

Canadian Farm Business  
Management Council



Conseil canadien de la gestion  
d'entreprise agricole

# 2010 Annual Report 2011



*Developing a vibrant, innovative  
and competitive Canadian  
agriculture sector through sound  
business management*

*Example is not the main thing in influencing others. It is the only thing.*  
~Albert Schweitzer


## *CFBMC at a Glance*

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

For additional copies or to provide feedback on the Council's 2010-11 Annual Report, please contact:

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 Please consider the environment

The report may also be downloaded from [www.farmcentre.com](http://www.farmcentre.com).

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*The Canadian Farm Business  
Management Council Annual  
Report outlines our  
commitment to prosperous,  
sustainable and world-  
leading agriculture in  
Canada.*



## *Message from the Minister*

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It is my pleasure to send my congratulations to the Canadian Farm Business Management Council for yet another year of working with our Government to help Canadian farmers succeed. The information and tools that the Council delivers helps our farmers improve their businesses and increase their profitability.

Our farmers are eager to compete in changing world markets and to meet the ever-evolving demands of today's consumers.

Through Growing Forward we are improving competitiveness and adopting innovative technologies and business practices which are crucial to farmers who wish to build their businesses and increase their profitability. As we move towards the next generation of Canada's agricultural policy framework we are committed to working with farmers and industry to set the course for future and long lasting prosperity.

I am proud to be part of a Government who can proudly showcase our safe, high-quality food to markets all over the world. We put Farmers First because we know that when farmers succeed, all Canadians benefit.

Thank you for your dedication as we continue our work to foster a better future for Canadian agriculture.

I wish you every success over the coming year.

Hon. Gerry Ritz, P.C., M.P.



## Message from the Chair

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On behalf of the Board of Directors I wish to sincerely thank everyone who has dedicated so much time and energy over the last year supporting both the CFBMC and our goals. I especially want to thank Mr. Donald Daigle for his leadership during some very trying times. It is hard to believe that at the last AGM, we were unsure of our future and that the prospect of not having a strong national proponent for farm business management in the Agriculture sector in Canada loomed on the horizon.

Today, through the hard work of our members and staff we find ourselves stronger, more effective and much more focused. As a Board, we have spent the year reconnecting with our supporters not only communicating our vision but listening to hear where we could help and make the largest impact. We also expended a large amount of effort rebuilding the foundations of our organization; reviewing our strategic direction, developing business plans and revamping by-laws and policies. In essence we got back to the basics and started doing exactly what we tell farmers to do... “plan to succeed.”

With this renewal, we have found new energy to look at our challenges and turn them into opportunities. From those opportunities we need to focus on actions, and that is what this coming year is all about, putting the plans into action.

As we get ready to celebrate our 20<sup>th</sup> anniversary, I invite all of you not only to help celebrate our past accomplishments, but to help us forge ahead encouraging farmers to be the best they can be. I am very pleased to have all of you with us as we work together towards these goals.

Sincerely,



John Coté

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### Past Chairs

Rod 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 - )



## *Message from the General Manager*

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We quickly find ourselves at the end of another year. While Council has not been without its challenges, we have risen to the occasion – turning challenges into opportunity.

In 2010, the Canadian Farm Business Management Council underwent a thorough review of activities, and is now driven by renewed strategic direction. Through direct knowledge transfer to farmers, effective response to sector needs, and partnership development, we will inspire and advance farm business management for all Canadians, coast to coast.



While the agricultural sector continues to transform in response to an increasingly complex marketplace and global context, business management remains the proven success factor; having a steady, positive impact on the ability to anticipate, plan for and meet challenges head on.

It is thanks to your unwavering support that we are able to continue to play a leading role to ensure a prosperous, sustainable and admirable agricultural sector in Canada.

We are proud to report that Council has secured a three-year Contribution Agreement with Agriculture & Agri-Food Canada under the Growing Forward program.

On a personal note, I am excited to join the Council in my new role as General Manager. We are building a strong team and the governance and management structures to support the new strategic direction and to provide a solid foundation for Council and its activities for years to come.

We hope you enjoy the 2010-11 Annual Report.

Never stop learning, never stop refining, never stop inspiring.

Sincerely,

A handwritten signature in black ink, appearing to read "Heather Watson".

Heather Watson  
General Manager, Canadian Farm Business Management Council

*Continuity gives us roots; change gives us branches, letting us stretch and grow and reach new heights.*  
~Pauline R. Kezer



# *Strategic Vision & Background*

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## ***Our Vision:***

*Canadian Farmers are admired 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 the Canadian Farm Business Management Council (CFBMC).

The Canadian Farm Business Management Council was established in 1992 following a Federal-Provincial-Territorial government and industry recommendation to establish a national body to coordinate, develop and disseminate farm business management resources and tools.

The Canadian Farm Business Management Council is Canada's only national organization devoted exclusively to developing and distributing farm management information, tools and resources. CFBMC partners with governments, public and private sector organizations, farm and commodity associations, and other organizations to promote and foster the development of excellence in Canada's agricultural sector.

CFBMC initiatives provide farm managers with the tools and inspiration to confront change with confidence and seize opportunity. CFBMC helps farmers assess risk, market potential, develop plans, manage human resources, and understand the forces shaping the world around them.

CFBMC is helping build a culture of lifelong learning and farm business management for beginning farmers, established farmers and for those in sectors in transition by providing the necessary tailored tools and resources to meet changing needs and realities.

The Canadian Farm Business Management Council 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; connecting agricultural stakeholders across provinces, production sectors, demographics and language groups.

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





# *Our Values*

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We of the Canadian Farm Business Management Council believe in:

## **A Culture of Management**

The Council nurtures a culture of farm business management across the nation, for the collective and individual improvement of Canadian farming and the life-long learning needed to achieve it.

## **Successful Relationships**

The Council works in collaboration with its provincial partners and stakeholders in providing access to the most relevant and useful farm business management resources for Canada's farmers. We will encourage dialogue and sharing of ideas between individuals, groups, and jurisdictions.

## **Listening**

The Council will be active listeners, noting needs, success stories, and best practices worthy of sharing.

