LEAD A PROSPEROUS AGRICULTURAL INDUSTRY.

## **WE BELIEVE:**

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*THE SUCCESS OF ANY FARM ENTERPRISE IS DIRECTLY  
RELATED TO THE BUSINESS MANAGEMENT SKILLS  
OF THE FARM MANAGER.*

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 and market potential, develop plans, manage human resources, and understand the forces shaping the world around them to make informed decisions.

As Canada's national umbrella for farm business management, crossing and connecting regions and production sectors, 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 – when they need it, and how they need it.

## **LEADING BY EXAMPLE**

Farm Management Canada not only provides business management resources to farmers, but is also a valuable resource for encouraging best practices in agricultural organizations, private industry, government and academia. FMC's reputation extends beyond Canada; 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 AGRICULTURAL INDUSTRY*.

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## OUR VALUES

We at 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 farmers and 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 provides 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

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

### 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 with whom it works.

### PARTICIPATING IN THE **FUTURE** OF AGRICULTURE

FMC is a centre of 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.



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# 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 government.

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.

## 2014-2015 FARM MANAGEMENT CANADA BOARD OF DIRECTORS



Linda Pipke, Chair  
Farmer (SK)



Phil Keddy, Vice-Chair  
Young Farmer (NS)



Patrice Carle, Secretary/Treasurer  
Organization/Association (QC)



Brent Barclay  
Provincial Government (BC)



Ron Bonnett  
Farmer (ON)



Sabrina Caron  
Farmer (QC)



Sterling Hilton  
Farmer (AB)



Jeannette Mongeon  
Farmer (ON)



Al Scholz  
Member at Large (SK)

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## 2014-2015 PERFORMANCE HIGHLIGHTS

- LAUNCHED THE **AGRICULTURAL EXCELLENCE CONFERENCE** WELCOMING **160** DELEGATES FROM ACROSS CANADA TO TAKE PART IN THE **NATIONAL FARM BUSINESS MANAGEMENT INNOVATION ROUNDTABLE, RESOURCE SHOWCASE, YOUNG FARMERS' BEAR PIT, GREAT AG DEBATE, NATIONAL DISCUSSION PANEL**
- LAUNCHED THE **COMPREHENSIVE GUIDE TO MANAGING RISK IN AGRICULTURE & RISK MANAGEMENT TOOLKIT**
- **PARTNERED** FOR THE ENHANCED DELIVERY OF THE **CANADIAN TOTAL EXCELLENCE IN AGRICULTURAL MANAGEMENT (CTEAM) PROGRAM**
- LAUNCHED THE **BOB ROSS MEMORIAL SCHOLARSHIP**
- LAUNCHED A **NATIONAL STUDY**: MEASURING THE TANGIBLE IMPACT OF BENEFICIAL MANAGEMENT PRACTICES ON CANADIAN FARMS
- LAUNCHED THE **NEW AGRIWEBINAR® LEARNING PLATFORM** - **23** WEBINARS WITH **2,313** LIVE PARTICIPANTS AND **3433** ARCHIVE VIEWS FROM **17,591** WEBINAR SUBSCRIBERS
- **WEBSITE** AND ONLINE RESOURCE PORTALS INCLUDING [WWW.FMC-GAC.COM](http://www.FMC-GAC.COM) WELCOMED **OVER 50,000** VISITORS
- **TWITTER, FACEBOOK, YOUTUBE** GARNERED **1222** FOLLOWERS, **925,609** IMPRESSIONS, **5,000** VIDEO VIEWS
- OVER **450** RESOURCES SOLD
- FEATURED IN **POPULAR PRESS & MEDIA** (EX. WESTERN PRODUCER, MANITOBA COOPERATOR, REALAGRICULTURE )
- SOUGHT BY INDUSTRY TO **PROVIDE MANAGEMENT EXPERTISE AND INDUSTRY PRESENTATIONS** RELATED TO BUSINESS MANAGEMENT BEST PRACTICES, GOVERNANCE, AND PERFORMANCE MEASUREMENT
- INCREASED PARTNERSHIPS, COLLABORATIONS, INDUSTRY TOUCH POINTS AND MEMBERSHIP

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

## Key Result Areas

Key Result Areas (KRAs) 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.

- 1: DELIVERY OF KNOWLEDGE
- 2: DEVELOPMENT OF KNOWLEDGE – EFFECTIVE RESPONSE TO SECTOR NEEDS
- 3: PARTNERSHIP DEVELOPMENT AND TARGET ENGAGEMENT
- 4: DEMONSTRATING LEADERSHIP, BEST PRACTICES, AND OUTREACH
- 5: GOVERNANCE, MANAGEMENT & SUSTAINABILITY

## Online Resource Portal & Social Media

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 into dedicated Farm business management resource portals (Business & Strategic Planning, Financial Management, Succession Planning, etc.).

Information, resources and tools available include:

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

Information databases include:

- National Farm Management Events Calendar
- National Farm Advisor Database
- National Ag Scholarships Database
- Beginning/Young Farmers Resource Database



[www.fmc-gac.com](http://www.fmc-gac.com)



Bookmark us - Follow Us - Like Us - Watch Us

# Agriwebinar®



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

FMC runs webinar sessions from November to March, working with partners to drill down into specific knowledge areas.

Agriwebinars are available from any mobile device or desktop computer using any internet connection.

All live presentations are archived and also available by podcast.

## WHAT ARE PARTICIPANTS SAYING?

*"The webinars provide an outside view on a specific topic that we face every day. It allows you to take a step back from our situation and consider another angle."*


*"Having the webinars scheduled in allows me to have time to focus on management topics I would normally not take the time to research."*

In 2014-15, FMC hosted 23 webinars.


We are proud to have worked with the following partners:

- FARM CREDIT CANADA
- AG MORE THAN EVER
- SASKATCHEWAN MINISTRY OF AGRICULTURE
- DAIRY FARMERS OF CANADA
- INTERNATIONAL FARM MANAGEMENT ASSOCIATION

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


	
SPEAKER	TITLE
<b>Jean-Philippe (JP) Gervais,</b> <i>Farm Credit Canada</i>	<b>FCC Farmland Values Report</b>
<b>John Cranfield,</b> <i>Food, Agricultural and Resource Economics, University of Guelph</i>	<b>New Consumer Trends and the Opportunity for Canadian Agriculture and Agri-Food Businesses</b>
<b>Jean-Philippe (JP) Gervais,</b> <i>Farm Credit Canada</i>	<b>A 2014 Look at Global Trade</b>

<b>Cedric MacLeod,</b> <i>MacLeod Agronomics</i>	<b>Strategic Thinking and Planning for the Future</b>
<b>Frédéric Hamel</b> <i>Semican Inc.</i>	<b>Commodity Market Options: The Best of Both Worlds</b>
<b>Rob Napier,</b> <i>Napier Agrifutures</i>	<b>Farming for Success: Lessons learned across 60 countries in 50 years</b>
<b>Andreas Boecker,</b> <i>Food, Agricultural and Resource Economics, University of Guelph</i>	<b>Making Marketing to Consumers Viable through Innovation</b>
<b>Brian Voht,</b> <i>Agri-Trend</i>	<b>The 7 Deadly(ish) Sins of Grain Marketing</b>

	
<b>SPEAKER</b>	<b>TITLE</b>
<b>Camille Ryan,</b> <i>College of Agriculture and Bioresources at the University of Saskatchewan</i>	<b>The Art and Science of the Ag and Food Conversation</b>
<b>Megan Madden,</b> <i>Southpaw PR</i>	<b>How to Use Social Media to Tell Ag's Story</b>
<b>Andrew Campbell,</b> <i>Fresh Air Media</i>	<b>How to Get in on the Tough Ag and Food Conversations</b>
<b>Lyndsey Smith,</b> <i>RealAgriculture.com</i>	<b>Working with Media to Tell Ag's Story</b>
<b>Kelly Daynard,</b> <i>Farm &amp; Food Care Ontario</i>	<b>Speak Up for Agriculture</b>
<b>Portia MacDonald-Dewhirst,</b> <i>Canadian Agricultural Human Resource Council</i>	<b>Getting Youth Excited about Ag - Be An Informed Advocate</b>
<b>Owen Roberts,</b> <i>University of Guelph</i>	<b>Agvocacy through Better Blogging</b>

