



FARM MANAGEMENT CANADA  
GESTION AGRICOLE DU CANADA

1992-2012 **20** YEARS·ANS



FARM MANAGEMENT CANADA  
2011-2012 ANNUAL REPORT

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



## Farm Management Canada at a Glance

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

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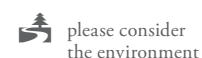
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The report may also be downloaded  
from [www.fmc-gac.com](http://www.fmc-gac.com).

## Message from the Minister

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Congratulations to Farm Management Canada on 20 years of providing the farm business management information and tools Canadian farmers use to improve their businesses and profitability.

For 20 years, you have been working in the interests of our farmers, facilitating the sound management decisions needed to seize opportunities. More than ever, you drive “evolution through innovation” as you promote farm business management practices that lead to successful innovation in farm operations and marketing.

Like you, our Government wants to help entrepreneurs harness innovation, add value and create jobs and growth right across this great country. The Government of Canada’s Economic Action Plan for 2012 is a plan to grow Canada’s economy for today and into the future. Our focus remains squarely on jobs, growth and long-term prosperity in the agriculture industry through science and innovation. Of course, close partnerships with industry, which has been a hallmark of your success, will continue to ensure we are delivering on industry needs.

Thank you for your dedication to Canada’s agriculture industry. I wish you the best of success over the coming year as you work with industry to build upon the last year’s achievements to bring new opportunities and expand markets for Canadian agriculture.

A handwritten signature in blue ink, which appears to read "Gerry Ritz".

Agriculture Minister Gerry Ritz, PC, MP



## Message from the Chair

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Greetings!

Another year has come to an end, filled with accomplishments that serve all of the players within our beautiful Canadian agricultural industry. This year unfolded against the backdrop of our 20<sup>th</sup> anniversary celebration, which has brought novelty and innovation to our activities and appearance. Whether through our new publications, new website, or helping the next generation of farmers, this wind of change and these efforts will help farmers reach their goals.

Throughout the past year, we have improved our governance and decision-making processes, and continue to review how we manage this great organization. We were given the mandate of becoming leaders in governance, and we have succeeded. As leaders, our work is ongoing as we continually aim higher and reach farther.

I am a farmer and I work in this sector. Like all of you, I have a stake in our agricultural industry. We all know that it is a business prone to low margins and subject to hard times. But being negative does not make things any better. If you can identify opportunities, you will have a better chance of success. I am not saying that you should be blinded by optimism, but being optimistic allows us to better recognize and seize opportunities when they arise. And the opportunities are many. This is how we work and we will continue to do so.

I would like to thank the Board of Directors; Ms. Watson, the General Manager; and all of the staff who work in our office. On behalf of our organization, I would also like to thank all of our partners and especially Agriculture and Agri-Food Canada.

Thank you, and Happy 20<sup>th</sup>!

Sincerely,

A handwritten signature in cursive script that reads "Richard Robert". The ink is dark and the background is a light, textured surface.

Richard Robert  
*Chair, Farm Management Canada*

### Past Chairs

1992-1994 Rod Archibald, 1994-1995 Larry Campbell,  
1995-1998 Terry Murray, 1998-2003 Ann Forbes,  
2003-2006 Bill MacFarquhar, 2006-2008 Scott Dingwell,  
2008-2010 Donald Daigle, 2010-2011 John Coté

*“Continuity gives us roots; change gives us branches,  
letting us stretch and grow and reach new heights.”*

*—P.R. Kezer*

## Message from the General Manager

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To start, it is simple – congratulations and thank you, to everyone who has contributed to achieving this significant milestone.

For 20 years, we have had the pleasure of connecting and working with the crème de la crème – the greatest forerunners and visionaries in agricultural business, to equip farmers with the resources and tools to thrive in the ever-changing and increasingly complex agricultural environment.

In 2010, we were challenged to rethink our activities and decided to pursue a new presence in the industry. Honouring the strong foundation formed by our history, we are continuing with proven successes while embracing change and innovation to ensure ongoing effectiveness and relevance.

This renewal process has been an incredible journey and learning experience as we continue to embrace our new strategic direction, first internally and now on the outside with a new name, new look and exciting new initiatives.

One can easily draw the comparison between our journey and the business management practices behind which we stand. Business management involves analyzing circumstance, setting goals, planning for success, and evaluating success factors to continue to realize the benefits of your efforts.

The following report demonstrates the reach and impact of our 2011-12 activities. What’s even more exciting are the unintended benefits of our efforts including international recognition and new project opportunities to bring a business management lens to industry initiatives.

We hope that you share in our pride. Together, we are securing a prosperous future for Canadian agriculture by strengthening its foundation in business management and with the collective intelligence required to innovate, assess risk and seize opportunities.

Farmers are the ultimate business managers, having more risk and fluctuating conditions to contend with than any other industry in the world. Let’s work together so that farmers are admired for their ability to manage for success.

Business management may not be sexy, but success is!

As we enter into the final year of our Contribution Agreement with Agriculture & Agri-Food Canada, we are preparing for the new agricultural policy framework whilst securing diverse sources of revenue from the provision of products and industry partners to sustain the organization and continue to deliver the information, resources and tools needed to drive industry success.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Heather", written over a light-colored background.

Heather Watson  
*General Manager, Farm Management Canada*





Farm Management  
Canada is a leader  
and the only national  
organization devoted  
to the development  
and delivery of business  
management resources  
and information to  
Canada's farmers.

## Celebrating 20 years

The Canadian Farm Business Management Council (recently renamed Farm Management Canada) was formed 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 to help farmers keep up with business trends.



1992-93 CFBMC Directors. Front row: Gladys Wacowich, Rod Archibald, Brian Davey, Lyle Stavness. Back row: Jean-Marc Belanger, Donna Kelland, Ralph Winslade, Heather McBey, Mette Ching, Terry Petersen, Chuck Jacobs.

### Our Founders:

BC Terry Petersen, Larry Campbell  
AB Gladys Wacowich, Wilson Loree  
SK Lyle Stavness, Linda Pipke  
MB Heather McBey, Lorne Martin  
ON Ralph Winslade, Nancy McGill  
QC France Lamonde, Jean-Marc Belanger  
NB Rod Archibald (Chair), George Maicher  
NS Alan Grant  
PEI Mette Ching, Jim Newson  
NL Donna Kelland, Carl Oates  
Agriculture & Agri-Food Canada, Brian Davey  
Executive Director, Chuck Jacobs

*“Farm business management today...  
for tomorrow”*

In April 2010, the Canadian Farm Business Management Council was challenged to rethink its activities, relevance and future.

The Board decided to pursue a new CFBMC for a presence in the new economy. The Board compared what CFBMC was doing to what the organization and its stakeholders needed to make the organization sustainable and demonstrate a measurable impact.