## **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.

## **Managing Change**

The Canadian farmer is called upon to change farm business management practices on an ongoing basis in response to market needs and pressures; the Council flexes and responds to change in response to farm business needs.

## **Leadership in our Field**

The Council acts as the leader for the provision of farm business management resources and models effective business management to all those it serves and works with.

## **Participating in the Future of Agriculture**

The Council sits at the table with those in Canada who set agricultural policy and programs, aimed at providing knowledge and information on business management that will benefit the farmer.



# Corporate Profile & Governance

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

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

CFBMC is committed to performance measurement and management to drive increased reach, impact and relevance for the agricultural sector and the producers we serve.

In 2010-11, the Council put considerable effort into fortifying its governance policies and processes to support the new strategic direction and provide a solid foundation for Council and its activities for years to come.

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

The Directors, Staff and Partners of CFBMC are committed to making a difference in Canadian agriculture. We measure our success by our contributions to the success of Canadian farm managers.

## 2010-2011 Board of Directors



**John Coté, Chair**  
Class A – SK  
Tierra Del Sol



**Richard Robert, Vice Chair**  
Class A – QC  
FermeTémistar inc.



**Robert Ross, Secretary**  
Class A – ON  
RossHolm Farms Ltd.



**Bev Connell, Treasurer**  
Class D – NS  
ProAgri Consulting Ltd.



**Donald Daigle, Director**  
Class A – NB  
Acadieville Gardens Inc.



**Philip Keddy, Director**  
Class A – NS  
Charles Keddy Farms Ltd.



**Lori Kittilsen, Director**  
Class B – NS  
Nova Scotia Department of Agriculture



**John Molenhuis, Director**  
Class B – ON  
Ontario Ministry of Agriculture, Food and Rural Affairs



**Sharon Stollery, Director**  
Class B – AB  
Alberta Agriculture, Food and Rural Development





*The Canadian Farm Business  
Management Council is  
grateful for the support of  
federal, provincial and  
territorial governments,  
working together to  
collectively advance farm  
business management in  
Canada.*



## 2010-2011 Highlights

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- ✓ **FARMCENTRE.COM WELCOMED OVER 62,000 VISITORS FROM OVER 1,200 CITIES IN CANADA**
- ✓ **DAILY BLOG FROM THE INTERNATIONAL FARM MANAGEMENT CONGRESS IN NEW ZEALAND (MARCH 11 – 25) – OVER 4,000 VISITS AND 100 COMMENTS**
- ✓ **CFBMC SECURED THE INTERNATIONAL FARM MANAGEMENT CONGRESS FOR CANADA IN 2015!**
- ✓ **LIVE AGRIWEBINAR® PARTICIPATION INCREASED, AVERAGING 110 LIVE PARTICIPANTS PER SESSION (THAT'S 2,479 TOTAL LIVE PARTICIPANTS)**
- ✓ **AGRIWEBINAR® HAS INCREASED 27% TO 10,696 SUBSCRIBERS**
- ✓ **STEP UP MENTORSHIP PROGRAM ENHANCED AND RE-LAUNCHED IN PARTNERSHIP WITH THE CANADIAN 4-H COUNCIL, CANADIAN YOUNG FARMERS' FORUM AND CANADA'S OUTSTANDING YOUNG FARMERS' PROGRAM**
- ✓ **CANADIAN FARM MANAGER NEWSLETTER DISTRIBUTION INCREASED 36%**
- ✓ **CANADIAN FARM MANAGER NEWSLETTER RECEIVED THE FELIX SCHMALTZ AWARD FROM THE CANADIAN FARM WRITERS' FEDERATION**
- ✓ **OVER 5,000 HARDCOPY RESOURCES (BOOKS, DVDs) DISTRIBUTED TO PRODUCERS THROUGH PARTNERSHIPS**
- ✓ **OVER 50,000 VIEWS OF THE NATIONAL FARM ADVISOR DATABASE**
- ✓ **NEW PARTNERSHIPS REALIZED, ENHANCING REACH, IMPACT AND NATIONAL COORDINATION**
- ✓ **ENHANCED GOVERNANCE AND MANAGEMENT, BUILDING THE CAPACITY FOR CFBMC TO CONTINUE TO MEET THE NEEDS OF CANADA'S FARMERS**



# 2010-2011 Year in Review

## Farmcentre.com

As CFBMC's official, nationally award-winning website, farmcentre.com provides up-to-date, reliable, relevant information and resources, encouraging farm business management best practices and inspiring success.

- ✓ Topical articles and profiles (new content everyday)
- ✓ Resources, tools, programs and services
- ✓ Industry events and announcements
- ✓ Email subscriptions to newsletters and information updates

Farmcentre.com 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:

- New Farmer Grants and Government Programs
- Markets/Weather
- Farm Budget Database
- Resource Library
- Events/Announcements
- Farm Advisor Database

Have you visited

**farmcentre.com**

lately?

Farmcentre.com also features a number of information portals:

### New Farmer Web Portal

The New Farmer web portal is dedicated to beginning, transitioning, or those interested in farming. Monthly Beginning Farmer Profiles communicate success stories including keys to success and pitfalls to avoid when starting in the industry, while monthly Updates provide information on industry events, initiatives, and access to resources.

### Technology & Innovation Portal

The Technology and Innovation portal features weekly articles and links to resources on trends and opportunities in agriculture and the management techniques that foster successful innovation.

### Farm Budget "Cost of Production" Database

The Farm Budget Database provides farmers with access to over 2,000 cost of production and budgeting tools available in Canada, along with select resources from abroad.

### Results & Impact: Farmcentre.com

- Over 100,000 visits per year

- 80% of farm business advisors who have used CFBMC's advisor listing feel that is as good or better than other advisor listings

*"...building a system for farmers around learning and keeping it up to date"*

*"It is a strong and productive source of information."*

*"The breadth of content available through your site means there's always something for everyone...Often my interest in an area is piqued and I go looking for more resources."*





### National Farm Business Advisor Database

The National Farm Business Advisor Database is the *first and only of its kind*. Farmers can search for advisors from across Canada and find resources to maximize the contribution of a consultant to their business.