	
<b>SPEAKER</b>	<b>TITLE</b>
<b>Jonathon Driedger,</b> <i>FarmLink Marketing Solutions</i>	<b>Hedging</b>

<b>Regan Espeseth,</b> <i>RBC Dominion Securities</i>	<b>Commodity and Options Trading</b>
<b>David Derwin,</b> <i>PI Financial Corporation</i>	<b>Taking the Bull by the Horns: Using Futures and Options to Manage Risk</b>

 <b>Dairy Farmers of Canada</b>	
<b>SPEAKER</b>	<b>TITLE</b>
<b>David Wiens,</b> <i>Dairy Farmers of Manitoba</i>  <b>Pierre Lampron,</b> <i>President, Animal Welfare Taskforce,</i> <i>Dairy Farmers of Canada</i>	<b>The proAction Initiative – A Game Changer for Dairy Farmers?</b>
<b>David Wiens,</b> <i>Dairy Farmers of Manitoba</i>  <b>Pierre Lampron,</b> <i>President, Animal Welfare Taskforce,</i> <i>Dairy Farmers of Canada</i>	<b>Assessing Dairy Animal Care on Farms</b>

  	
<b>SPEAKER</b>	<b>TITLE</b>
<b>Heather Watson,</b> <i>Farm Management Canada</i>  <b>Trevor Atkinson,</b> <i>Sentry Farms, UK</i> <i>IFMA President</i>  <b>Brigitte Dumont</b> <i>Centre de référence en agriculture et</i> <i>agroalimentaire du Québec</i>  <b>Gaetan Lussier,</b> <i>IFMA20 President</i>	<b>IFMA20: What you can expect at the 20<sup>th</sup> International Farm Management Congress</b>

## 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 titles include 20 farm business management print publications. FMC resources are integrated into industry workshops and academic curriculum, providing a national base for training and skills development.

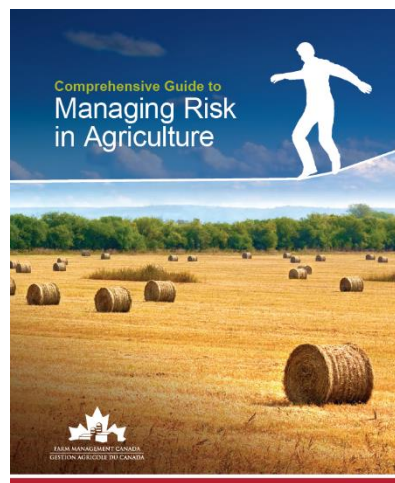


New Resources Launched:

## COMPREHENSIVE GUIDE TO MANAGING RISK IN AGRICULTURE

- ✓ DO YOU KNOW ALL THE RISKS FACING YOUR FARM AND FARM FAMILY?
- ✓ DO YOU WISH THERE WAS A WAY TO IDENTIFY AND MITIGATE THE NEGATIVE IMPACT OF RISK?
- ✓ ARE YOU INTERESTED IN TURNING RISK INTO YOUR COMPETITIVE ADVANTAGE?

The first of its kind, this Guide is designed to help producers become more aware of all the risks their business faces and make the shift from just 'handling' risks to implementing a strategic approach to risk management.



The Guide is also practical for training and education on risk management in various agricultural contexts (academia, government and workshop facilitators) including not only concrete methods of dealing with various elements of risk management at the farm level, but tools and strategies that go beyond the standard financial aspects (insurance, income protection, etc.) and include environmental issues, food safety issues, weather and climate related issues, global markets, human resources, consumer pressures, and changes to government policy, to name a few.

## WHOLE FARM RISK MANAGEMENT TOOLKIT

In conjunction with the Comprehensive Guide to Managing Risk in Agriculture, FMC partnered with AMI to develop a producer-ready risk management tool. This toolkit contains the key elements to begin the process of developing a strategic risk management plan, including:



- ✓ RISK ASSESSMENT SPREADSHEET
- ✓ RISK MANAGEMENT ACTION PLAN TEMPLATE
- ✓ FARM RISK MANAGEMENT RESOURCE LINKS AND CONTACT INFORMATION

Available through the FMC website [www.fmc-gac.com](http://www.fmc-gac.com).

## INFO SHEETS:

- ✓ FARM BUSINESS OVERSIGHT PLAN
- ✓ FARM BUSINESS TEAM MEETING AGENDA
- ✓ FARM MANAGEMENT SKILLS DEVELOPMENT CHEAT SHEET

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# PARTNERSHIP DEVELOPMENT & INDUSTRY ENGAGEMENT

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

- Facilitate a national conversation between diverse stakeholder groups
- Facilitate national collaborations and coordinate activities
- Maintain a solid network of thought-leaders across Canada and the world
- Leverage expertise and resources, increasing impact and reducing duplication
- Showcase Canada's excellence on the world stage
- Provide efficient and effective delivery of farm business management information, resources and tools to continue to meet the needs of Canada's farmers

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

FMC's industry outreach endeavours include:

- ✓ Hosting industry events: conferences, discussions forums, think tanks and roundtables
- ✓ Participating in expert panels and advisory committees
- ✓ Professional speaking
- ✓ Event participation
- ✓ Event attendance
- ✓ Consultations to inform projects and new activities
- ✓ Program and project management with industry partners

FMC continues to use its partnership network to tap into regional initiatives, 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, Engage, and Learn

Industry events including conferences, meetings and advisory panels present an opportunity to raise the profile of beneficial farm business management and skills development practices while collecting valuable input and ideas on the best resources and methods to reach producers with relevant, effective information and learning opportunities.

FMC strives to continue to promote farm business management principles and practices, strengthening its network of leading experts working together to continuously improve management behaviour at the farm level.



AGRICULTURAL EXCELLENCE CONFERENCE



SEEDING TRANSITION TO HARVEST CHANGE  
November 19-21 2014  
Winnipeg, Manitoba

Including:

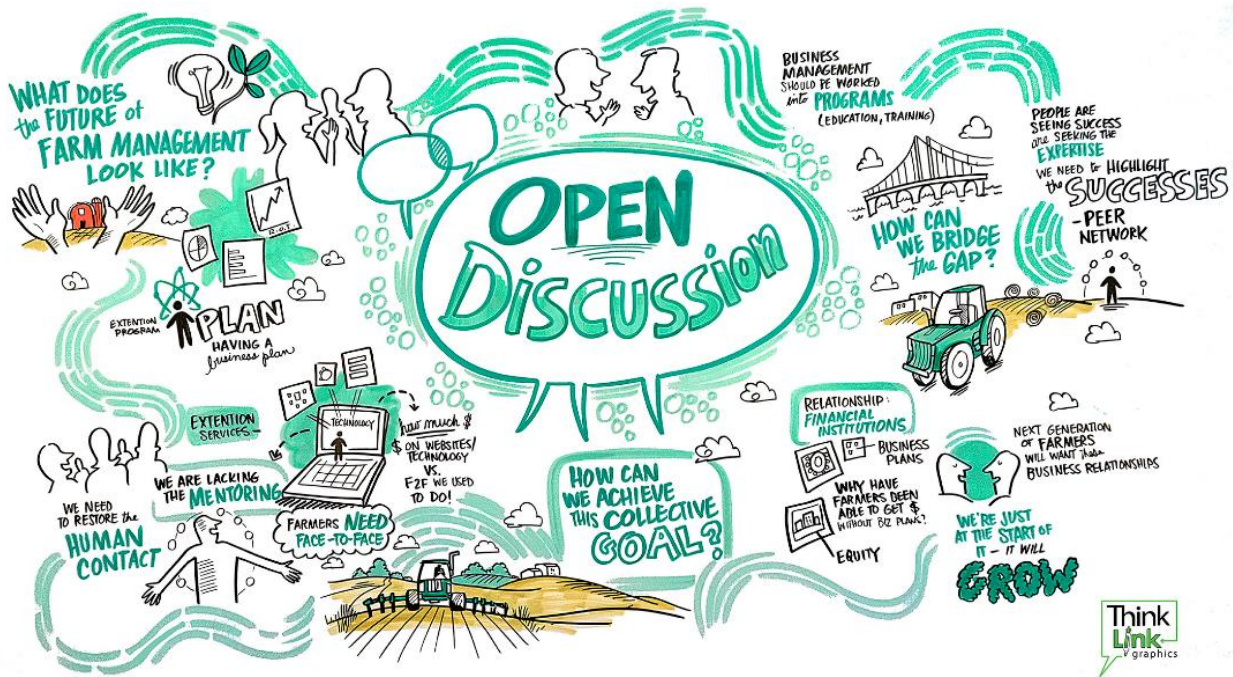
- NATIONAL FARM BUSINESS MANAGEMENT INNOVATION ROUNDTABLE
- NATIONAL FARM BUSINESS RESOURCE SHOWCASE
- YOUNG FARMERS' BEAR PIT
- THE GREAT AG DEBATE
- NATIONAL DISCUSSION PANEL

The 2014 AgEx Conference was held November 19-21 in Winnipeg, Manitoba welcoming 160 participants. 56% of participants were farmers, while the remaining participants were advisors, academia, organizations, government and private industry corporations – all with an interest in advancing farm business management in Canada.