Over the past two years, we have adopted a new strategic direction and have strengthened our position within the industry to lead business management activities at the national level towards a viable, sustainable, and ever-effective presence.

It is with this sense of renewal that we celebrate our 20<sup>th</sup> anniversary with a new name, new look and exciting new initiatives.

### Introducing: Farm Management Canada.

Although we have changed our name, we remain a leader – connecting the industry and continuing to build a culture of business management and best practices at the farm level.

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

We hope that the following report instills as much pride in you as within our dedicated staff and Board.



# Strategic Vision & Mission

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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 Farm Management Canada (FMC).

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

Much of the solution to deal with intensifying realities lies in applying proven business practices, and fostering innovative business thinking. 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 distributing farm management information, tools and resources.**

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

FMC 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.

We will continue to be the national umbrella for farm business management, crossing regions, languages and commodities to facilitate advanced farm business management practices and delivery through national coordination and collaboration.

**Farm Management Canada is uniquely positioned to play a leading role in fostering the collaboration needed to effectively reach Canadian farm managers with the information and resources they need to make sound business decisions.**

## **Leading by Example**

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

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

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



Credit: Ontario Lamb producer, Chris Boetcher

## Our Values

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We of Farm Management Canada believe in:

### A Culture of Management

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

### Successful Relationships

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

### Knowledge Management, Transfer and Translation

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

### Innovation in Farming

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

### Managing Change

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

### Leadership in our Field

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

### Participating in the Future of Agriculture

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



*Top (L-R): John Coté (Secretary, Treasurer), Bev Connell (resigned March 2012), Richard Robert (Chair), Philip Keddy (Vice-Chair), Lane Stockbrugger  
Bottom (L-R): Donald Daigle, Lori Kittilsen, Sharon Stollery, Robert L. Ross*

## Corporate Profile & Governance

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

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

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

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

### 2011-2012 Board of Directors:

Richard Robert, *Chair*  
*Class A Producer Representative (QC)*

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

John Coté, *Secretary, Treasurer*  
*Class A Producer Representative (SK)*

Bev Connell (*resigned March 2012*)  
*Class D Representative (NS)*

Lane Stockbrugger,  
*Class F Corporate Representative (SK)*

Donald Daigle,  
*Class A Producer Representative (NB)*

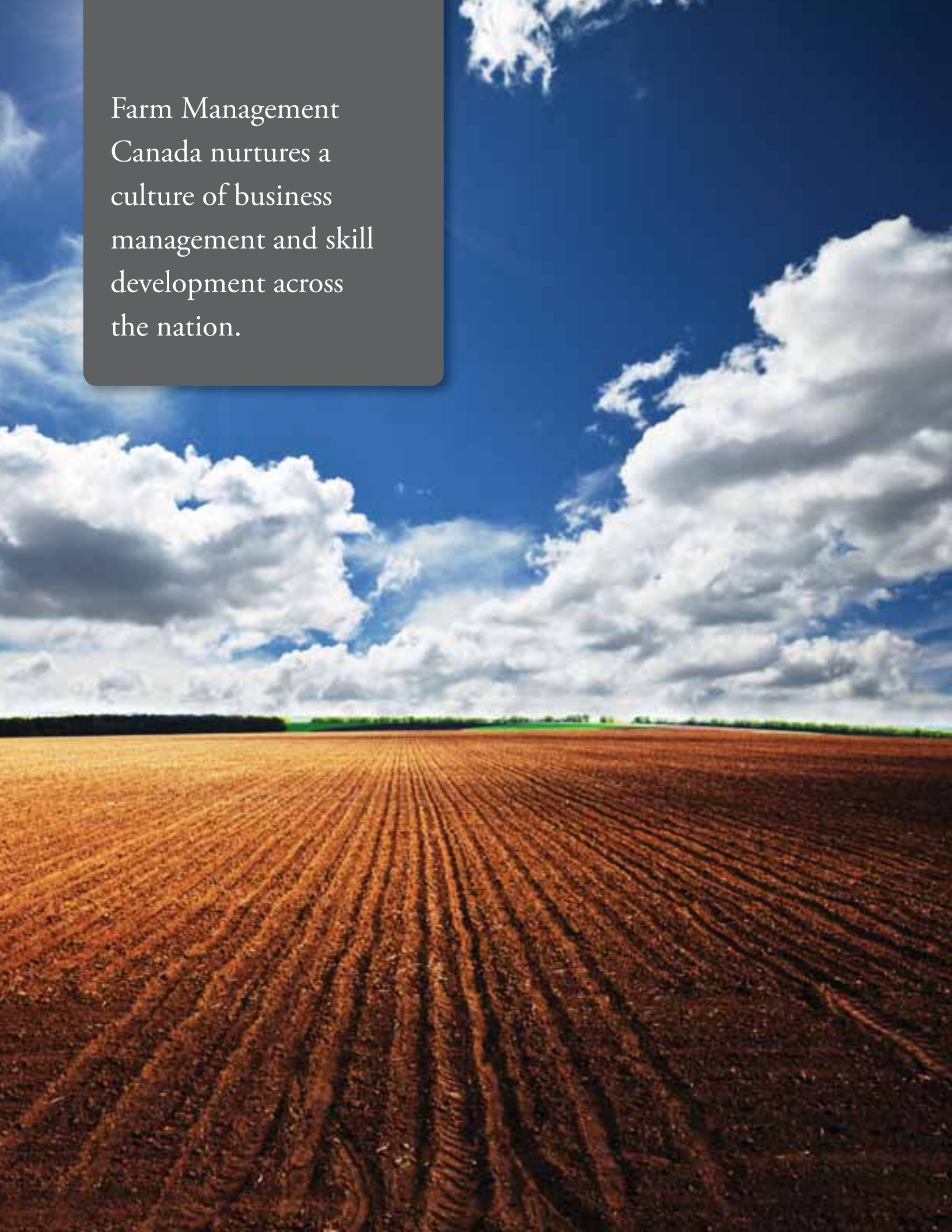
Lori Kittilsen,  
*Class B Ministry Representative (NS)*

Sharon Stollery,  
*Class B Ministry Representative (AB)*

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



Farm Management  
Canada nurtures a  
culture of business  
management and skill  
development across  
the nation.