### What's New?

- ✓ Increased international content with:
  - Weekly commentary from Al Scholz:



#### ***A Well Fed World***

- Daily blog from New Zealand International Farm Management Congress: [farmcentre.wordpress.com](http://farmcentre.wordpress.com)



- ✓ Increased new, beginning and young farmer linkages: national listing of resources including associations and organizations across Canada.

### What's Next?

In response to our renewed strategic direction and consultation with our website users, CFBMC will be transforming its web presence to enhance functionality, navigation and appeal as a state-of-the-art resource portal that collects, disseminates and links to the very best information and resources in farm business management while responding to the learning preferences and practices of farmers.

### **Agriwebinar®**

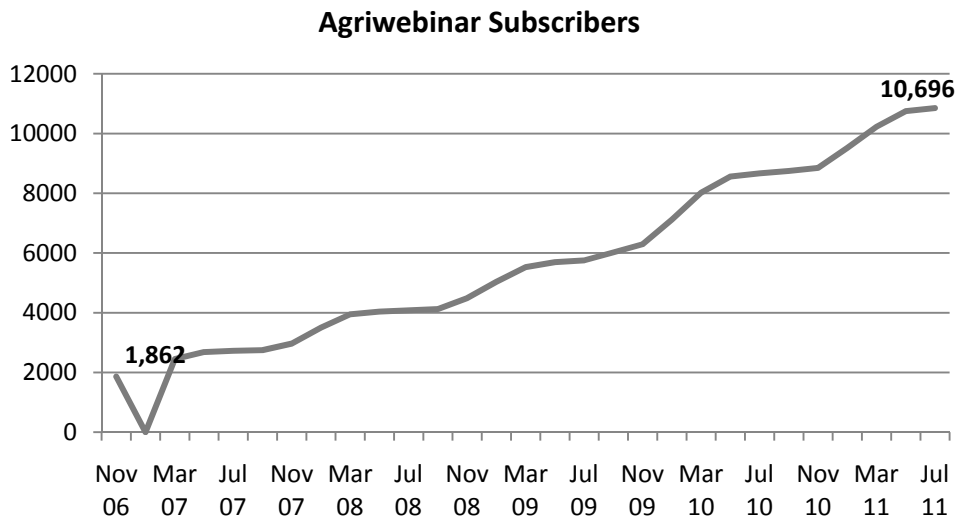


**Agriwebinar®** provides farmers and agriculture professionals with access to topical and timely farm business management information from the comfort of their home or business. All live presentations are archived and can be viewed at any time by anyone.

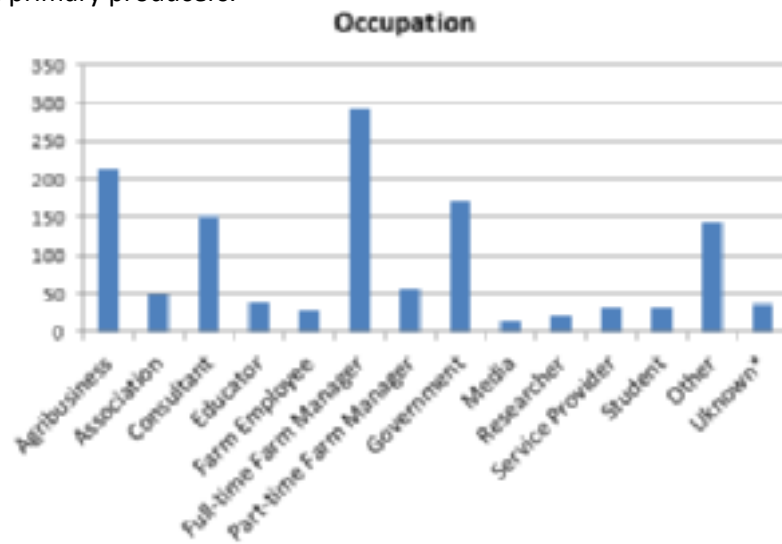
CFBMC runs webinar sessions from November to March every Monday at Noon ET. Speakers and topics are selected from the results of a client survey conducted previous to each new season of **Agriwebinar®**, thus content is 100% client-driven.



We're growing! In the last year, Agriwebinar® subscriptions have increased 27%!



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



In 2010-11, CFBMC hosted 12 webinars in its regular series.

#### Results & Impact: Agriwebinar®

- Live participation increased, averaging 110 participants per webinar
- Increased total clientele by 27% to 10,696 users (2,281 new subscribers)
- Most popular topics: social media, mobile technology, industry outlook
- Highest participation: 238 live participants

*"I used to be more adversarial with my family about farm succession matters, but after watching this year's webinar on succession, I've been more able to see everyone's interests and emotional attachments and more patient and accepting of the situation."*



## CANADIAN FARM BUSINESS MANAGEMENT COUNCIL SERIES

<b>Michele Payn-Knoper</b> <i>Cause Matters, Inc.</i>	Championing Agriculture: Leveraging the Trust Invested in Farmers
<b>Al Scholz</b> <i>A.N. Scholz &amp; Associates Inc.</i>	A Well Fed World: the New Math for Agriculture
<b>David Kohl</b> <i>Virginia Polytechnic Institute and State University</i>	Agricultural Outlook 2011 & Beyond
<b>Terry Betker</b> <i>Backswath Management Inc.</i>	Farm Management Advisory Services - Making Informed Choices
<b>Jane Eckert</b> <i>Eckert Agrimarketing</i>	Marketing to Today's Consumer
<b>Brent Warner</b> <i>White Loaf Ridge Management</i>	Connecting with the Consumer – Creating an Experience
<b>Pierrette Desrosiers</b> <i>Pierrette Desrosiers Consulting</i>	Motivating your staff with Emotional Intelligence
<b>Andrew Campbell</b> <i>Farms.com</i>	Farming the Web – How to Use the Internet, Social Media, and Smartphones on Your Operation
<b>Dave Engdahl</b> <i>Hergott Duval Stack LLP</i>	The Importance of Financial Analysis and How to Use It
<b>Danny Klinefelter</b> <i>Texas A&amp;M University</i>	10 Best Management Practices
<b>Elaine Froese</b> <i>Seeds of Encouragement</i>	Doing the Tough Things Right
<b>Denis Larouche</b> <i>Fédération des groupes conseils agricoles</i>	Farm Management Groups: The Formula for Profitability





CFBMC extends the *Agriwebinar™* system to its partner organizations. These alliances extend the reach of pertinent farm business management information, while attracting new users to the learning tool.