Participants had the chance to hear from a variety of speakers, participate in roundtable discussions and network with farmers and industry experts from across Canada.

A highlight for the delegates was the National Farm Business Management Innovation Roundtable which is held annually and aims to create a national conversation providing bilateral and vertical interaction between industry stakeholders across Canada. Topics were assigned to each table and participants were asked to move through the roundtables every 20 minutes to take part in various conversations related to different components of farm business management while meeting new industry stakeholders and building personal networks. Participants were asked to share ideal scenarios, challenges faced and opportunities for greater success.





Here's a look at our featured speakers and presentations:

#### PLENARY SESSIONS



**J.P. Gervais**, Chief Economist, Farm Credit Canada  
**Canada's Agricultural Economic Outlook**



**Grant Dyck**, Artel Farms Ltd., Manitoba Outstanding Young Farmer  
**Today's Farm Manager – What You Need, How You Need It**



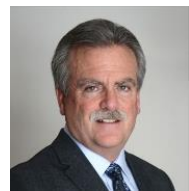
**Earl Geddes**, President, Progression Consulting  
**Global Market Outlook and Opportunity**



**Cedric Macleod**, Macleod Agronomics  
**Future of Farming & Planning for Success**



**Elaine Froese**, Farm Family Coach  
**Planting Clarity, Weeding Out Procrastination, Harvesting Transition Harmony**



**Kevin Hursh**, Hursh Consulting and Communications Inc.  
**Success At Any Size**



**Dave Hemstad**  
**Marquee Speaker: Comedian**

## CONCURRENT SESSIONS



**Glen Blahey**, *Canadian Agricultural Safety Association*  
**Saving Money with Health and Safety**

**Jim Snyder**  
National Director, Agriculture Practice Development  
*BDO Canada LLP*

**Recipe for Success: Keeping the Farm in the Family**



**Danielle Cabernel & Wendy Durand**, *Manitoba Agriculture, Food & Rural Development*  
**Building a Human Resource Strategy for your Farm**



**Eric Olson**, *B.Sc. Ag and P.Ag*  
*Partner, MNP*  
**Keys to Success in Managing Farms in 2014 and Beyond**

**Josh Lysne**  
*Director of Digital Strategy, AdFarm*  
**New Media to Market Your Farm**



**Scott Ostermann**, *B.Sc. Ag*  
*Account Manager, Enns Brothers*  
**Big Data to Big Knowledge: The Next Agricultural Revolution**

## THE GREAT AG DEBATE: SHOULD FARMERS STRIVE TO OWN IT ALL?



**Moderator: Ron Bonnett**, *President, Canadian Federation of Agriculture*



**Debater 1: Tom Eisenhauer**, *President*  
*Bonnefield*

**Debater 2: Ed Rempel**, *President*  
*Manitoba Canola Growers Association*



## DISCUSSION PANEL: MANAGING RISK IN AGRICULTURE



**Moderator: Hugh Maynard**, *President, Qu'anglo Communications & Consulting*

**Human Resource Risk Panelist: Genelle Payant**  
*President, Spark People Solutions*





**Managing Disaster Panelist:**  
**Reid Henderson**, BA (ECON.), CAIB, CRM  
 Agri-Trend Business Coach



**Market and Price Risk Panelist: Adam Pukalo**  
 PI Financial Corp.

Thank you to our generous sponsors and supporting partners for making this conference possible.



## PROVINCIAL-TERRITORIAL MINISTRY NETWORK ANNUAL MEETING

The Provincial-Territorial Ministry Network is the only way to connect to agricultural 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.

The Provincial/ Territorial Representatives meet annually to share ideas and bring information back to their respective regions. Quarterly teleconferences complement the annual meeting by helping the group stay in touch and providing continuous momentum in coordinating activities. A dedicated online discussion forum allows members to readily post, share and comment on new information, resources and tools as they are envisioned and developed.

The 2014-2015 Annual Meeting took place November 17 and 18 in conjunction with the 2014 Agricultural Excellence Conference in Winnipeg, Manitoba.



Coming in 2015:

### 20<sup>TH</sup> INTERNATIONAL FARM MANAGEMENT CONGRESS



July 12-17 2015  
Quebec City, Canada

## HEALTHY AGRICULTURE FOR A HEALTHY WORLD

WHAT ARE THE IMPLICATIONS FOR AGRICULTURE AND FARMERS IN FEEDING A HUNGRY WORLD?  
FOR SUSTAINING HEALTHY FARM BUSINESSES? HEALTHY AGRICULTURE? HEALTHY PEOPLE?



[www.IFMA20.ORG](http://www.IFMA20.ORG)

The International Farm Management Congress takes place every two years in host countries around the world. The objective of the Congress is to further the knowledge and understanding of farm business management and to exchange ideas and information about farm management theory and practice throughout the world.

The 20<sup>th</sup> International Farm Management Congress will offer a unique opportunity for participants to discuss the challenges and opportunities presented to the agricultural sector and its stakeholders in terms of the connection between agriculture and health.

Including:

- PLENARY SESSIONS FROM LEADING MANAGEMENT EXPERTS
- CONCURRENT SESSIONS/PAPER & POSTER PRESENTATIONS
- FARM & INDUSTRY TOURS
- WORLD FARMERS' PANEL
- PRE- AND POST-CONGRESS TOURS

Your IFMA20 Organizing Team



Thank you to our generous sponsors and supporting partners for making this Congress possible.



## CANADIAN TOTAL EXCELLENCE IN AGRICULTURAL MANAGEMENT (CTEAM) PROGRAM



Farm Management Canada joined forces with Agri-Food Management Excellence Inc. (AME) as a proud supporter of the Canadian Total Excellence in Agricultural Management (CTEAM) program.

CTEAM is the only national farm business management skills development program in Canada designed specifically for **producers & ranchers**.

### KEY BENEFITS:

- Develop and implement your own strategic and operations plans for your farm
- Learn how to confront change with confidence for continued growth, expansion, succession and transition
- Build a lifelong network of peers and management experts

The CTEAM program is presented in four modules over two years across Canada. The Alumni program continues to bring lifelong learning opportunities including international study trips to graduates.



Merle Good, CTEAM Course Instructor

### CTEAM ANALYSIS & ENHANCEMENT INITIATIVE

Over the summer, FMC and AME conducted an in-depth analysis of the CTEAM program to measure its impact and areas for enhancement including comparisons to similar international programs, feedback from graduates and a market analysis.

While only 22% of Canada's farm managers have a written business plan for their farm operation, survey results show that farmers participating in the CTEAM program are far surpassing the general farm population when it comes to adopting beneficial farm business management practices and reaping the rewards of managing their farm business.

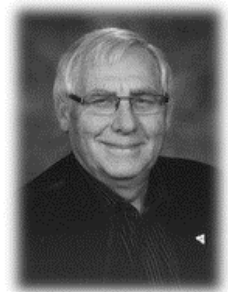
Some highlights:

- Before entering the program, only 14% of participants had a written plan for their operation. In contrast, 95% of program graduates come away with a formal, written business plan (55% indicate they have a formal written plan for their operation in place, while another 40% are revising their original plan)
- Further, another 65% of graduates have a succession plan in place, or are working on it, while only 23% had one before taking the course. This is notable since many CTEAM graduates are considered young farmers, under 40 years of age.