## 2011-2012 Performance Highlights

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- Welcomed over **130,000** website visits, Increased international web traffic by **12%**
- Social media visits increased by over **200%** (Facebook) and over **300%** (Twitter)
- Over 45 webinars with **2,637** live participants, **7,000** archive views and **1,000** presentation downloads
- An additional 1000 webinar views by groups – ex. lunch and learn
- Average of **122** live participants per webinar (**5% increase**)
- **13,230** total webinar subscribers, **2,534** new subscribers (**11% increase**)
- Over **100,000** Canadian Farm Manager publications distributed
- Canadian Farm Manager awarded gold by the *Canadian Farm Writers Federation*
- Over 1000 products distributed
- 100% of learning goals achieved by Step Up mentorship participants
- Speaking engagements at industry events including annual meetings, conferences, and committees
- Paper published in International Journal of Agricultural Management: *Complementing Tradition, Managing Change: Using Communication Technology to Connect an Industry; the Case of Agriwebinar®*
- Featured in popular press including Better Farming, Country Guide, AgriSuccess Journal, Small Farm Canada, and the Manitoba Cooperator
- Introduced Impact Management Program to measure performance and continue to enhance reach and impact of activities
- Sought by industry to provide expertise related to business management best practices, governance, and performance measurement
- Increased awareness and adoption of Beneficial Management Practices and increased realization of business goals.



*“A wonderful inspirational story. I look forward to following your entrepreneurial growth.”*

## 2011-2012 Year in Review

### FMC-GAC.com

As FMC’s official, nationally award-winning website, FMC-GAC.com, formerly 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

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

#### Top content sought by visitors:

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

FMC-GAC.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.

*“Our article commentary and feedback mechanism encourages communication between producers and other farm business professionals.”*

#### 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 is updated annually and provides farmers with access to over 2,000 cost of production and budgeting tools available from across Canada, along with select resources from abroad.

#### 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?

- Farmcentre.com became FMC-GAC.com
- Complete overhaul includes dedicated resource centres for business management key areas



### What's Next?

- FMC is ready to enter into the realm of Social Media!

Watch for us on facebook, twitter and you tube where we'll bring you access to the best in business management and connect the industry; across region, production areas, farm size, language, you name it!



### Agriwebinar®

*Agriwebinar®* provides farmers and agriculture professionals with access to topical and timely farm business management information from anywhere.

FMC runs webinar sessions from November to March every Monday at Noon EST. Speakers and topics are from

the results of a client survey, so content is 100% client-driven.

All live presentations are archived and available by podcast for access by any one at any time.

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

**We're growing! In the last year, Agriwebinar® subscriptions have increased 11%!**

In 2010-11, FMC hosted 12 webinars in its national series.

## Results & Impact:

### FMC-GAC.com

- Over 100,000 visits

"Just read this heartwarming article and overjoyed to have read it, knowing that hard work and love still prevail in this great land. When worried about where this world is headed, reading an article such as this gives one hope. There should be a 'good will' article written every week to keep us on the 'straight and narrow'. Thanks."

"A wonderful inspirational story. I look forward to following your entrepreneurial growth."

### Agriwebinar®

- Live participation increased by 5%, averaging 122 participants per webinar
- Increased total clientele by 11% to 13,230 users (2,534 new subscribers)
- Most popular topics: industry outlook, website marketing
- Over 1000 participants via group interaction (ex. lunch and learn)
- Agriwebinars are recognized for continuing education and professional development credits by educational institutions and government

"To be up to date is always important and the flexibility to review other people's opinions and directions improves our outlook and business."

"Watching your webinars has helped me realize that bookwork and being aware of what is going in and out of the farm makes a bigger difference financially."

"One of your webinars got me to start an e-newsletter to my clients."



FARM MANAGEMENT CANADA  
GESTION AGRICOLE DU CANADA

## FARM MANAGEMENT CANADA SERIES

SPEAKER	TITLE
<b>John Molenhuis</b> , <i>Ontario Ministry of Agriculture, Food and Rural Affairs</i>	Better Planning - Better Decisions
<b>Larry Martin</b> , <i>George Morris Centre</i>	Thoughts on Managing Financial Ratios, Debt and Financial Risk
<b>Dr. David Kohl</b> , <i>Virginia Polytechnic Institute</i>	Global Economic Impacts on the Farm & Ranch
<b>Brian Sterling</b> , <i>OnTrace Agri-food Traceability</i>	Traceability - What You Need to Know & What's Happening
<b>Jane Eckert</b> , <i>Eckert Agrimarketing</i>	Winning Web Sites That Mean Business
<b>Merle Good</b> , <i>Alberta Agriculture and Rural Development</i>	Looking Forward Through a Rearview Mirror: Planning for the future
<b>Elaine Froese</b> , <i>Seeds of Encouragement</i>	Why Farmers Love Carrots : How to change your family dynamics to help founders let go of farm ownership and control
<b>Andrew Campbell</b> , <i>Fresh Air Media</i>	The SmartFarm - How Social Media and Smartphones Are Helping Farms
<b>Richard Robert</b> , <i>FMC Representative to IFMA18</i>	Agriculture Without State Support: The case for New Zealand farmers
<b>Maria Labrecque Duchesneau</b> , <i>Au Cœur des familles agricoles</i>	A Life of Duties & Lessons
<b>Kevin Spafford</b> , <i>Legacy- by- Design.com</i>	The Five Keys to Planning Success
<b>Colette Lebel</b> , <i>La Coop Fédérée</i>	Cooperating for Success

FMC 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 SERIES

SPEAKER	TITLE
<b>Pierrette Desrosiers</b> , <i>Pierrette Desrosiers Psychoaching</i>	Emotional Intelligence - Emotions at the heart of farm management
<b>Michelle Painchaud</b> , <i>Painchaud Performance Group</i>	How do I get it all done?! The art of prioritizing and time management
<b>Lance Stockbrugger</b> , <i>PricewaterhouseCoopers</i>	Top 10 year-end tax planning tips for 2011
<b>Gordon Labocchetta</b> , <i>Farm Credit Canada</i> , <b>Lance Stockbrugger</b> , <i>PricewaterhouseCoopers</i>	Lease or buy? Learn to ask the right questions
<b>David Irvine</b> , <i>Irvine &amp; Associates</i>	Working With The Ones You Love: The Human Side of Agriculture
<b>Karen D. Wright</b> , <i>KDW Consulting Services</i>	Good Record-keeping for Better Decision-making
<b>Brent Vankoughnet</b> , <i>Agri Skills Inc.</i>	Starting a New Farm Business
<b>Jeffrey Fitzpatrick-Stilwell</b> , <i>McDonald's Canada</i>	Values in Practice and Partnership –An example of a well known company and its practices in sustainable agriculture and environmental sustainability
<b>Jean-Philippe Gervais</b> , <i>Farm Credit Canada</i>	Economic Outlook for Agri-Food Markets
<b>John Snell</b> , <i>RMI Consulting, Inc.</i>	What's Next for Grain Marketing in Western Canada?
<b>Mario Leclerc</b> , <i>AgTrek Nutrition</i>	Optimizing Dairy Revenue
<b>Mario Leclerc</b> , <i>AgTrek Nutrition</i>	Optimizing Dairy Revenue

HOST	TITLE
Grain Farmers of Ontario	Winter Wheat Performance Trials
Ontario Federation of Agriculture	Agricultural Policy Consultation
Carrot Cache Community Resources Inc.	Introductory Small Scale Season Extension - Hoop Houses
National Farm Animal Care Council of Canada	“Trust me” doesn’t cut it anymore – A retailers / foodservice perspective on animal welfare assurance

FMC has helped a number of groups provide national access to industry events.