## FARM CREDIT CANADA PARTNERSHIP SERIES

<b>Michelle Painchaud</b> <i>Painchaud Performance Group</i>	Vision & Goal Setting
<b>Martin Gooch</b> <i>Value Chain Management Centre</i>	Improving your Profitability through Value Chains management
<b>Peter Gredig</b> <i>Country Guide East</i>	Farming with a Smartphone: Harness the power of mobile technology
<b>Kevin Hursh</b> <i>Hursh Consulting &amp; Communications Inc.</i>	Small & Successful
<b>Jean-Philippe Gervais</b> <i>Farm Credit Canada</i>	The Economy & Your Bottom Line
<b>Victor Aideyan</b> <i>HISGRAIN Commodities, Inc.</i>	Core Essentials of Commodity Marketing

## CANADIAN OUTSTANDING YOUNG FARMERS' PROGRAM NATIONAL RECOGNITION EVENT

	<b>PLENARY SESSION</b>
<b>Mary Forstbauer</b> <b>Tyler Schramm</b> <b>Bill Vanderkooi</b> <b>Brent Warner</b>	Your Farm's Value – How To Build Value Chains Around Your Operations
	<b>HONOUREE PRESENTATIONS</b>
<b>Ryan &amp; Annette Mercer</b>	Alberta
<b>Josh Oulton &amp; Patricia Bishop</b>	Atlantic
<b>Steve &amp; Lisa Cooper</b>	Ontario
<b>Gene &amp; Shelley Covert</b>	B.C. & Yukon
<b>Jan &amp; Tracy Bassa</b>	Manitoba
<b>Jean-François Lemieux &amp; Mylène Gagnon</b>	Quebec
<b>Lauren &amp; Ryan Maurer</b>	Saskatchewan

## CANADIAN ORGANIC GROWERS SERIES

<b>Theresa Schumilas</b> <i>Garden Party</i>	Making the Transition to Small Scale Organic Produce Farming
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**Maureen Bostock**  
*Sweet Meadow Farm*

Record Keeping for Organic Growers

**Daniel Brisebois & Frédéric Thériault**, *Ferme Coopérative Tourne-Sol*

Crop Planning for Organic Vegetable Growers

**Gene & Ken Kessler**  
*Clear Creek Organics*

Transition to Organic Livestock Production

## **CARROT CACHE: ROOT CELLARS**

**Tarrah Young**  
*Green Being Farm*

Root Cellars

## **NEW BRUNSWICK AGRICULTURE, AQUACULTURE & FISHERIES WEBINAR: ENERGY EFFICIENCY ON DAIRY FARMS**

**Scott Sanford**  
*UW-Madison Department of Biological Systems Engineering*

Energy Efficiency on Dairy Farms

The *Agriwebinar*<sup>®</sup> system was also used by Valacta Dairy Production Centre of Expertise for internal staff training.

### ***What's New?***

- ✓ Producer groups have started hosting lunch and learn sessions to engage with Agriwebinars in a group setting
- ✓ Institutions are recognizing Agriwebinars for professional development credits

### ***What are participants saying?***

*"Agriwebinar has helped me evaluate my business and to communicate better with those involved in the farming operation."*

*"...continually adjust marketing focus based on various webinar information."*

*"...creates an awareness of issues and helps us to see great examples of what other people in the industry are doing."*

*"They are an outstanding way for the rural farmers to access the information and advice we need."*



## Canadian Farm Manager Newsletter

The *Canadian Farm Manager* newsletter (CFM) is distributed bi-monthly in hardcopy and online through farmcentre.com.

The CFM finds the most progressive farm entrepreneurs in Canada and abroad, and suggests how other farmers might employ their best practices – show, tell, inspire.

2010-11 newsletter topics included:

- Niche crops add fun and profits - most of the time
- Marketing Club Keeps Farmers on the Leading Edge
- The new face of farming
- A great business...if you have a solid plan
- Re-thinking what's possible
- Making something from nothing
- Searching for the profitable edge

*"You always make the people pop off the paper and into our hearts"*

### What's new?

- ✓ The CFM is being distributed in bulk through partnerships for special events, academic curriculum and workshop content.

### What's next?

Following a reader survey, CFBMC is looking at ways to increase the reach and appeal of the newsletter.

## Resources & Publications Catalogue

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

CFBMC produces 30 farm business management titles as books, DVDs and other media in hardcopy and electronic formats.

In 2010-11, over 5,000 hardcopy products were distributed across Canada.



### Results & Impact: Canadian Farm Manager

- Over 100,000 copies distributed annually
- 32% of subscribers are under 45 years old, while 58% are farm managers
- 92% of survey respondents read the CFM on a regular basis

*"Thank you for producing a great newsletter; not just once, but consistently. Your stories are positive and give a great outlook, especially for young farmers. You give specific examples of what works."*

*"I realized the value of formal education & went back to university & obtained a degree"*

*"I am more aware of outside influences that reflect on my daily decisions."*

*"It definitely makes the tough days a bit easier when we read something like that, and about other young farmers, to know that we're working towards some important goals together."*



CFBMC resources are integrated into industry workshops and academic institution course curriculum demonstrating their relevance and success in farm business management best practices.

### **What's new?**

- ✓ This year, CFBMC resources were the principle resource used in workshops conducted by Meyers Norris Penny, the Canadian Young Farmers' Forum, Farm Credit Canada, and Morton Horticultural Associates.



### **What's next?**

To continue to provide sought-after, relevant, up-to-date materials in formats that are accessible by users, Council is investigating digital and other formats to respond to changing learning preferences and practices.

*"Being a member of CFBMC, we became aware of your resource called 'Managing People on Your Farm'. We are very impressed with the publication and think it would be an excellent resource to be used within our facilitated workshops."*

## **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, the CFBMC 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. CFBMC takes great pride in exposing these young minds to the rest of Canada – to encourage and inspire!

