



**Canadian Farm Business  
Management Council**

# Annual Report 2008 - 2009



*"The most efficient way to produce anything is to bring together under one management as many as possible of the activities needed to turn out the product."*

- Peter Drucker



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## Message from the Minister



Congratulations to the Canadian Farm Business Management Council on another successful year of giving farmers the tools they need to succeed. Through a whole range of innovative services the Council is delivering the information that farmers need so that they can make the right management decisions for their farm in the global marketplace.

Even during a time of global economic instability, agriculture remains the backbone of the Canadian economy. Our Government continues to put Farmers First in every decision we make to advance Canadian agriculture because a profitable farm gate drives prosperity for the entire value chain and creates jobs for Canadians.

We are proud of our international reputation for producing and manufacturing safe, high-quality food. New export opportunities are opening and the future of Canadian agriculture looks bright. Domestically, strong industry leadership and a skilled workforce are essential in assuring that agriculture remains both profitable and competitive.

A big part of our commitment at home is Growing Forward, Canada's new \$1.3-billion federal-provincial-territorial framework for agriculture. In line with your work at the Council, Growing Forward programs are helping farmers increase their profitability by building their business development skills.

Under Canada's Economic Action Plan, we are also supporting your good work through the *Canadian Agricultural Loans Act* program, which will improve new farmers, agricultural co-operatives and young farmers' access to \$1 billion in government-backed credit over the next five years. In addition, our Government has delivered a \$500-million Agriculture Flexibility fund, to help them adapt and improve their competitiveness for years to come.

This Government of Canada appreciates the hard work of the Council in helping Canadian farmers succeed. Thank you for your dedication to fostering a better future for agriculture in this great nation. I wish you continued success over the coming year.

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



## Message from the Chair



This past year brought many changes to the Canadian Farm Business Management Council as we entered into a new agreement with Agriculture and Agri-Food Canada (AAFC) under the new Growing Forward (GF) program. CFBMC would like to thank AAFC for their continued support and cooperation. The GF program presents many new opportunities for CFBMC and likewise a promising future for farm business management moving forward.

The Federal-Provincial-Territorial (FPT) Business Development Working Group invited CFBMC to play a meaningful role in the design and implementation of provincial and territorial Business Development programs, sharing ideas and providing direction under Growing Forward. CFBMC is keen to take on the tasks given by the FPT group - to become the national coordinating body for farm business management in partnership with the provinces.

Now more than ever, CFBMC is positioned to drive farm business management on a national level with regional impact. Our Directors, staff, and partners come from diverse backgrounds, and from these unique perspectives, understand the changing needs of the sector on an ongoing basis.

The Board has worked diligently to modernize the Council's governance policy to reflect current best practices in not for profit governance. Annual governance training ensures our model is understood and applied appropriately and the interests of CFBMC are well-protected.

The future of agriculture depends on creating an environment of farm business management in which Canadian farmers make informed decisions and have a strengthened capacity for business management, innovation and managing change to adjust their decisions to the ever-changing agricultural environment.

As the National coordinating body for farm business management, CFBMC will continue to develop new synergies and seek cooperative and collaborative opportunities to enhance and extend programs and services to farmers across Canada. CFBMC relies on alliances with the provinces, private sector, universities and colleges, members, key stakeholder organizations, and other sector players for ongoing consultation to inform the strategic direction and continue to provide leading edge farm business management resources across Canada.

CFBMC promotes business management success through expert speakers, case studies and shared success stories to inspire, motivate and educate Canadian farmers towards agricultural sustainability to meet the growing number of mouths to feed now and into the future.

For almost two decades, CFBMC has demonstrated a steady positive impact on the industry and we are committed to continue this work under Growing Forward, applying our resources in a cost effective manner to drive the Growing Forward Business Development goals.

It is with sincere thanks to our team, board of directors, executive director, office staff as well as our partners that we conclude another year with great success and look forward to what next year will bring!

Donald Daigle,  
Chair CFBMC

### 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 - )



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## Message from the Executive Director



Farming is a noble profession. I'm quite sure all of you reading this annual report concur. And, while seated at a recent conference, I was delighted to hear an invited speaker declare what I have believed my entire life; noble, essential, complex, challenging and fulfilling, managing a farm is not for the faint of heart.