HOST	TITLE
Agricultural Management Institute	Information Launch Meeting: Study of Farm Business Management Planning Behaviours in Ontario Global Perspectives for Growing Farm Profits Conference
Canada’s Outstanding Young Farmers’ Program	National Recognition Event: The Environment and its Impact on Agriculture
Ontario Ministry of Agriculture, Food and Rural Affairs	Eastern Ontario Local Food Conference

### What’s New?

- Following FMC’s participation in the 2011 International Farm Management Congress, *Agriwebinar*® has received international attention as a key extension tool garnering interest from the New Zealand Centre for Excellence in Farm Business Management and the Knowledge Centre for Agriculture in Denmark.

### What’s Next?

- FMC is currently working on platform upgrades to improve the user experience and also make Agriwebinar available on mobile devices

### What are participants saying?

“Finding out what is happening in other parts of the country, **I have changed crops I grow and the attitude I take in growing them.** Some very positive people are great to listen to.”

“I am planning on **getting professional advice before making changes.**”

“Before our involvement with Agriwebinar, we didn’t do much **record keeping** of what happened on the farm, and little **planning for the next year.**”

“Social media and smartphones, **immediate opportunity to try what was presented, very practical information.**”



## Canadian Farm Manager

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

Farmers can turn to the CFM for specific examples of what works from Canada's leading farmers – *show, tell, inspire*.

2011-12 topics included:

- Innovative Thinking: Master plan always evolving
- Business Planning: Detailed planning underpins winemakers' dreams
- Marketing: They're different, and that's key
- Integrated Farming: Making all the parts work together
- New farmer doesn't try to 'cover all the bases'
- Changing the game with a new type of learning
- Does your transfer plan pass this test?

The CFM is also distributed through partnership, and for special events, academic curriculum and workshop content.

### CFM takes Gold!

Farm business management was in the limelight when the Canadian Farm Writers' Federation (CFWF) held its Annual Awards Banquet on September 17, 2011 in conjunction with the International Federation of Agricultural Journalists (IFAJ) Congress in Niagara Falls, ON.

The CFM took home Gold for General Periodical, receiving the Felix Schmaltz Award.

### FMC part of the world stage

Writer and editor Glenn Cheater of High Bluff Media attended the International Federation of Agricultural Journalists Congress on behalf of FMC.

Yamada Masaru, senior staff writer with the Japan Agricultural News, was impressed by the CFM and had a story published in his paper, bringing publicity for the Canadian farmers featured, and ultimately recognition and exposure for Canadian agriculture.

*'showcasing best practices and fostering innovative, leading-edge thinking'*

## Results & Impact:

### Canadian Farm Manager

- Over 15,000 subscribers
- Almost 90% of CFM subscribers read more than ¾ of every issue

"I value Canadian Farm Manager for two reasons: a) you have a can-do, practical-solutions orientation, which is a welcome antidote to the bleak forecasts that cast farmers as helpless victims of forces beyond their control, and b) you highlight best practices across the full diversity of farm businesses which helps overcome the insularity of farmers in different sectors, regions, and scales of operation"

—W.S. Everdale Farm

### What's new?

- Our reader survey revealed that you wanted more. More content, colour, and FMC news!

Presenting the new Canadian Farm Manager:

### That was then...



### This is now!



The new publication allows for more FMC content, third party and partner content, increased distribution, cost savings, and new revenue opportunities.

### What's next?

- FMC looks forward to expanding the reach and impact of the CFM through content sharing and increased distribution with industry partners, especially in Western Canada.



## Resources & Publications Catalogue

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

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

In 2011-12, over 1,000 hardcopy products were distributed across Canada.

*“Farm Management Canada offers the very best business management information, resources and tools.”*

FMC 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?

- FMC have designed a learning architecture to target resource areas within business management
- FMC are completing a scan of business management resource tools and organizations to create a best practices database and further stitch together the network of business management expertise for agriculture

National scan of resources has led to:

- 129 Canadian agricultural organizations with business management resources
- 377 Canadian farm business management related resources
- 37 international organizations with business management resources
- 46 international farm business management related resources

These resources have been classified and will become part of our Best Practices Database development.

Having identified a number of gaps in resources available, FMC are working on a number of new resources, including:

- Farm Management Groups Resource Guide
- Business Planning Resource Update
- Holistic Guide to Risk Management

### What’s next?

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

## STEP UP Mentorship Program

### Where enthusiasm meets experience

STEP UP is an on-farm learning placement that matches experienced farmers with beginning, new, potential and transitioning farmers to learn critical aspects of farm business management in a hands-on setting.

Farm Management Canada is partnered with the Canadian 4-H Council, Canadian Young Farmers' Forum, and Canada's Outstanding Young Farmers' Program to deliver the STEP UP mentorship program and promote best practices to build a sustainable industry, encourage entrepreneurship, and exchange innovative ideas.



Visit [FMC-GAC.com](http://FMC-GAC.com) for a complete list of mentorship opportunities and resources available across Canada.

### What's new?

- FMC is taking part in the Canadian Agricultural Human Resource Council's On-Farm Work Feasibility Study project to inform best practices of leading on-farm learning programs
- Opportunities have been identified for language training, leadership development and other spin-off focuses while concentrating in business management topics
- The program has spawned a new pilot for younger participants in partnership with then Canadian 4-H Council

Mentor John Wilcox of Duck Creek Farm – *"It has been rewarding to learn of the willingness, determination and enthusiasm which some of the younger generation hold... It is also encouraging to note that of all the mentees we have hosted here at Duck Creek since the STEP UP Program started all have gone on to a continuous engagement in farming of one kind or another!"*

Mentee David Cox of Green Room Organics - *"I am considering some weekend or off season courses through a local college or through a local business development program to build on the farm business management skills I gained in the STEP UP Program."*

## Results & Impact:

### STEP UP Mentorship

- Most mentorships last 6 months
- Mentors and Mentees met 100% of their learning goals, including:
  - Labour Management
  - Recordkeeping
  - Marketing
  - Budget Management
  - Governance
  - Environmental & Resource Management
- FMC have built a network of 22 mentors committed to transferring knowledge to others, in exchange for gaining fresh insight into their operation

## Excellence Award for Agricultural Students

The Excellence Award encourages agricultural students to enhance their communication skills and raises awareness of the importance of farm business management. Each year, FMC collects submissions from agricultural students across Canada and awards three deserving students with \$1,000 towards their education.