This year, students were asked:

*"As a future farm manager, how will you balance the environmental stewardship necessary for the safeguarding of our water, air and soil with the need to be productive and competitive in a global economy?"*



## CONGRATULATIONS TO THIS YEAR'S WINNERS!



**Gabriel Gosselin**

Institut de technologie agroalimentaire  
– Campus de La Pocatière



**Jessica Harbers**

Lethbridge College



**Mathieu Ouellette**

Université Laval

Winning submissions are featured and archived on farmcentre.com and in CFBMC press.

### Results & Impact: STEP UP Mentorship

- Most mentorships lasted 6 months
- CFBMC has built a network of mentors committed to transferring knowledge to others, in exchange for gaining fresh insight into their operation

*“... the STEP UP program was the first time a farmer sat down with me and went over all the record keeping, pricing, and other business strategies. This was extremely valuable to me! I am in the early stages of starting my own farm and I liked having a Mentor to talk to on a regular basis about my new business.”*

*“Having the opportunity to work with a knowledgeable farmer who enjoys teaching is a powerful experience, one that I could not have learned in school.”*

*“As the season progressed, they asked more and more questions that revealed a management and business mentality.”*

## STEP UP Mentorship Program WHERE ENTHUSIASM MEETS EXPERIENCE



STEP UP is an on-farm learning placement that matches those planning or considering a farming career with an experienced farm manager to learn critical aspects of farm business management in a hands-on setting.



## What's new?

- ✓ The Canadian Farm Business Management Council has partnered with the Canadian 4-H Council, Canadian Young Farmers' Forum, and Canada's Outstanding Young Farmers' Program to unveil a new and enhanced STEP UP mentorship program. These national partners have joined forces to continue to promote best practices to build a sustainable industry, encourage entrepreneurship, and exchange innovative ideas



- ✓ CFBMC has also connected with other mentoring programs to cross-promote initiatives and develop best practices. Visit [www.farmcentre.com](http://www.farmcentre.com) for a complete list of mentorship opportunities and resources available across Canada.



**Carl Leslie, Mentor**

Everdale  
Environmental  
Learning Centre

Hillsburgh, Ontario

*"I don't think many people involved in organic farming got into it because they were interested in thinking about organic farming as a business. We tend to attract idealists who want to make the world a better place, not folks who want to make money. Money is often very low on their priority list. I think I am one of these people, but I am also someone who has recognized that **a farm needs to work as a business in order to survive**. If I believe that organic farming is worthwhile, then I need to do what it takes to have that farm continue to exist – and that means that it needs to make decisions based upon what is best for the business. I believe this attitude has rubbed off on our mentees. They now think that it's worthwhile to do cost-benefit analysis of different aspects of the farm. For instance, they ask such questions as: is it worthwhile to grow crops for wholesale? is it worthwhile to purchase this particular piece of equipment? is it worthwhile to grow this particular crop? is it worthwhile to rent this particular piece of land? Related questions they now ask include: how can we maximize the effectiveness and efficiency of the labour and equipment available to us? how can we grow and weed this crop more effectively to ensure that we're making the most money possible with the lowest cost? how should we organize the workweek to ensure that everyone's strengths and capacities are maximized? should we continue to go to a market if we're only generating a few hundred dollars in revenue? To me, these questions and discussions indicated a businesslike and management focus."*



## Le Mois de la gestion “Month of Management”



CFBMC partnered with the Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ), la Fédération des groupes conseils agricoles du Québec (FGCAQ), le Centre d'expertise en gestion agricole (CEGA), les Réseaux Agriconseils, le Conseil canadien de la gestion d'entreprise agricole, le Réseau d'expertise en gestion agricole (REGA), and le Centre de référence en agriculture et agroalimentaire du

Québec (CRAAQ) to promote January, February and March as the Months of Management across Quebec. The objective of this program is to promote the importance of farm business management by coordinating the collective activities of the partners.

A contest was held at the Salon de l'agriculture to further promote farm business management awareness and collaboration between the partners.



## Farm Shows – a Chance to Meet, Greet and Learn

Farm shows present an opportunity to network with producers and industry personnel. They are an opportunity to highlight CFBMC resources and also to collect input and ideas on the best resources and methods to reach producers.

This year CFBMC attended 4 farm shows across Canada, representing a diverse cross section of producers across regions:

Western Canadian Crop Production Show	Saskatchewan
Salon de l'agriculture	Quebec
Atlantic Farm Mechanization Show	New Brunswick
Ottawa Valley Farm Show	Ontario

Farm shows prove to be a popular venue for farmers to meet, gather and exchange information and likewise a valuable opportunity for CFBMC to come into direct contact with producers.



## International Farm Management Congress March 2011, New Zealand

The Canadian Farm Business Management Council, along with over 300 participants from around the world took part in the International Farm Management Association's 18<sup>th</sup> Congress in Christchurch, New Zealand from March 12 – 25, 2011.



Heather Watson, General Manager, and Richard Robert, Vice-Chair, provided a daily bilingual blog from the event, which received over 4,000 visits. The blog is still available at [farmcentre.wordpress.com](http://farmcentre.wordpress.com). Take a look and re-live the experience!

CFBMC also presented a paper: *Complementing Tradition, Managing Change: Using Communication Technology to Connect an Industry; the Case of Agriwebinar®* and poster: *The Strength of Many, the Power of One* – [farmcentre.com](http://farmcentre.com). Both were very well received. The paper will be featured in the first edition of the new International Journal of Agricultural Management.

CFBMC joined 6 other Canadian delegates at the Congress.



Terry Betker was elected as the new Canadian representative to the IFMA Council. Terry is President and CEO of Backswath Management Inc., a Manitoba-based company that provides management expertise to farmers, primarily on strategic business and succession planning, financial analysis and risk management.