At that same conference, there was considerable talk of agriculture rising to the challenge of feeding a growing world population. As the fund managers are fond of saying, "past performance is no guarantee of future performance." How true we have found that statement in the last year. However, one thing I am quite certain of is the ability of the worlds' farmers to feed the rising population. I am certain not only because of the projections of the purveyors of new and promising technologies, but rather, and moreso because of the ability of farmers, given the proper incentives, to do what they do best. Canadian farmers are among the best of the breed.

Every decade brings its unique challenges, ask any experienced farm manager. But most would agree that what we are currently witnessing in markets, both in terms of input and product, coupled with advances in science and technology, as well as the complexities of society's multiple demands on the guardians of the natural resources, is unprecedented.

Not only has Canada been generously endowed with natural resources, it has attracted a population of farmers equal to the challenges. Where the less resilient would shy away, Canadian farm managers are meeting the challenges and finding opportunities. The Canadian Farm Business Management Council is excited to play a small, albeit important role, in helping them succeed. Agriculture and Agri-Food Canada has confirmed their confidence in our capacity by providing funding throughout the Growing Forward era. Our staff is knowledgeable and committed. Our governance is solid. Our partners are motivated to join with the Council in collaborative endeavors. There is renewed discussion about the place of farm business management as an essential component of extension.

The last five years under the Agriculture Policy Framework have become the launching pad for ever better initiatives under Growing Forward. Please join us in making a contribution to the advancement of farm business management in Canada. We welcome your ideas to strengthen Canadian agriculture.

Wendell Joyce  
Executive Director CFBMC

### Past Executive Directors

J. Wilson Loree *interim* (1993) | Chuck Jacobs (1994) | Dorothy Middleton (1994-1999) | Jim Brown *interim* (1999)  
James M. Laws (1999-2004) | Don Singer *interim* (2004) | Wendell Joyce (2004 - )



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## Corporate Profile

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

It is supported by Agriculture and Agri-Food Canada (AAFC), and generates additional income from the sales of farm management information products, sponsorships, memberships, and other sources such as advertising and conference fees.

CFBMC is governed by an elected 9 member Board. The Council operates under a modified Carver governance model. CFBMC has a Policy Governance Manual and an Administrative Manual of Procedures. A governance review is conducted each year following elections. The election process is by mail-in ballot, hence all members are able to participate in the governance process.

AAFC has an ex-officio representative to the Board of Directors. The AAFC liaison provides guidance and expertise on work plan design and implementation. With the new Growing Forward agreement, CFBMC and AAFC will work together to develop a performance management system that fits with AAFC measurement and evaluation criteria and methodology. CFBMC enjoys a productive working relationship with AAFC and has collaborated with several AAFC departments on specific projects.

CFBMC adheres to all accounting and disclosure practices required of not-for-profit organizations operating in Canada. The budget is developed by staff and approved by the Board of Directors. Financial statements are produced monthly and circulated to the Directors. Year-to-date financial performance is reviewed at quarterly Board meetings. CFBMC has an audit committee comprised of the Board, and has an independent external audit by a competent firm annually. Annual financial results are reported in the annual report and made public.

CFBMC produces quarterly work plan updates for AAFC. Each project has an annual plan indicating milestones, deliverables, and measurements. At the conclusion of each project, a summary report is produced that will roll into the annual and performance measurement reports.

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.

Board of Directors  
Donald Daigle,  
Chair  
Richard Robert,  
Vice-Chair  
John Cote,  
Treasurer  
Rhonda Thornley  
Secretary  
Sylvia Mosterman,  
Director  
John Molenhuis,  
Director  
Andrew Stairs,  
Director  
Sharon Stollery,  
Director  
Mike Pylypchuck,  
Director