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

This year, students were asked:

*What is the importance of lifelong learning to meet the business management requirements of an increasingly complex agricultural industry, and how can farm managers integrate learning opportunities into their hectic schedules?*

### Congratulations to this year's winners!



**Angela Alder, Stettler, AB**

Lethbridge College Field & Program: Agriculture Technology - Plant and soil major



**Natalie Forest, Coaldale, AB**

Lethbridge College Field & Program: Agricultural Technology - Plant and Soil Major



**Tessa Nybo, Sundre, AB**

Olds College - Field & Program: Agriculture Management

Winning submissions are featured and archived on [FMC-GAC.com](http://FMC-GAC.com) and in FMC press.



*“It has been rewarding to learn of the willingness, determination and enthusiasm which some of the younger generation hold”*



## Partnership Development

FMC plays an integral role in coordinating farm business management across Canada, connecting producers from coast to coast across 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

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

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

*“FMC continually seeks cooperative and collaborative opportunities to enhance and extend programs and services to farmers across Canada.”*

FMC continues to use its partnership network to tap into and bring proven regional initiatives to the national level, exposing more farmers to and increasing the impact of successful initiatives. Working collaboratively provides a significant opportunity to reach more producers in a way that substantiates the content. The content becomes trusted, reliable and far-reaching.

## Industry Outreach – a Chance to Meet, Greet, Educate, and Learn

Farms shows and industry events present an opportunity to network with producers and industry. They are an opportunity to highlight FMC resources, expertise and experience, and also to collect input and ideas on the best resources and methods to reach producers.

This year, FMC attended a number of industry events including farm shows, conferences, committee meetings and annual meetings.

**Staff and Board from FMC presented at the following industry events, reaching a diverse cross section of industry stakeholders across regions:**

**Quebec Farmers’ Association Annual Meeting**  
Nancy Pirie, FMC Program Manager

**Colloque gestion 2011 : L’Avenir de l’agriculture : l’Agriculteur!**  
(Le Centre de référence en agriculture et agroalimentaire du Québec)  
Richard Robert, FMC Chair presenting: *“Agriculture without Government Support: the Case of New Zealand farmers”*

**Canada’s Outstanding Young Farmer Program National Recognition Event**  
Heather Watson, FMC General Manager

**CYFF 2012 Annual Meeting: Energizing Farm Leaders of Today – For Tomorrow**  
Heather Watson, FMC General Manager

**Federal, Provincial, Territorial Business Development Working Group National Workshop**  
Heather Watson, FMC General Manager presenting: *“National Coordination: Collective Intelligence, Exponential Gain”*  
*“Complementing Tradition, Managing Change: Using Communication Technology to Connect an Industry; the Case of Agriwebinar”*

**Agriculture & Agri-Food Canada Annual Farm Tour**  
Heather Watson, FMC General Manager



*FMC plays an integral role in coordinating farm business management across Canada.*

**Standing Committee on Agriculture and Agri-Food**

Richard Robert, FMC Chair, and Heather Watson, FMC General Manager presenting: *Addressing issues that affect the competitiveness of Canadian farmers*

**New Zealand High Commission: Special Agricultural Trade Envoy**

Heather Watson, FMC General Manager

**Réseau agriconseils Abitibi-Témiscamingue  
Conférence gestion**

Richard Robert, FMC Chair presenting: *“Agriculture without Government Support: the Case of New Zealand farmers”*

**Alberta 4-H Club Week**

Sharon Stollery, FMC Director

**Canadian Association of Diplomas in Agriculture Programs**

Heather Watson, FMC General Manager  
Mathieu Lipari, FMC Project Manager

**Farm Shows**

FMC enjoyed teaming up with partners for a number of trade shows including the Agricultural Management Institute at Canada’s Outdoor Farm Show and the Ottawa Valley Farm Show, and Les groupes conseils agricoles du Québec for the Salon de l’agriculture.

FMC welcomed educational information from our sister organizations including Canada’s Outstanding Young Farmers’ Program, Canadian Agricultural Human Resource Council, Nuffield Canada, and the Canadian Agricultural Safety Association.

As a special addition, Andrew Campbell of Fresh Air Media presented a talk on Social Media, mobile technology and “The Smart Farmer” at the Ottawa Valley Farm Show.

FMC strives to bring the business management lens and education into industry events.

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

Every year, FMC partners with the Ministère de l’Agriculture, des Pêcheries et de l’Alimentation du Québec (MAPAQ) and key industry groups in Québec to coordinate the promotion of the importance of farm business management by coordinating the collective activities of the partners.

The initiative kicks off at the Salon de l’agriculture where participants are entered into a contest to win business management resources and services from the partners.



## 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.

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

These efforts include:

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

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

#### What's new?

- In 2011, FMC commissioned a Report on the Farm Business Management Needs of Canadian Farmers – a public version of this report will be released in Summer 2012
- FMC participated in and influences a number of industry consultations, including:
  - **Success Factors of Leading Edge Farmers** (Agriculture and Agri-Food Canada)
  - **Innovative Approaches for Skills Development and Training** (Agriculture and Agri-Food Canada)

- **Farm Advisor Training Needs** (Ontario Ministry of Agriculture, Food and Rural Affairs)
- **Client Impact Survey** (Agriculture and Agri-Food Canada)
- **National Renewal Survey** (Agriculture and Agri-Food Canada)
- **Growing Forward 2 : Addressing issues that affect the competitiveness of Canadian farmers** (Standing Committee on Agriculture and Agri-Food)
- As a result of keeping on top of industry trends and outlook, FMC was featured in a number of agricultural publications including 2012 Ag Business Outlook, Mentorship and Women and Leadership in Agriculture

#### What's next?

Farm Management Canada's purpose, vision and mission all stem from the premise that increasing the business management capacity of farm managers will lead to direct benefits for farmers and Canadian agriculture as a whole. However, only a small percentage of farmers in Canada use the tools required for sound farm business management, such as a business plan, cost of production analysis, and benchmarking. If business management practices help farmers to be more successful, why don't they use them?

Part of the answer is that there is very little proof available. In response to this, FMC has created a framework that will provide the basis for a national study that aims to:

1. Measure the current state of farm business management in Canada and establish a benchmark to track its future progress (as a basis for a longitudinal study).
2. Establish and develop a measure to assess the quantitative and qualitative return of farm business management practices in Canada.