A new **Centre of Excellence in Farm Business Management** was announced at the NZ Congress; a joint venture between Massey and Lincoln Universities, supported by DairyNZ and the government through the Primary Growth Partnership. CFBMC looks forward to engaging with the *Centre of Excellence* to:

- share knowledge and ideas, improving farm business management across borders
- encourage cooperation between countries facing similar agricultural challenges
- create a culture of excellence in farm business management in Canada and abroad

### What's Next?

- ✓ Next Stop: Warsaw, Poland at the University of Life Sciences in 2013.
- ✓ **Mark Your Calendars – IFMA is coming to Canada in 2015!**



IFMA provides a forum to exchange ideas with world leaders in farm business management, allowing CFBMC access to the latest and greatest in farm business management tools, resources, and practices, while networking to establish contacts for greater connectivity and collaboration within the agricultural industry, helping CFBMC continue to fulfill a significant role in nurturing a thriving Canadian agriculture industry. For more information, visit [www.ifmaonline.org](http://www.ifmaonline.org)





## Effective Response to Sector Needs

### SHORT TERM - DISASTER AND CRISIS RESPONSE TACTICAL TOOLS LONG TERM - STRATEGIC MANAGEMENT TOOLS & RESOURCES

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.

CFBMC is committed to provide the information, resources, and tools needed to mitigate losses and catalyze strategies for improving business risk management and long term sustainability.

CFBMC 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.

To effectively respond to sector needs, CFBMC continues to build the capacity to respond in a flexible, proactive and rapid manner to sector needs as they are identified.

These efforts include:

- Collecting and conducting needs assessments and consultations on an ongoing basis to uncover gaps in information and inform new projects and Council 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 CFBMC's future direction.

*"[CFBMC is] one of the key resources in Canada in terms of extension materials"*

#### What's new?

- ✓ Conducted a literature review of Canadian and international farm business management needs assessments from the last 5 years to identify trends and gaps for Council response
  - 36 needs assessment consultations summarised
  - 24 Farm Business Management programs reviewed
  - 24 interviews with industry experts
  - 71 key documents consulted and referenced
- ✓ Created resource portals in response to the devastating floods in Manitoba, Quebec, and other parts of Canada



## What's next?

CFBMC 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, increasingly accessibility in a timely, relevant manner
- ✓ Develop a framework to quantify the benefits of farm business management
- ✓ Develop new reference tools to respond to crisis affecting the agricultural sector

## Partnership Development

The Council plays an important role in coordinating farm business management across Canada, connecting producers across provinces, production sectors, age demographics and language groups to:

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

CFBMC continually seeks cooperative and collaborative opportunities to enhance and extend programs and services to farmers across Canada, and lead national projects. CFBMC relies on its partnership network to extend its reach to Canadian producers with diverse interests and backgrounds. Partners provide enhanced 'on the ground' connectivity and visible partnerships enhance industry connectivity, collaboration and leveraging of resources, including touch-points with producers and those providing services to producers.

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

- ✓ Conducted and participated in learning opportunities including committees, conferences, and workshops to keep advised of industry trends, issues and opportunities
- ✓ Conducted a number of consultations to inform projects and new activities
- ✓ Managed a number of programs and projects with and to engage industry partners

CFBMC 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. Recognized as a credible, unbiased and nationally-mandated body, CFBMC continues to expand its partnership network; new synergies and opportunities are being realized to deliver real benefits to Canadian farm managers and other stakeholders in the agri-food continuum. 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.



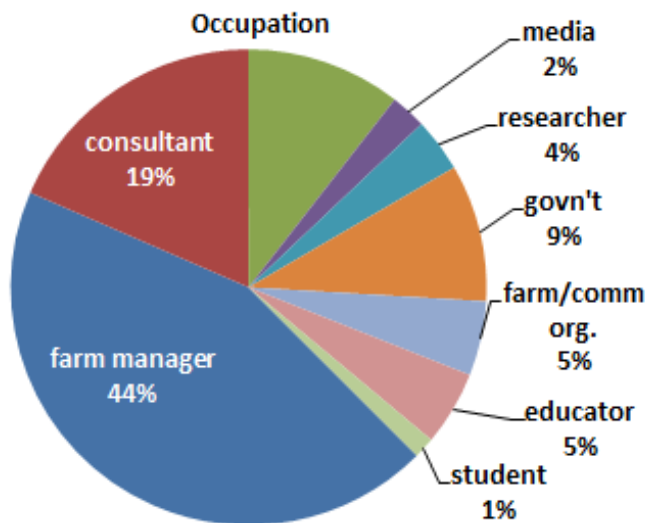
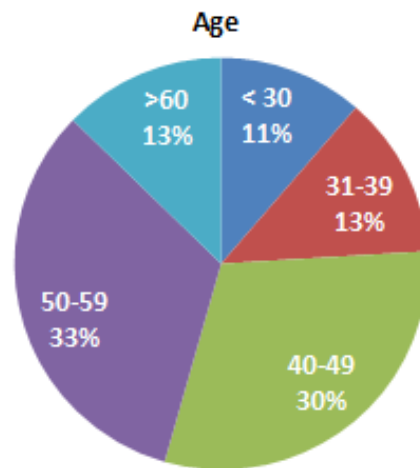
## Reach & Impact: A National Summary

CFBMC activities reached close to half-a-million industry stakeholders directly, while countless others have benefited from Council activities through our vast network of partners and contacts from coast to coast, and outside of Canada.

As a result of various performance measures and consultations, the demographic profile of CFBMC's audience can be summarized as follows:

### Age:

- 63% (majority) between 40 and 59 years of age
- 24% under 40 years of age - "young farmers"