To obtain a copy of the final report and find out more about CTEAM, visit [www.agrifoodtraining.com](http://www.agrifoodtraining.com).

## ROBERT (BOB) L. ROSS MEMORIAL SCHOLARSHIP

Robert (Bob) Ross was instrumental in inspiring and encouraging farm management excellence across Canada through his leadership and passion for the agricultural community. Bob fought a courageous battle with cancer, passing in March 2014.



Robert (Bob) L. Ross

As a tribute to Bob's passion, leadership and legacy, Agri-Food Management Excellence, Farm Management Canada and the Ross Family established the Robert L. Ross Memorial Scholarship program, rewarding one Canadian farmer with the opportunity to participate in the Canadian Total Excellence in Agricultural Management (CTEAM) program and continue on a path towards excellence.



Roger Lepp of Riverdale Grain Farms in Rivers, Manitoba is the first recipient of the Robert (Bob) L. Ross Memorial Scholarship.

The Scholarship is awarded to a deserving farmer who emanates and demonstrates Bob's lifework through their passion and devotion to excellence and leadership within the agricultural community.

Roger Lepp is a third generation farmer, and at 32 years old, is already making his mark on his farm and the agricultural community through his dedication to progressive business thinking, leadership and the local community.

Through the CTEAM program, Roger seeks to gain confidence in making key decisions for the farm, eventually taking over from his father. He is also keen to assist fellow farmers in achieving business excellence through his experience with CTEAM. Congratulations Roger!

## EXCELLENCE AWARD FOR AGRICULTURAL STUDENTS



FMC and the Canadian Association of Diploma in Agriculture Programs (CADAP) work together to offer the annual Excellence Award for Agricultural Students.

The Award encourages agricultural students to enhance their communication skills and raises awareness of the importance of farm business management. Each year, Farm Management Canada collects video 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!

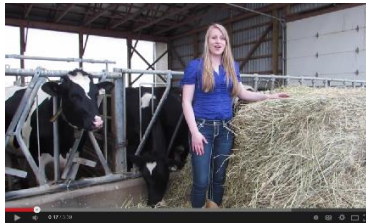


This year, students were asked to submit a video based on the question:

*What key skills has your educational institution taught you about farm management that will be most useful in your career?*

Congratulations to this year's winners!

- Carolyn Wilson – West Branch, NB - Dalhousie University, Master of Science in Agriculture
- Deanna Ringelberg – Troy, ON - University of Guelph, Bachelor of Commerce in Food and Agriculture
- Curtis Bergen – Waldheim, SK - University of Saskatchewan, Agribusiness Diploma SK



To view the winning videos, follow [www.fmc-gac.com/excellence-award](http://www.fmc-gac.com/excellence-award)

## Y WE FARM: YOUNG FARMERS VIDEO COMPETITION



Farm Management Canada ran two Y We Farm: Young Farmer Video Competitions over the past year.

The video competition is designed to get young farmers engaged in using multimedia to share their passion, hopes and dreams for Canada's agricultural industry. And further, to provide an opportunity to feed their thirst for knowledge by winning a ticket to a leading agricultural event.

Congratulations to the following individuals who won a trip to the Agricultural Excellence Conference by answering: **What does the future of Canadian agriculture look like to you?**

Jeff Barlow - Ontario  
Jill Burkhardt - Alberta  
Dean Harder - Manitoba

Sponsored by



Congratulations to the following individual who won a trip to the 20<sup>th</sup> International Farm Management Congress by answering: **How are you practicing healthy agricultural management on your farm?**

Anna Roberts - Ontario

Sponsored by



You can see the videos at [www.youtube.com/fmcgac](http://www.youtube.com/fmcgac).

## MONTH OF MANAGEMENT



### MONTH OF MANAGEMENT

February is the Month of Management!

Good business management is one of the most critical elements for success in agriculture today, and let's face it, most of us could use a bit of help.

The month of management is an annual event aimed at promoting Business Management in Agriculture by highlighting a number of events, conferences and training activities.

To learn more about events and activities taking place across Canada, consult FMC's online Farm Management Calendar. Visit [www.fmc-gac.com](http://www.fmc-gac.com) and click 'Events'.

## ROB NAPIER LEARNING SERIES: TOWARDS A SUCCESSFUL FAMILY FARM FUTURE



After visiting 60 countries over 50 years studying the world's leading farmers, Australian farmer, business consultant and vice president of the International Farm Management Association Rob Napier joined FMC earlier this year to impart his knowledge to Canadian agricultural groups.

Rob presented to over 1700 farmers taking part in FarmTech in Edmonton, followed with a live webinar in partnership with Farm Credit Canada, and an intimate discussion with alumni of Canada's Total Excellence in Agricultural Management (CTEAM) program.

Presentations included:

- FARMING FOR SUCCESS: LESSONS LEARNED ACROSS 60 COUNTRIES IN 50 YEARS
- FARM MANAGEMENT 2015 AND BEYOND – WHAT WILL THE LEADERS BE DOING?
- GLOBAL STRATEGIC OPPORTUNITIES AND RISKS

Stay tuned for the following videos and podcasts:

- WHAT I WOULD DO IF CONTEMPLATING A CAREER IN AG
- ENVIRONMENTAL MESSAGES FROM AROUND THE WORLD
- WHAT LEADING FARMERS DO
- GLOBAL STRATEGIC OPPORTUNITIES AND RISKS
- FAMILY COMMUNICATION PLANNING
- SUCCESSION PLANNING CHECKLIST
- TIME MANAGEMENT
- THE LEARNING FARM FAMILY



## FMC HOSTS JAPANESE DELEGATION

FMC had the opportunity to host a Japanese delegation of professors from Mie and Hokkaido University studying retirement trends, practices and programs in Ontario and Quebec.

The itinerary was packed with visits to a number of farms and agricultural associations, corporations and government.

The purpose of their trip was to learn more about farm transfer and retirement in agriculture from a Canadian perspective, comparing the data collected with other countries in the world. The research covered a range of topics including the role of women in farm business transfers, foreign investment and speculation, financial plans for retirees, and government programs to assist farm transfer.



From left to right: Tomohiro Uchiyama, Kan Higashiyama, Shunsuke Yanagimura and Hideaki (Heidi) Yamamoto. Photo by Yvon Laprade, Terre de Chez Nous.

Japan is facing a more advanced situation concerning farm transfers, that is to say the average farm manager in Japan is now 66 years old, making farm transfer a key issue. The results of the research will be published by Hokkaido University in the coming months.

## MAKING DOLLARS AND SENSE: MEASURING THE TANGIBLE IMPACTS OF BENEFICIAL BUSINESS MANAGEMENT PRACTICES ON CANADIAN FARMS



FMC and AMI have partnered to conduct research that quantifies the impact of the use of business management and leadership practices in the agriculture and agri-food sectors by demonstrating tangible results. By building upon existing research and information, the results of the project aim to demonstrate the value of business management and inspire agribusinesses to adopt profitable and beneficial business management practices. Project results will also provide modelling to understand and build programs that align with those conditions that best result in quantifiable benefits to the farm business. FMC and AMI issued a joint RFP to conduct the research in the summer and have commissioned Ipsos Agriculture and Animal Health to complete the research. Our sincere thanks to all of you who have already been involved in the project.



FMC is working in partnership with the Western Producer to increase the business management focused content and links to industry initiatives in the publication, while also helping increase awareness of FMC as the national organization for farm business management.