**FMC is committed to continue to build its capacity and capability to anticipate and respond in a flexible, proactive and rapid manner to sector needs as they are identified.**



## Reach & Impact: A National Summary

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

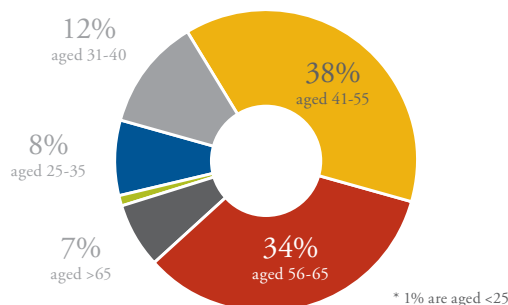
FMC activities are influencing increased awareness and adoption of Beneficial Management Practices and increased realization of business goals.

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

As a result of various performance measures, the demographic profile of FMC's 2011-12 audience can be summarized as follows:

### Age:

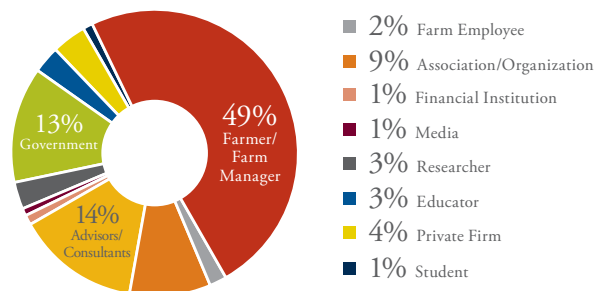
- 21% under 40 years of age – “young farmers”
- 38% (majority) between 41 and 55 years of age



### Occupation:

- 49% are Farm Managers
- 14% are Advisors/Consultants
- 13% are Government

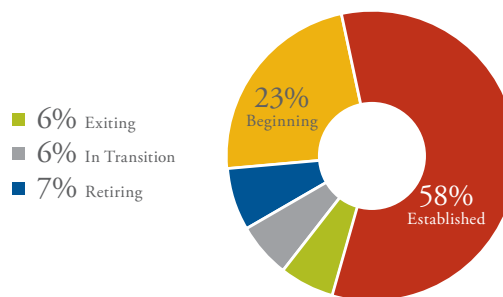
\* Compared to 2010-11, Farmer and Government participation has increased.



### Stage of Farming:

- 58% are established
- 23% are beginning
- 6% are transitioning
- 7% are retiring
- 6% are exiting

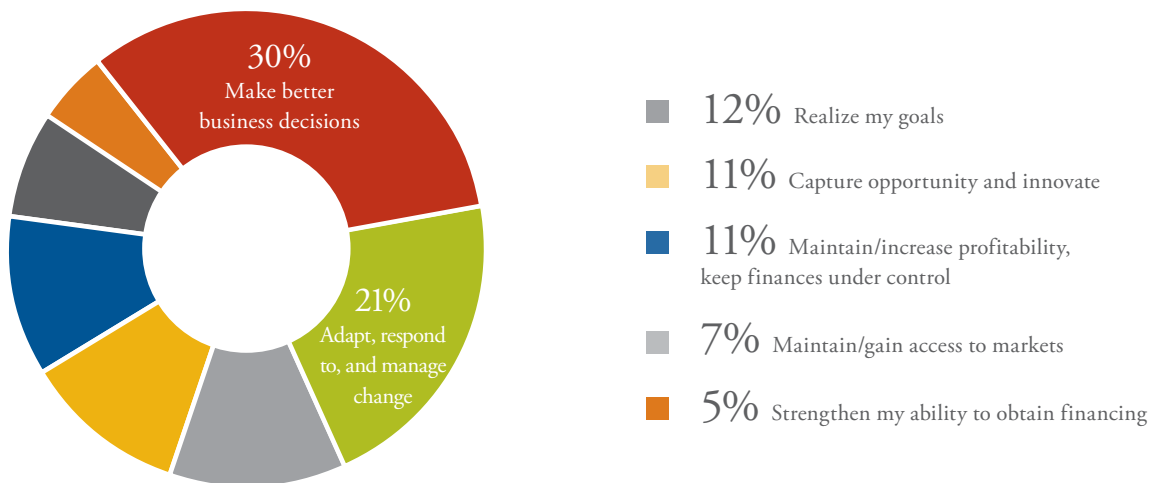
\* Compared to 2010-11, 100% increase in Beginning Farmers. 23% increase in Established.



## What changes have you made or plan to make as a direct result of Farm Management Canada programming?

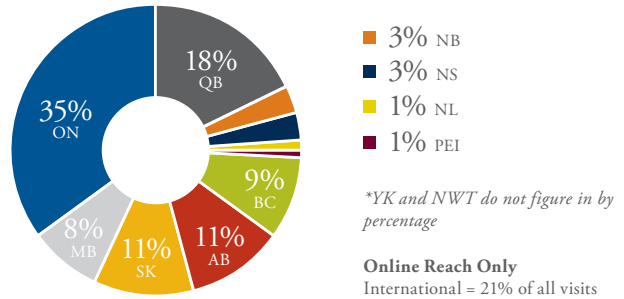


## How has Farm Management Canada programming helped contribute to the success of your business?

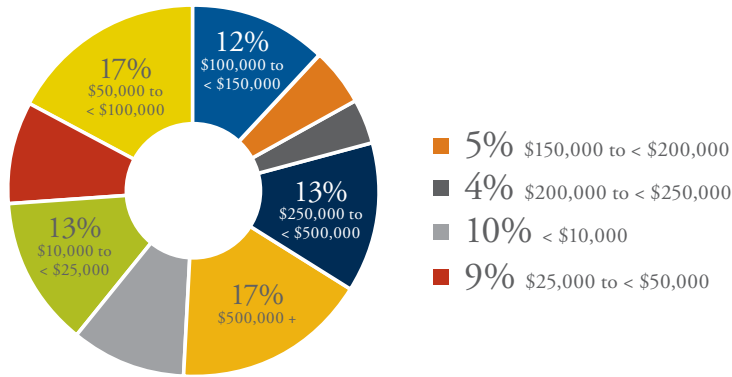


**Region:**

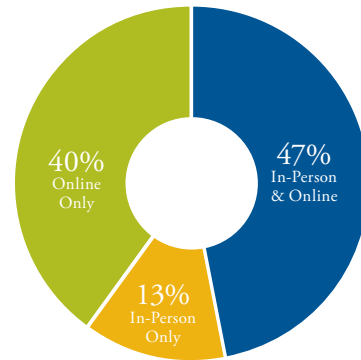
- Although FMC activities are national, we are seeing more response to our activities in Ontario, Alberta, Saskatchewan and Quebec