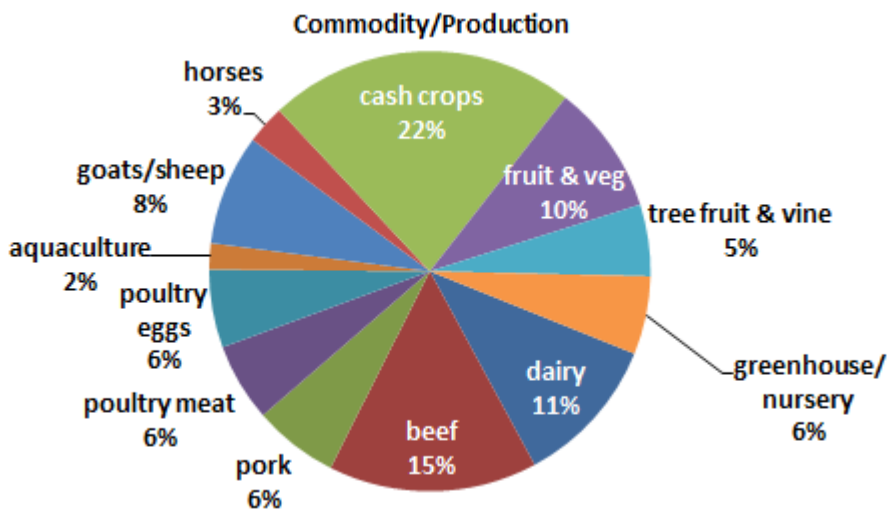
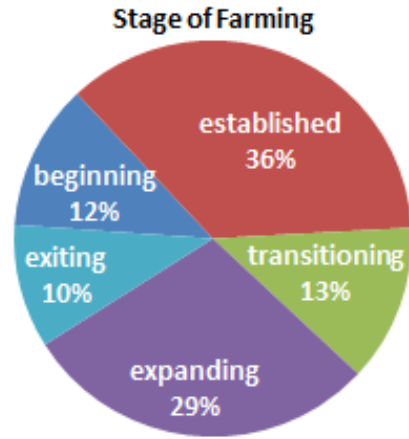
### Occupation:

- 44% are farm managers
- 19% are consultants
- 11% are in agribusiness
- 9% are government



Stage of Farming:

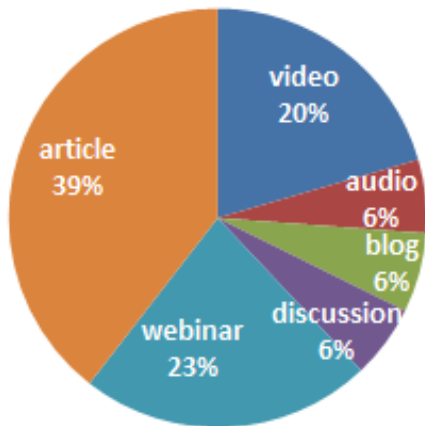
- 36% of farmers consider themselves established
- 29% are expanding
- 12% are beginning farmers
- 13% are transitioning
- 10% are exiting



Commodity/Production:

- 22% of farmers produce cash crops
- 55% are in livestock
- 21% are in horticulture
- 2% are in aquaculture

Information Format Preference



Information Format Preference:

- 39% of farmers prefer articles
- 23% prefer webinars
- 20% prefer videos
- 6% prefer blogs, discussion forums or audio



# *Positioning CFBMC for the Future*

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Over the past year, the Canadian Farm Business Management Council has completed a thorough review of its activities to inform a renewed strategic direction with associated metrics that measure the performance of the Council and the reach-impact-value for Canadian farmers to ensure long-term viability, sustainability and growth of Canada's agricultural sector and Council as a leader.

As part of our commitment towards timely, relevant programs and projects, CFBMC conducted a series of consultations through surveys, focus-groups and one-on-one interviews with target audiences from coast to coast to identify the needs of Canada's farmers, measure our reach and impact, identify areas for improvement and enhancement, and gather new ideas.

CFBMC's commitment to continuously improve its performance lies not only in our programs and projects, but in steadily improving our management processes and practices. Council has put considerable effort into the development of appropriate policies, processes and plans to support the new strategic direction and provide a solid foundation for Council and its activities for years to come.

## **Business Planning**

- ❖ Development of the Council Business Plan and support processes (including an annual business planning cycle)
- ❖ Preparation of a strategy for ongoing knowledge and information gathering and management to continuously evaluate existing and anticipated sector needs

## **Communications Planning**

- ❖ Development of a Communications and Messaging Strategy redefining our mission, vision, target audiences and key messages

## **Governance**

- ❖ Development of a Governance Information Package to help with Board succession and planning, including a revamped Governance Policy and accountability documentation

## **Operations and Administration**

- ❖ Building the human resource capacity of Council, including realignment and redefinition of staff roles and responsibilities

## **Capacity Building**

- ❖ Development of Performance Measurement and Impact Management frameworks for all Council activities
- ❖ Redefinition of Council Key Activities and Result Areas
- ❖ Development of information collection and dissemination processes - Contact and Knowledge Management systems

We have and will continue to build the capacity of the Council to deliver advanced farm business management resources, information and tools, and effectively respond to the needs of Canada's farmers.



## *STAYING CONNECTED*

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There are a number of ways to engage with and stay connected to CFBMC!

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

Subscribe free at [www.farmcentre.com](http://www.farmcentre.com) to receive:

- ✓ Farm Management Weekly e-newsletter (feature articles, profiles, announcements, events)
- ✓ Agriwebinar e-blast (upcoming Agriwebinars & survey opportunities)
- ✓ Canadian Farm Manager hardcopy and electronic newsletter (bi-monthly publication by mail or email)



# CFBMC Membership

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Membership in the Council is open to individuals, associations and corporations, categorized as follows:

- Class A: Provincial/Territorial 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

As a national Council, all provinces and territories hold membership to the Council.

CFBMC members:

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

Members help CFBMC stay connected to farm business management initiatives across Canada, thereby positioning the Council to play a greater part in the growth and profitability of the industry.

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

- ✓ Voting rights within the Council
- ✓ Eligible to serve as Director on the Board
- ✓ 15% discount on CFBMC conferences
- ✓ Access to Requests for Proposals (RFPs) one week in advance of the public
- ✓ Named on Farmcentre.com
- ✓ Quarterly newsletter
- ✓ Regular information updates

CFBMC also encourages and utilizes reciprocal membership opportunities. Thus, CFBMC likewise reaps the rewards offered by the membership services of these reciprocating groups.