# FMC'S INDUSTRY GROUP INVOLVEMENT



International Farm Management Association Board of Directors

Annual Farm Tour



Agriculture and Agri-Food Canada

National Agricultural Adaptation Working Group

Business Development National Organizations Working Group



National Risk Management Committee

Agricultural Policy Framework Planning & Analysis Special Issues Committee Meeting



National Agricultural Occupational Framework Advisory Committee

Labour Market Information Advisory Committee



Canadian Association of Diplomas in Agriculture Program



AgHR Network



Agriculture More Than Ever



The "Month of Management"



International Farm Transition Network



Canadian Agricultural Safety Association Conference: "Let's Talk About It! 20 Years of Farm Safety Excellence + Beyond"

## FMC MEMBERSHIP



Canadian Agricultural Economics Society  
Société canadienne d'agroéconomie



## FMC'S INDUSTRY AND PARTNER EVENT INVOLVEMENT



CANADIAN AGRICULTURAL  
HUMAN RESOURCE COUNCIL

AgHR Roundtable



**FarmTech™**

FarmTech



AGRI-FOOD MANAGEMENT EXCELLENCE

Canadian Total Excellence in Agricultural Management (CTEAM)



**OTTAWA VALLEY  
FARM SHOW**

Ottawa Valley Farm Show



Canada's Outdoor Farm Show



Canadian Young Farmers' Forum National Conference

## EVENT ATTENDANCE



Canada's Outstanding Young Farmer Program National Recognition Event

Ontario Outstanding Young Farmer Program Recognition Event



Canadian Agri-Marketing Association Annual Conference



Ontario

Eastern Ontario Local Food Conference



**FSC**

Food Secure Canada

New Farmer Roundtable: Growing a Future for Agriculture



Agricultural Institute of Canada Annual Meeting



Canadian Bison Association Annual Convention



Canadian Agricultural Policy Institute Annual Conference



Canadian Federation of Agriculture Annual Meeting

## FMC'S SPEAKING ENGAGEMENTS

FMC provided a number of presentations at industry events, including:

*"HR Skills Development Beneficial Practices and Perspectives"*

*"Building your Farm Business Skills Development Path"*

*"Your Business Management Toolbox"*

*"What to Expect at the 20<sup>th</sup> International Farm Management Congress"*

*"Farm Management Canada – Cultivating Excellence in Farm Business Management"*

*"Retirement and Transition Planning in Canadian Agriculture"*

*"A Comprehensive Approach to Managing Risk in Agriculture"*

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## REACH & IMPACT: A NATIONAL SUMMARY

FMC activities annually create 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.

According to our 2014-15 Performance Survey, on average **every person we touch shares the information with 20 others!**

And, we can most definitely say that FMC activities are influencing Beneficial Management Practices and realization of business goals.

The results of FMC's 2014-15 Performance Survey confirm that FMC's project activities have contributed to increasing knowledge and awareness of beneficial management practices, while also changing management behaviour at the farm level, leading to the advancement and achievement of business goals, and overall, making positive contributions to the farm business and farm family.

As a result of FMC's activities:

- ✓ 86% of Farmers and 96% of Non-Farmers are more aware of business management strategies and tools
- ✓ 92% of Farmers are adopting beneficial management strategies and tools in their operation

- ✓ 92% of Farmers are implementing changes to their operation
- ✓ 78% of Farmers have advanced their goals
- ✓ 78% of Farmers are meeting their goals

87% of Farmers are increasing their planning practices. The top 3 Business Planning Practices farmers adopted\* through FMC programs, resources, and/or tools:

- ✓ Business Plan: 42%
- ✓ Financial Plan: 32%
- ✓ Marketing Plan: 28%

Top 3 beneficial Business Management Practices farmers adopted\* through FMC programs, resources, and/or tools:

- ✓ Seeking advice from industry experts: 41%
- ✓ Monitoring markets and market opportunities: 29%
- ✓ Establishing a clear vision and goals for the farm: 25%

Top 3 ways in which FMC contributed to the success of Canadian farmers over the last year were:

- ✓ Make better decisions (business, purchase, investment) 49%
- ✓ Maintain/Increase profitability and keep finances under control 28%
- ✓ Adapt, respond to, and manage change 26%

*\*Top 3 responses only - farmers had the option to 'check all that apply'*

Farmers were asked to indicate the economic value of FMC's programs and services over the past year:

- ✓ 57% of farmers gained 5% or more profitability
- ✓ 32% of farmers gained 5% or more access to capital
- ✓ 49% of farmers gained 5% or more cost savings
- ✓ 55% of farmers gained 5% or more in well-being (reduced stress, improved business and family relations)

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.

**WHAT ARE PARTICIPANTS SAYING?**

*"Simply knowing FMC is there is a source of encouragement"*

*"Having access to tools, industry data, and management advice provides "light at the end of the tunnel" and helps me organize my business and make informed decisions."*

*"Reinforced decisions/plans that were on the back burner"*

*"Good advice not linked to a company or product is very valuable"*

*"FMC is a great contribution to the agricultural community"*

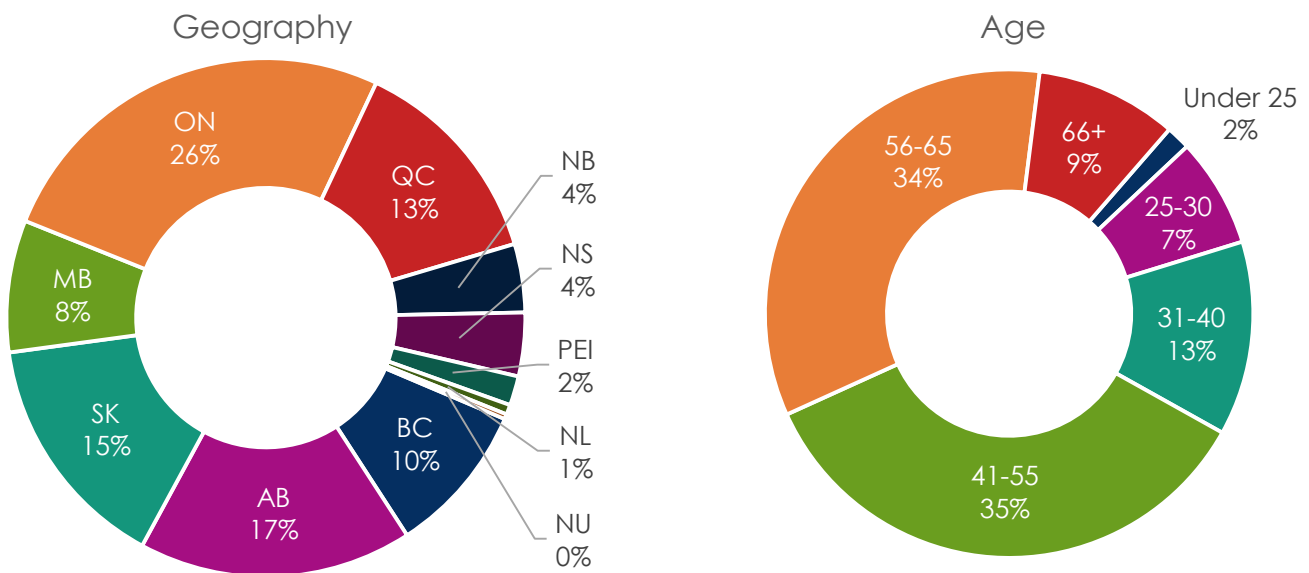
*"FMC is reassuring us that we are on the right track with the implementation of BMPs on our farm"*