Secretariat Staff  
Wendell Joyce,  
Executive Director  
Johanne Blondin,  
Membership Services Coordinator  
Louise Cousineau,  
Administration & Distribution  
Chantal Fortier,  
Senior Project Manager  
Kay Grulich,  
Senior Project Manager  
Melissa Dumont,  
Project Manager  
Susy Kilby,  
Project Manager  
Lidy Romanuk,  
Project Manager  
Arlene Kennedy,  
Project Manager  
Nancy Loney,  
Accounting & Administration  
Greg Pearce,  
Financial Controller  
Christie Lefebvre,  
Project Manager Assistant  
Jamie Foisy,  
Project Manager Assistant



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## Strategic Vision

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### VISION:

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

CFBMC's revised vision is the result of a consensus of directors and staff following stakeholder consultations on the strategic direction for CFBMC approaching the new Growing Forward program. We foresee, in the not too distant future, an era when business management is the predominant mindset of farm managers, surpassing producers' preoccupation with production.

### MISSION:

*"To provide leading edge resources to enable Canadian farmers to make sound management decisions"*

In an ever-changing and increasingly complex environment, CFBMC is committed to provide resources, programs and services that meet the current needs of Canadian farm managers and open the door to new opportunities and innovation in farm business management knowledge and education.

The CFBMC has worked diligently for 16 years promoting the value and uptake of farm business management best practices. Working with a range of partners including the provincial governments, educational institutions, farm groups, and the private sector, the Council has contributed to shifting the mindset of Canadian farm business managers ever closer to a culture of business management that will prevail over the culture of production that has been the predominant mindset for the past 50 years.

Canadian farm business managers are now rapidly coming to the realization that scale and production efficiency alone do not ensure success. Without strategic planning, savvy marketing, a thorough understanding of the Value Chain including the risks, and the ability to manage relationships in the enterprise and beyond, no amount of production will guarantee profitability.

However, at the level of the individual business unit, the manager is challenged to integrate an overwhelming volume of information relating to the policies and regulations, the economic environment, the physical environment, evolving technologies, shifting demand, the labour market, and more, on their own or with the help of industry advisors. Ultimately, even with the best efforts of the policy makers to create an environment conducive to business success, it falls to the business owner to manage the opportunities and challenges within the fence rows or walls for their business.







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CFBMC has the people, the passion, and the partnerships to produce a powerful influence in the sector. Recognized as an independent body by the target clientele, conveniently located between government and the private sector, CFBMC is positioned to harness the synergy of multiple partners to deliver real benefits to Canadian farm managers and other stakeholders in the agri-food continuum.

Improved business management practices in the broad sense including risk management, human resources management, strategic and operational planning, succession planning, capital management, evaluation of the application of new technologies, and marketing will provide benefits not only to the business, but will percolate throughout the value chain, and ultimately, to final consumers. Government and the public purse will benefit as a sector that is better managed and better able to avoid and meet economic challenges will reduce the draw on support programs. Managers who are curious and confident will seize emerging opportunities to the benefit of all the value chain players.

A modest investment in improved business management practices is the smartest investment for the sector, for without superior management skills at the base, no amount of smart regulation, generous support programs, or international trade opportunities will ensure agriculture's vitality and success.

The work of CFBMC and our numerous partners diligently striving for our goal of better business management practices is analogous to the catalyst effect of applying a micro-nutrient to the soil or to an animal ration where it was previously limiting; a small investment in an essential nutrient unlocks the potential for tremendous growth. Given the multi-billion dollar scale of the industry, even a modest incremental change, first in attitudes, leading to changes in practices, will yield substantial returns.

CFBMC initiatives provide Canadian farm managers with the tools and information to make informed, timely decisions. CFBMC helps farmers assess risk, market potential, develop an array of plans (marketing, whole farm, operational, enterprise, succession, new venture), manage human resources, and understand the forces shaping the world around them. Our products motivate farm managers to seek, evaluate, and seize new opportunities and position their businesses to be innovative and competitive.

Producers using CFBMC resources will have an enhanced knowledge of the domestic and global forces impacting their sector and thus be better able to plan. They will be motivated to seek and seize new market opportunities. They will better understand their financial and cost structure and hence make better marketing and investment decisions. They will be better prepared for the complex process of inter-generational business transition. They will be better equipped to select professional advice and maximize the contribution of a consultant for their business. They will become better managers of human resources in their business. They will be better equipped to face the daunting decisions brought about by rapid and unexpected transitional forces. CFBMC will help producers succeed by complementing the innate drive, resilience, skill and determination of Canadian farm managers with an array of valuable tools delivered in partnership with our numerous associated groups across Canada.