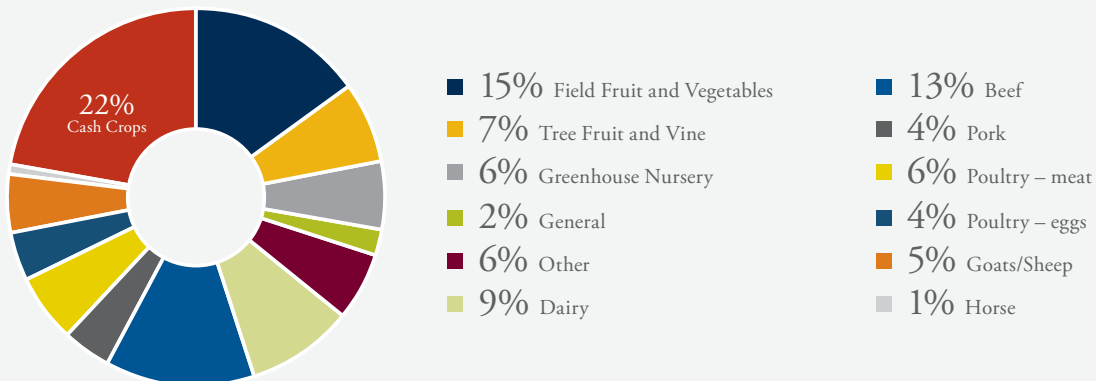
**Net Income**



**Preferred Learning Format**



**Production Area**







## Positioning FMC for the Future

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Over the past year, Farm Management Canada has undergone a complete overhaul and we are excited to continue to move towards embracing our new strategic direction, first within and now, on the outside.

FMC continues to closely monitor its activities with associated metrics that measure the performance of FMC and the reach-impact-value for Canadian farmers to ensure the long-term viability, sustainability and growth of Canada's agricultural sector and FMC as a leader.

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

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

**Our core competency:** FMC as a Champion for business management at the farm level

**Our goal at the farm level:** Changing behaviour at the farm level

**Our business:** Farm Business Knowledge management

**How we do it:** Knowledge transfer

**Who do we do it with:** Stakeholder engagement, Partnership development, Relationship management

**How we message it:** Communications management

**How we measure it:** Impact management at the farm level

**Structuring ourselves for success:** Governance, Operational management, Human resources

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



*“[FMC is] committed to helping agricultural businesses stay competitive in increasingly challenging markets.”*

## FMC Membership

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

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

As a national organization, all provinces and territories hold membership to FMC.

FMC members:

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

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

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

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

### What's new?

- FMC initiated a membership survey directed to current members, past members and those who have never been members to provide insight into how we can improve our member benefits program and continue to deliver value.

**When asked:** *What impact has your membership to FMC had on the success of your business?*

“...it has been very successful for my business, I would not be nearly as successful today without CFBMC”

“It has improved my business - we made a profit last year”

**When asked:** *How would you describe FMC?*

“They are committed to helping agricultural businesses stay competitive in increasingly challenging markets. I am a member so I can keep track of other progressive farms and what they are doing to stay profitable.”

“The premier repository of Farm Management information in all Canada. To be a professional one needs to know where to get information, Farm Management Canada is an awesome resource allowing me to do my job well...”

## Our Members

### Corporate

Agri-Trend Inc.  
Banque Nationale du Canada  
BDO Dunwoody LLP  
CIBC Business Banking  
Collins Barrow Chartered Accountants  
Farm Business Consultants Inc.  
Farm Credit Canada  
La Terre de chez nous et ses publications  
MNP LLP  
Pallister Financial Group  
Royal Bank of Canada

### Associations/Organizations

Agricultural Institute of Canada  
Au coeur des familles agricoles  
Camrose Regional Exhibition  
CanWest DHI  
Canada's Outstanding Young Farmers' Program  
Canadian 4-H Council  
Canadian Agricultural Safety Association  
Centre de référence en agriculture et agroalimentaire du Québec-CRAAQ

Centre d'étude sur les coûts de production en agriculture  
Centre d'expertise en gestion agricole (CEGA)  
Farm Leadership Council  
George Morris Centre  
Groupes conseils agricoles du Québec  
International Farm Management Association  
Kemptville Campus, University of Guelph  
L'Union des cultivateurs franco-ontariens  
Manitoba Canola Growers Association  
Ontario Agri-Food Education Inc.  
Ontario Cattlemen's Association  
Ontario Institute of Agrologists  
Organic Agriculture Centre of Canada  
Rural Ontario Institute  
Top Crop Manager  
Wild Rose Agricultural Producers

### Government

Agriculture & Agri-Food Canada  
British Columbia Ministry of Agriculture and Lands  
Alberta Agriculture and Rural

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

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## Appointed Provincial/Territorial Representatives

### Province

British Columbia  
Alberta  
Saskatchewan  
Manitoba  
Ontario  
Quebec  
New Brunswick  
Nova Scotia  
Newfoundland & Labrador  
Prince Edward Island  
Northwest Territories  
Yukon

### Government Representative

George Geldart  
Sharon Stollery  
Mike Pylypchuk  
Bobbie Robertson  
John Molenhuis  
Michel Ouellet  
Philip Parlee  
Lori Kittilsen  
Paul Collins  
Colleen Younie  
Gene Hachey  
Tony Hill/Brad Barton

### Producer Representative

Garnet Etsell  
Bill MacFarquhar  
John Coté  
Chris Grenier  
Robert L. Ross  
Richard Robert  
Donald Daigle  
Philip Keddy  
*Vacant*  
Darcy Rennie  
Andrew Cassidy  
Warren Zakus