*"FMC is staying somewhat ahead of typical sources of information."*

*"Continue to help and support families in their daily challenges."*

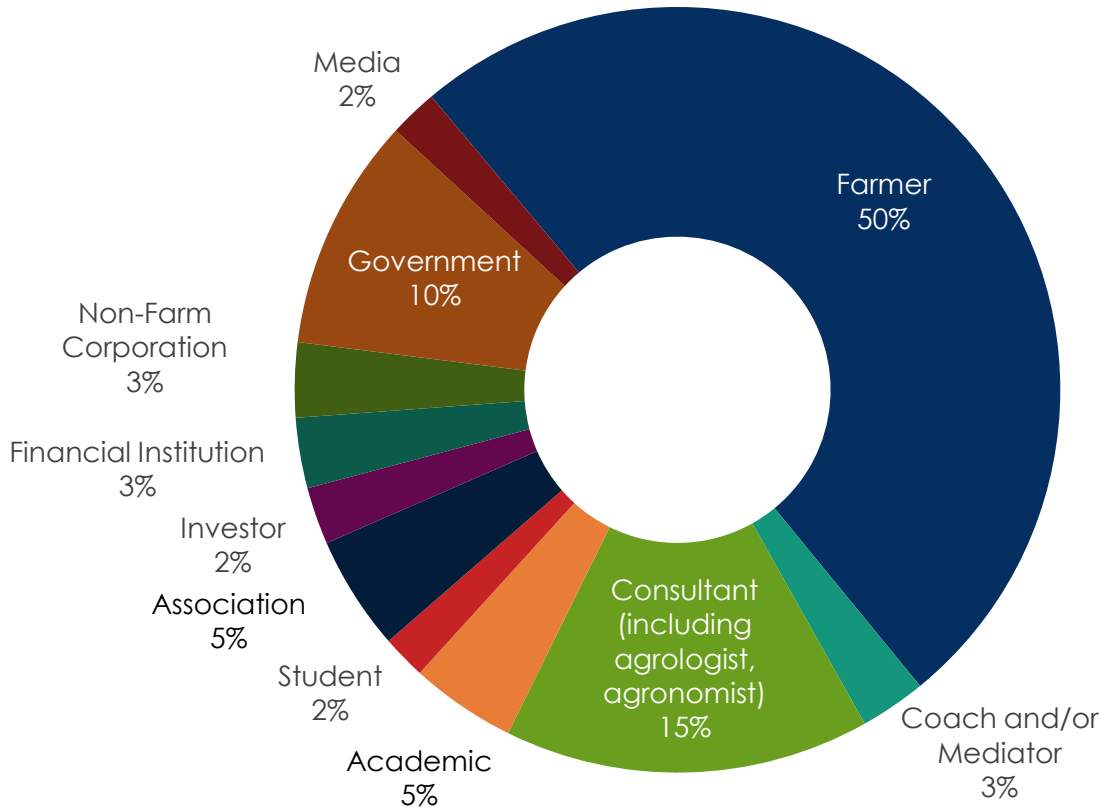
*"The national perspective provided by FMC is very valuable."*

As a result of various performance measures, **THE DEMOGRAPHIC PROFILE OF FMC'S 2014-15 AUDIENCE** can be summarized as follows:

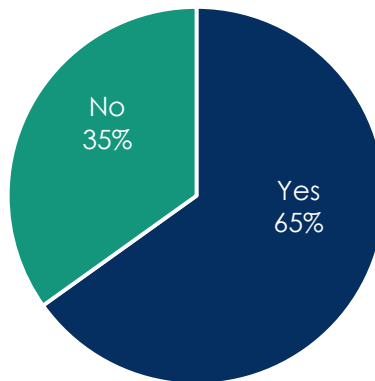




### Primary Occupation

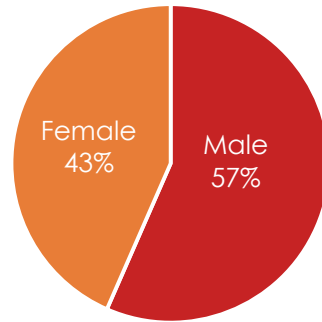


### Do you farm?

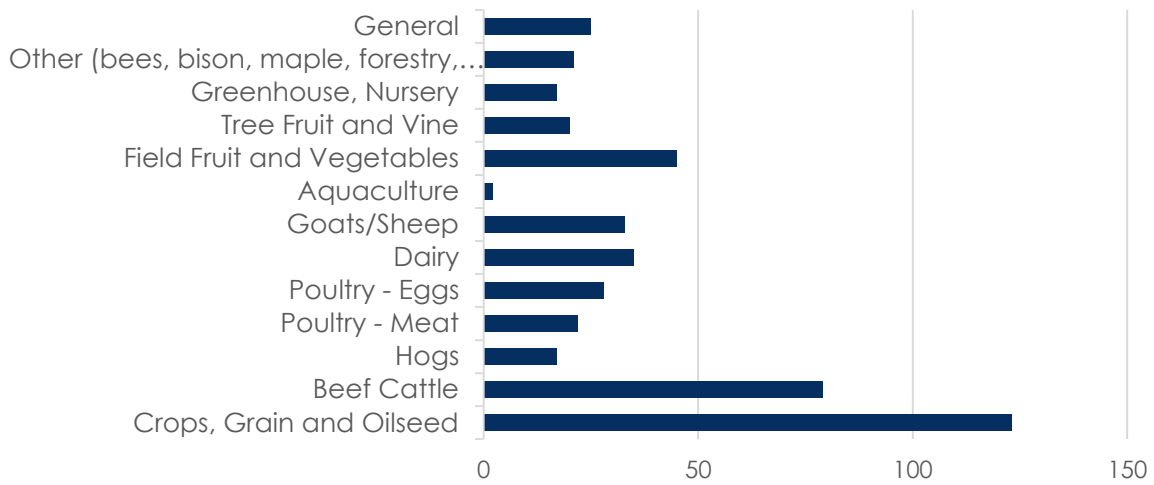


## Farmers Only:

### Gender

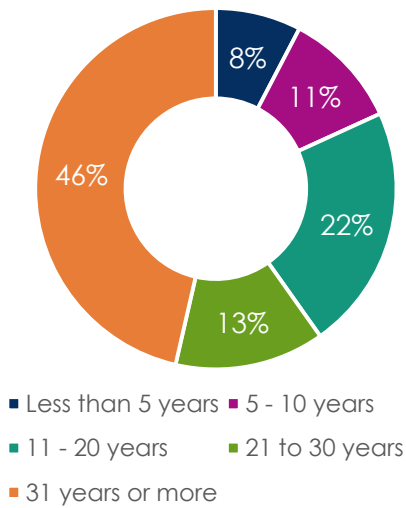


### Production/Commodity

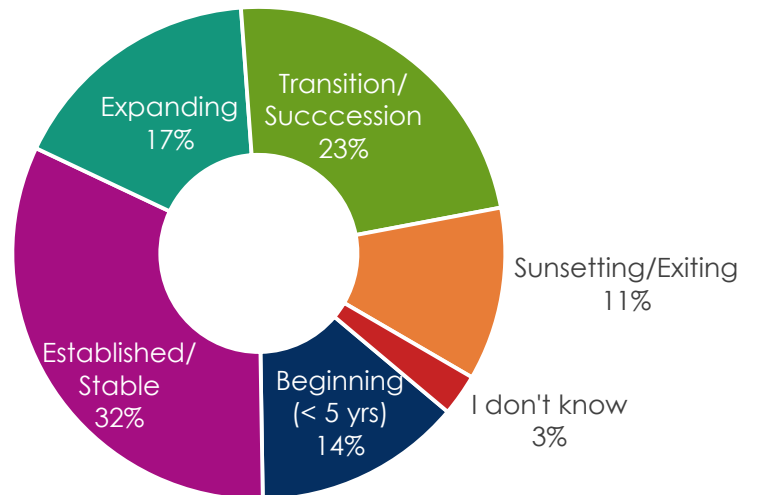


Note: Reflects more than one production on-farm, therefore exceeds 100% total.