# Our Members

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## **Corporations**

AdFarm  
BDO Dunwoody  
Collins Barrow  
Farm Business Consultants Inc.  
Farm Credit Canada  
La Terre de chez nous et ses publications  
Meyers Norris Penny  
RBC Royal Bank  
Top Crop Manager  
Banque Nationale du Canada  
Scotiabank

## **Government**

Agriculture & Agri-Food Canada  
British Columbia Ministry of Agriculture and Lands  
Alberta Agriculture and Rural Development  
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 Labrador Department of Fisheries and Aquaculture  
Prince Edward Island Department of Agriculture  
Yukon Government, Department of Energy, Mines and Resources, Agriculture Branch  
Northwest Territories Agriculture, Agrifoods and Commercial Wildlife Development

## **Associations**

Canadian 4-H Council  
AgraPoint International Inc.  
Agricultural Institute of Canada  
Camrose Regional Exhibition  
Canadian Agricultural Safety Association  
Canadian Association of Farm Advisors  
Canada's Outstanding Young Farmers  
Canwest DHI  
Le Centre d'études sur les coûts de production en agriculture  
Centre de référence en agriculture et agroalimentaire du Québec  
Farm Leadership Council  
La Fédération des groupes conseils agricoles du Québec  
George Morris Centre  
Kemptville Campus, University of Guelph  
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  
Wild Rose Agricultural Producers  
Union des cultivateurs franco-ontariens





### **Appointed Provincial/Territorial Government Representatives**

<b>Province/Territory</b>	<b>Representative</b>
Alberta	Sharon Stollery
British Columbia	George Geldart
Manitoba	Bobbie Robertson
New Brunswick	Philip Parlee
Newfoundland & Labrador	Paul Collins
Nova Scotia	Lori Kittilsen
Prince Edward Island	Colleen Younie
Ontario	John Molenhuis
Quebec	Michel Ouellet
Saskatchewan	Mike Pylypchuk
Northwest Territories	Gene Hachey
Yukon	Tony Hill/Brad Barton

### **Appointed Provincial/Territorial Producer Representatives**

<b>Province/Territory</b>	<b>Representative</b>
Alberta	Bill MacFarquhar
British Columbia	Garnet Etsell
Manitoba	Chris Grenier
New Brunswick	Donald Daigle
Newfoundland & Labrador	Rhonda Thornley
Nova Scotia	Philip Keddy
Prince Edward Island	Darcy Rennie
Ontario	Robert L. Ross
Quebec	Richard Robert
Saskatchewan	John Cote
Northwest Territories	Andrew Cassidy
Yukon	Warren Zakus



## Individuals

Al Scholz	David Froescul	J.C. Poissant
Alain Leduc	David Wallace	J.P. Skovsgaard
Allan Leslie	Denis Ouellet	Jason Hodson
Allen McWilliam CA	Donald Pratt	Jason Ranger
Andrew Eastwood	Duane Clermont	Joanne & Tony Hogervorst
Angela Semeniuk	Duncan Mackey	Joe Chomistek
Barbara Taylor	Elaine Froese	Joe Mulligan
Bernard & Monique Maisonneuve	Eldon Massey	John A. Anderson
Bev Connell	Ferme J-O Dan	John Hrick
Billy Katelnikoff	Ferme Roxfalls Enr.	John Spencer
Brett Schuyler	Ferme Yannick Pelletier	Kelly Ann McKnight
Brian Little	Gabriel Beauregard	Kim Shukla
Bruce Martin	Gary Morton	Len Davies
Bryan Broyles	Gerrit Wensink	Terry Ludwig
C.G. Chuc Cauchi	Gerry Peters	Trent & Sharon Sundgaard
Charles Forman	H.A. [Bert] Miles	Victor Aideyan
Colin Hudon	Heather Broughton	Viola Daigle
Daniel Guimond	J. Wilson Loree	Wendell Joyce
		Yvonne Richard



# *Wilson Loree Award*

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## **Congratulations to Brian Little, 2010 Wilson Loree Award Winner**



*Brian Little, agr. with Donald Daigle,  
former CFBMC Chair*

The highly coveted Wilson Loree Award was presented to Mr. Brian Little of Oakville, Ontario at the Canadian Farm Business Management Council's (CFBMC) 2010 Annual General Meeting in Ottawa, Ontario. The award is given annually by CFBMC to a deserving member of the agricultural community from a pool of candidates nominated by their peers and colleagues.

During the acceptance ceremony, Mr. Little was honoured for his extraordinary contribution to developing and promoting new and positive change in agricultural business management practices and expertise in Canada. His work in the farm management realm of the agricultural industry spans decades and includes service with Shur Gain Division of Canada, Canfarm, and most notably, RBC, where he developed and conducted several farm management courses in close collaboration with Tom Powell of Farm Credit Services. More recently Mr. Little was a strong force on the Canadian Banker's

Association Agriculture Committee where he worked within the committee to develop programs and strategies to deal responsibly with the BSE crisis and problems facing the Canadian port industry.

The Wilson Loree Award is a non-monetary award created in 2003 by the Canadian Farm Business Management Council to recognize those who have made significant contributions in business management, either regionally or nationally, shown innovation, served as a role model and mentor to colleagues and clients and shown the ability to network and build partnerships to include others in furthering the vision and goals of the agricultural industry.

The Canadian Farm Business Management Council (CFBMC) is proud to honour Brian Little as the recipient of the 2010 Wilson Loree Award.



## *Looking Ahead: 2011-12*

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The year 2012 signifies CFBMC's 20<sup>th</sup> anniversary and we are aiming high.

The Canadian Farm Business Management Council 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; connecting agricultural stakeholders across provinces, production sectors, demographics and language groups.

Success will not be achieved by providing farm business management resources and tools alone, but rather, by having effective communication mechanisms to source and deliver information.

Innovative approaches to meet the learning preferences and practices of today's farmer with the information they need, when they need it, and as they need it will motivate and empower the sector.

Social Media has become one of the most powerful tools available for sharing knowledge with a large audience in a timely manner. Recent studies have shown that the agricultural sector, although lagging behind in social media use in the past, has now caught-up to the general population. Council is investigating the use of social media to encourage the development and dissemination of farm business management information to inspire and engage farmers. We look forward to a new website in the coming year.

We are also excited to begin preparations to bring the International Farm Management Congress to Canada in 2015 and showcase Canadian agriculture on a world stage.

CFBMC looks forward, with confidence, enthusiasm and optimism.

We thank you for your continued support.

Sincerely,

*The Canadian Farm Business Management Council*

**Canadian Farm Business Management Council**

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