## Individuals

Al Scholz, *A.N.Scholz & Associates Inc.*  
Alain Leduc, *Wanna Make It Farm*  
Allen McWilliam CA, *Tannadice Farms Ltd.*  
Andrew Eastwood, *Jirah Farms*  
Andy Vermeulen, *Vermeulen Farms Ltd.*  
Angela Semeniuk, *RAS Farms*  
Barbara Taylor, *Symons Wearn & Smith*  
Bernard & Monique Maisonneuve, *Ferme Maisonneuve Farms*  
Bev Connell, *ProAgri Consulting Ltd.*  
Brett Schuyler, *Schuyler Farms Ltd*  
Brian Little  
Brian Mack, *Global Ag Risk Solutions*  
Bruce Martin, *Bruce D. Martin Ltd*  
Charles Forman  
Claude Govaerts, *Ferme Canabel inc.*  
Colin Brown, *Vital Berry / Dykeview Farms*  
Daniel Beaudoin, *Ferme JO-Dan*  
Daniel Guimond, *Ferme Écologique Guimond*  
Debbi Conzelmann, *King Cole Ducks Ltd*  
Denis Ouellet, *Le Domaine du Parc*  
Donald Daigle, *Les Jardins d'Acadieville*  
Donald Pratt, *Swan Valley Credit Union Ltd.*  
Doug & Treena Lammers, *DRL Farms*  
Doug Horte  
Duncan Mackey, *Cor Van Raay Farms Ltd*  
Elaine Froese, *Seeds of Encouragement*  
Eldon Massey, *E & S Massey Family Farms Ltd*  
France Perreault, *Ferme Maxiel*  
Gabriel Beauregarl, *Excel Serres Ltée*  
Gary Morton, *Morton Horticultural Associates*  
Gerrit Wensink, *Hoehorst Farms Ltd.*  
Gerry Peters, *Peters & Associates*  
Gib Drury  
Greg Haskett  
H.A. [Bert] Miles, *H.A. Miles Ag Consulting*  
Heather Broughton, *SWG Farms Ltd*  
Isabelle Dupré, *Ferme Mélicska*  
J. Wilson Loree  
J.P. Skovsgaard, *Springcrest Farm*  
Jason Hodson, *Rosebank Farms Ltd*  
Jean-Claude Poissant, *Ferme J.C Poissant*  
Joanne & Tony Hogervorst, *Berryhill Farm*  
Joe Mulligan, *Backswath Management Inc.*  
John A. Anderson, *Collins Barrow Winchester*  
John Hrick, *Allied Associates LLP, Chartered Accountants*  
Karen Daynard, *KD Communications*  
Kelly Schuler, *Desnoyers-Schuler Inc.*  
Kim Shukla, *Prairie Global Management*  
Kyle Friesen, *H&M Farms Ltd.*  
Len Davies, *Davies Legacy Planning Group*  
Marc Guilmain, *Ferme Roxfalls Enr*  
Martine Deschamps, *SynerAction Management*  
Marty Cullen, *Jirah Farms*  
Melvin Penner, *H & M Farms Ltd.*  
Michael Jolly, *Jolly Farms*  
Michael Kalisvaart, *Kalco Farms Ltd.*  
Mike & Amy Cronin, *Cronin Farms Ltd*  
Murray Tweedie, *M & S Blueberry Farms Ltd*  
Nicolas Lavoie  
Olivier Toupin, *Ferme Ancestrale Toupin*  
Philip Thornley, *Campbellton Berry Farm*  
Reg Shandro, *Farmassist Advisory Services Inc.*  
Richard Broadwith, *BCI Marketing Partners Inc.*  
Rick Harris, *Berdon Farms Ltd*  
Rick Lekx, *Padgett Business Services*  
Rob & Erin DeNijs, *Bercab Farms Inc.*  
Ronda Bellefontaine P.Ag. *Like Nobody's Business*  
Ryan Maurer, *Land and Sky Grains Inc.*  
Sabrina Caron, *Ferme Roland Caron Inc. / Savaron Holstein*  
Salahuddin Saiyed  
Scott Buchan, *Buchrest Farms Ltd*  
Sonia Fournier, *Université de Guelph, Campus d'Alfred*  
Terry Betker, *Backswath Management Inc.*  
Terry Kremeniuk  
Tony Noorloos  
Viola Daigle, *Les Jardins d'Acadieville*  
Yannick Pelletier, *Ferme Yannick Pelletier*

A herd of brown and white cows is grazing in a lush green field. The sky is bright blue with scattered white clouds. In the background, a fence and a line of trees are visible. The cows are of various breeds, including some with large horns and others with distinct brown and white patches.

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



*Congratulations to Dr. Larry Martin, 2011 Wilson Loree Award Winner*

## Wilson Loree Award

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The highly coveted Wilson Loree Award was presented to Dr. Larry Martin of the George Morris Centre for his work with the Canadian Total Excellence in Agricultural Management (CTEAM) program.

“I am very pleased to present this year’s award to Dr. Larry Martin for his exceptional leadership in delivering the Canadian Total Excellence in Agricultural Management (CTEAM) program. It provides a great opportunity for intensive management development by participants, which has a significant impact on Canadian farmers,” said Mr. Loree.

In his acceptance speech, Dr. Martin stated “I am proud to receive this award. I’m particularly proud to have been nominated by a set of outstanding young entrepreneurs from three provinces. That tells me that we have a sound formula for CTEAM and have been able to deliver it effectively. They may have learned from us, but we have learned much from them.”

The award is in its ninth year and Dr. Martin was selected from a pool of extremely qualified and deserving candidates who had been nominated by their peers and colleagues.

## Looking Ahead: 2012-13

Farm Management Canada's commitment to raise the profile of farm business management, increase national coordination and meet the ever-changing needs of Canada's farmers will continue.

As we celebrate our 20<sup>th</sup> anniversary, we look forward to the future with much excitement as we continue to carve a path and build a culture of business management in Canada as frontrunners on the global playing field.

We are proud to celebrate the evolution of business management over the last 20 years and the role FMC has played through innovative, forward-thinking and collaborative endeavours. We look forward to celebrating this milestone together and continuing our mission towards increased awareness and adoption of Beneficial Management Practices and increased realization of business goals by Canada's farmers.

*"Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has."*

*—Margaret Mead*

2012-13 promises to be a great year. As we plan for the next agricultural policy framework, we're continuing our quest towards sustainability by investing in best management practices for our organization.

Farm Management Canada will continue to assess the needs of Canada's farmers through industry and partner consultations to inform new projects and enhance existing activities.

Success will not be achieved by providing farm business management resources and tools alone, but rather, by having effective mechanisms to source and deliver information and innovative approaches to meet the learning preferences and practices of today's farmer.

Social media and mobile technology continue to generate new and exciting opportunities to connect and fill your management toolbox with information, expertise and tools to bring increasing effectiveness and efficiency to your operation – having access to the information you need, when you need it, and as you need it will motivate and empower the sector.

Knowing what you need to be doing and when is critical in management.

FMC is embarking on a project that takes a look at what managers should be doing, and when. A business management calendar will help farmers realize the business management activities they should be thinking about throughout the year.

Different formats and customization options are currently being explored. The final product is scheduled to be ready in time for the 2013 calendar year.

We are working diligently to plan for the 2015 International Farm Management Congress in Canada where we can showcase Canadian agriculture on a world stage.

FMC looks forward to a flourishing future, with confidence, enthusiasm and optimism.

We appreciate and thrive on the ongoing and unwavering support of a growing number of members, partners, industry stakeholders and Agriculture and Agri-Food Canada.

We thank you for your continued support.

Sincerely,  
Farm Management Canada

### Stay Connected:

Subscribe at [www.FMC-GAC.com](http://www.FMC-GAC.com) to receive

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