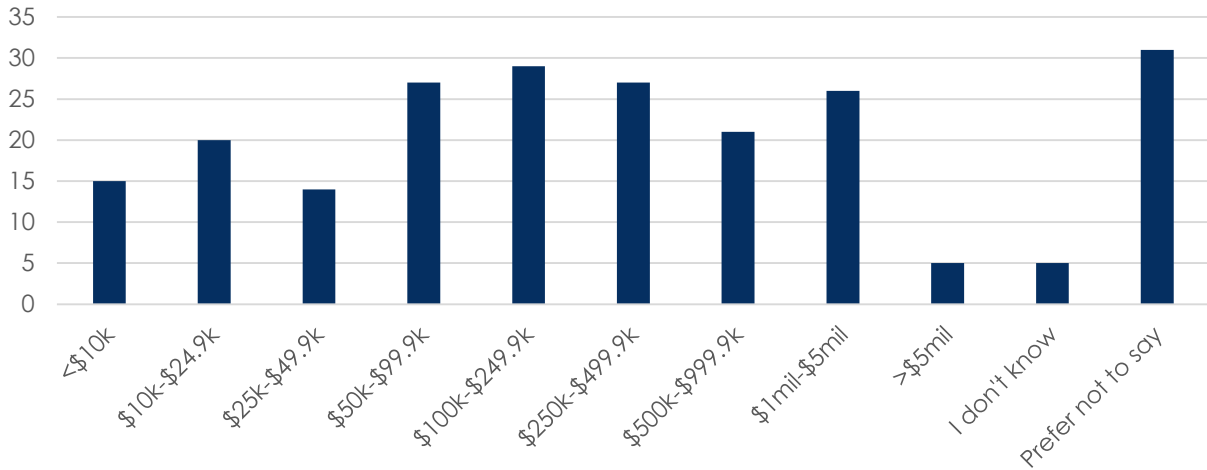
### Experience Farming



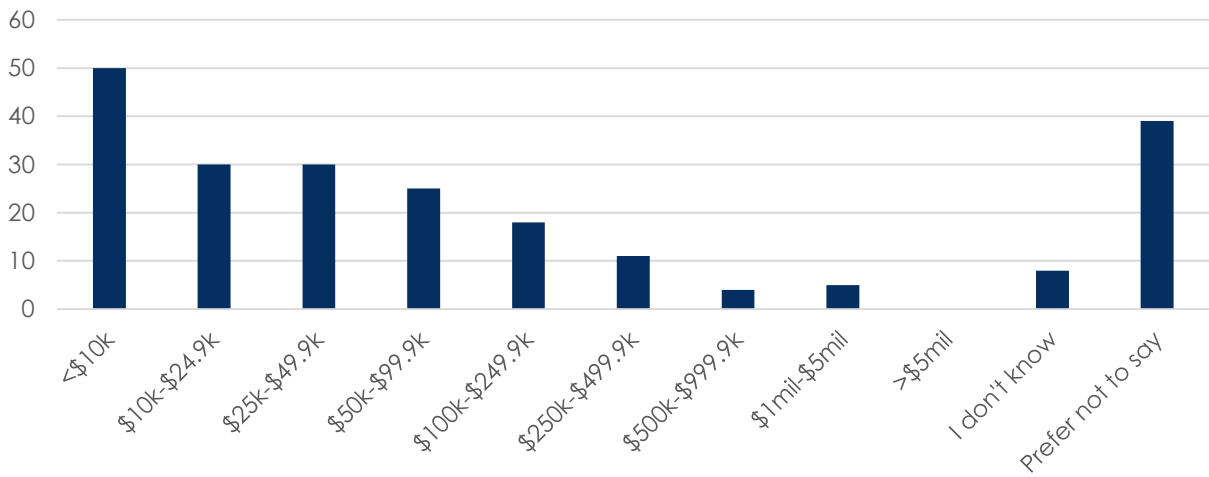
### Stage of Farming



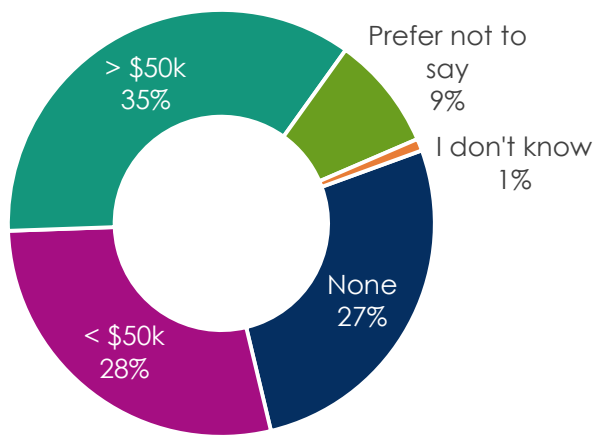
### Gross Farm Sales

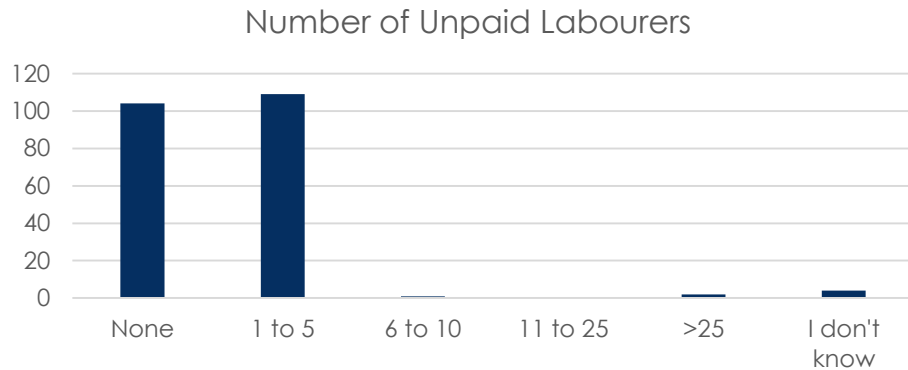
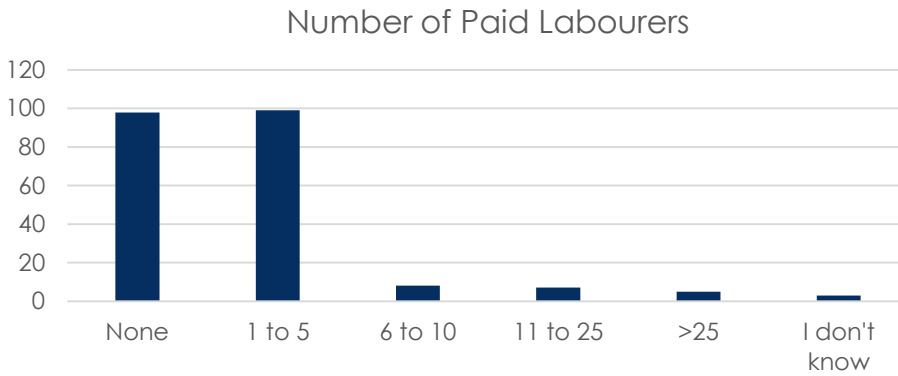


### Net Farm Income



### Off-Farm Income






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## FMC MEMBERSHIP

FMC's members consist of individuals, associations, corporations, and government within the following membership categories:

- Farmers
- Members at Large
- Associations/Organizations
- Academia
- Corporations
- Provincial/Territorial Government Representatives

FMC's members:

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

Members help FMC stay connected to farm business management initiatives across Canada, thereby strengthening our 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.

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## OUR MEMBERS

\* Designates a new member!

### CORPORATE MEMBERS

- BDO DUNWOODY
- BMO BANK OF MONTRÉAL\*
- CANADIAN IMPERIAL BANK OF COMMERCE
- FBC
- FARM CREDIT CANADA
- LA TERRE DE CHEZ NOUS ET SES PUBLICATIONS
- MNP LLP
- NATIONAL BANK OF CANADA
- RBC ROYAL BANK
- THE PALLISTER FINANCIAL GROUP
- THE WESTERN PRODUCER

### ASSOCIATION/ORGANIZATION MEMBERS

- CANADA'S OUTSTANDING YOUNG FARMERS
- CANADIAN 4-H COUNCIL
- CANADIAN AGRICULTURAL SAFETY ASSOCIATION
- CANADIAN FEDERATION OF AGRICULTURE
- CANADIAN YOUNG FARMERS' FORUM
- CENTRE D'EXPERTISE EN GESTION AGRICOLE (CEGA)
- LE CENTRE D'ÉTUDES SUR LES COÛTS DE PRODUCTION EN AGRICULTURE
- INTERNATIONAL FARM MANAGEMENT ASSOCIATION
- MANITOBA CANOLA GROWERS ASSOCIATION
- BEEF FARMERS OF ONTARIO
- RURAL ONTARIO INSTITUTE
- UNION DES CULTIVATEURS FRANCO-ONTARIENS (UCFO)

### ACADEMIC INSTITUTION MEMBERS

- DALHOUSIE UNIVERSITY\*
- OLDS COLLEGE\*
- UNIVERSITY OF FRASER VALLEY
- UNIVERSITY OF GUELPH, KEMPTVILLE CAMPUS
- UNIVERSITY OF GUELPH, RIDGETOWN CAMPUS

### GOVERNMENT

- BRITISH COLUMBIA MINISTRY OF AGRICULTURE AND LANDS
- ALBERTA AGRICULTURE AND RURAL DEVELOPMENT

- SASKATCHEWAN MINISTRY OF AGRICULTURE
- MANITOBA AGRICULTURE, FOOD AND RURAL DEVELOPMENT
- ONTARIO MINISTRY OF AGRICULTURE AND FOOD
- 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*

British Columbia	Brent Barclay
Alberta	Joel Bokenfohr
Saskatchewan	Mike Pylypchuk/Ron Monette
Manitoba	Rhonda Linde
Ontario	Anne Marie Diotte
Quebec	Patrice Carle
New Brunswick	Rod Ouellette
Nova Scotia	Claire Hanlon-Smith
Newfoundland & Labrador	Erica Cole
Prince Edward Island	Colleen Younie
Northwest Territories	Gene Hachey
Yukon	Tony Hill/Brad Barton

INDIVIDUALS MEMBERS

BRITISH COLUMBIA

Allen McWilliams  
JP Skovsgaard

George Geldart

Sharon Alcock

ALBERTA

Angela Semeniuk  
Bernard & Monique  
Maisonneuve  
Bill MacFarquhar  
Carla Rhyant\*  
Kelly Paxman

Frank Maddock\*  
Glen Kummer\*  
Heather Broughton  
Jesse Smith\*  
J. Wilson Loree

Reg Shandro  
Robert Saik  
Rod Nikkel\*  
Sterling Hilton  
Trish Henderson\*  
Laura-Lee & Lauren Willms

SASKATCHEWAN

Al Scholz  
Bill Brown\*  
Daryl Frank\*  
Eldon Massey

Jason Ranger  
John Spencer  
Linda Pipke

Ryan Maurer  
Terry Oleksyn  
Terry Kremeniuk  
William McPhadden

MANITOBA

Andrew DeRuyck  
Donald Pratt  
Elaine Froese

Jason Hodson  
Joerg Zimmerman  
Terry Betker

Kim Shukla  
Richard Boonstoppel\*

ONTARIO

Alain Leduc  
Charles Forman  
Dale Dignan  
Donald Good  
James T. Gowland

Jeannette Mongeon  
Jeff Davies\*  
Joanne & Tony Hogervorst  
John Anderson

Michel Dignard  
Salahuddin Saiyed  
Scott Buchan  
Rima Hatoum\*

QUEBEC

Frédéric Marcoux  
Sylvain Gascon

Sabrina Caron

Richard Robert

NEW BRUNSWICK

Carolyn Wilson\*

Gerry Peters\*

NOVA SCOTIA

Philip Keddy

NEWFOUNDLAND AND LABRADOR

Phillip Thornley

PRINCE EDWARD ISLAND

Rhonda Bellefontaine

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## WILSON LOREE AWARD

### Congratulations to Dr. Peter VanderZaag, 2014 Wilson Loree Award Winner

Peter VanderZaag, of SunRISE Potato, was honoured with Farm Management Canada's prestigious Wilson Loree Award during the 2014 Agricultural Excellence Conference.

Now in its twelfth year, the award honours individuals or groups who have made an extraordinary contribution to advancing agricultural business management practices in Canada.

Together with his wife, daughter and son-in-law, VanderZaag manages SunRISE Potato, founded in 1991 in Alliston, Ont. The company grows, stores and markets 1,000 acres of potatoes each year. VanderZaag also has a potato breeding program that focuses on developing new processing varieties for long-term storage, lower temperatures, and disease and pest resistance.



Dr. Peter VanderZaag, 2014  
Wilson Loree recipient.

Although his international experience is extensive, he is actively involved at the local level as well. VanderZaag has been instrumental in helping advocate and promote the importance of farm business management practices in Ontario.

He is a founding director of the Agri-food Management Institute (AMI) and served as Chair of the board of directors for nearly six years. As Chair, he helped propel the Ontario Soil and Crop Improvement Association (OSCIA) to develop and deliver the Growing Your Farm Profits (GYFP) business assessment tool in partnership with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) for Ontario farmers. The GYFP has now been transferred to many other provinces in Canada and is now used in both Ghana and Japan.

"Farm business excellence requires intentional and focused analysis on all aspects of the farm operation, the opportunity to practice what you preach, and help from outside advisors," said VanderZaag. "AMI helped me practice what I preached as one of its founding board members. I try to present these same opportunities for others in the work I do. Thank you for this recognition."

"I believe the integration of his technical production expertise with farm business management leadership provides a key bridge that makes sense for farm managers," said Wilson Loree, upon presenting the award to VanderZaag. "His thinking and messages include both of these critical components of successful farm businesses."



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.

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## GOVERNANCE, MANAGEMENT AND SUSTAINABILITY: 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 annual Performance Survey provides crucial feedback regarding our programs and services and the needs and priorities of the agricultural community so we can continue to provide relevant programming and services.

Farm Management Canada has had a tremendously successful year as the organization settled into its second year of the 5-year Contribution Agreement with Agriculture & Agri-Food Canada. The vision, mission, and goals of the organization have been renewed in response to honing in on our true values as an organization.

FMC believes wholeheartedly in the importance of having a national body to push the farm business management excellence agenda forward, and continue to connect diverse stakeholders groups, leveraging the strengths of many for the benefit of all.

Crucial to FMC's success is garnering support from the agricultural industry at large for existing and new initiatives. GF2 is now in focus, allowing FMC to concentrate on working with diverse industry partners to provide meaningful, timely, relevant programming and continue to cultivate excellence in farm business management.

FMC will continue to focus on business development activities, meeting with industry stakeholders to provide services and support for enhancing the awareness and adoption of beneficial management practices – to cultivate excellence in farm business management to position Canada's farmers for success – across regions, commodities and farm size.

Further, FMC is working with AGB Lawyers for the development of a National Charitable Foundation dedicated to providing business skills development opportunities to Canada's farmers and industry groups dedicated to those farmers.

Over the past year, FMC has continued to work diligently to position its activities to bring in new revenues, while working with industry partners to garner additional support to meet the changing needs of industry stakeholders. The Agricultural Excellence Conference has provided a much-needed platform to connect directly with stakeholder groups in the pursuit of the awareness and



adoption of beneficial management practices while providing a central meeting place to share insights and experiences and continue a national conversation around farm management excellence. In July 2015, the 20<sup>th</sup> International Farm Management Congress will bring these conversations to the world stage, creating ever-enhanced business networks for all those who attend.

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

FMC continued to contribute to various agricultural publications, newsletters, commentaries and presentations, and disseminated press releases and information bulletins to help increase awareness of and participation in various activities.

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## STAYING CONNECTED

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

- ✓ Watch live and archived Agriwebinars
- ✓ Attend the Agricultural Excellence Conference and other events
- ✓ Become an expert: speaker, writer, resource
- ✓ Host learning sessions with FMC resources
- ✓ Promote and/or 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](http://www.FMC-GAC.com) to receive:

- ✓ FARM MANAGEMENT e-newsletter (FMC special announcements)
- ✓ AGRIWEBINAR® e-blast (upcoming Agriwebinars & available archives)

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## LOOKING AHEAD: 2015-16

2015-16 promises to be a great year as we welcome over 50 member countries to the 20<sup>th</sup> International Farm Management Congress in Quebec City.



The 2015 Agricultural Excellence Conference will be held in Regina in November focusing on Cultivating the Entrepreneurial Farmer.

We hope you will join us for our national events and this once-in-a-lifetime international congress.

While it is oftentimes difficult to communicate the tangible economic link between farm management practices and the success of the farm, farmer and farm family, the national Dollars and Sense study we are working on in collaboration with the Agri-Food Management Institute will provide tangible evidence behind what management experts have been telling the industry for years. We are very excited to share the results of this study with the agricultural community and will focus largely on communicating these results.

We would not be here if it weren't for our strong supporting partners and members.

We thank you very much for your ongoing support and enthusiasm as we continue to build a culture of beneficial management practices and lifelong learning within Canada's farmers.

Sincerely yours,

*Farm Management Canada*



Alone we can do so little;  
Together we can do so much.

*~Helen Keller*