CFBMC recognizes that Canadian farm managers are a diverse population who choose to learn in different ways. We continue to build on our proven successes such as the Canadian Farm Manager publication, Managing Excellence in Agriculture conference, speaker sponsorship program, and commit to embrace innovation in the delivery of leading edge resources, programs and services, to Canadian farmers.



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Farmcentre.com and the Agriwebinar system are just two examples of how CFBMC provides information delivery that meets client needs.

Moving into the “Growing Forward” era, CFBMC finds itself perfectly aligned with the goals of the new Business Development policy initiative. Assisting Canadian farm managers to innovate, remain competitive, capture new opportunities from research and emerging markets, and move their successful enterprises to a new generation of dynamic managers, is exactly what CFBMC is all about. We embrace the opportunity offered by AAFC through renewed funding under “Growing Forward” and we relish the challenge of providing coordination and leadership for farm business management in Canada.

Visionary leadership, unwavering commitment, productive partnerships, innovative projects, will all contribute to CFBMC playing a role in the future success of Canadian agriculture. We invite all who share our passion to join us in our quest to create a culture of business management and innovation in Canadian agriculture.





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## The Year in Review

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### -ON THE WEB-

#### **FarmCentre.com**

The website continues to be managed in-house, enhancing our ability to update content and the quality of service to our online community in a timely manner. Chantal Fortier and Susy Kilby have been sharing website management and together have been very successful in building new alliances to add fresh content to the site and enhance the overall visitor experience – attracting and retaining new visitors. Great job! Farmcentre.com provides easy access to well organized, user friendly, credible, and unbiased farm business management content, which is updated on a regular basis. Content emphasizes success stories, innovation, new business models, seizing opportunities, lessons learned, and case studies. In 2008, farmcentre.com won silver from the Canadian Farm Writers Federation in the website category (the Henry Heald Award). Compared to the 2007-8 fiscal year, website traffic has increased by an impressive 27%. Top content includes farmcentre's homepage, markets and weather, resource library, farm budget database and event and announcement postings.

#### **CBC Commentary**

This weekly feature on farmcentre.com continues to generate strong interest on our website as topics are diverse and appeal to a broad audience. 2008-9 topics included technological innovation, policy issues, marketing and value assessment, strategic alliances, and statistics and trends, to name a few. Our editor, Glenn Cheater, continues to deliver timely articles enriched with information, analysis, and opinion. By posting comments, readers can interact with the author and other farmcentre readers, challenging opinions, sharing experiences, and reflecting on a range of issues pertinent to our industry.

#### **Today's Story**

CFBMC is dedicated to disseminating leading edge news and information to Canadian farmers and the agricultural community at large. **Today's Story** offers the latest farm business management news on a daily basis as a result of CFBMC's vast network of contacts including contract writers and subscriptions to various farm business management news publications.

#### **Capital Ideas**

**Capital Ideas** provides insightful analysis of the how's and why's of farm business management best practices using success stories and case studies in Canadian agriculture. Reading about the experiences of others gives Canadian farmers renewed optimism and rejuvenates their passion for agriculture. These personal stories of business growth and development provide our readers with lessons learned that in turn can be used to enhance farm business management best practices and inspire innovation for their own operation.

#### **Science & Innovation**

**Science & Innovation** includes a weekly article and information and resources on innovation in farm business management. Visitors can find step-by-step information and resources from idea to innovation including development centers, funding bodies and obtaining patents. Visitors can also access agricultural science and technology journals.



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The weekly article alone attracted nearly 10,000 farmcentre readers in 2008-9. In addition to article content, the authors provide contact information for readers seeking additional information. Subject matter is diverse and introduces technologies that are relevant to farms of all types and sizes.

### **Podcasts, Radio, Television**

Farmcentre.com provides site visitors with free audio podcasts from CBC Commentaries, Assignment Radio, OnFarm News, Agriwebinars and more. Visitors can listen online, download to their computer, or subscribe and get new podcasts delivered directly to their podcast playlist. We rely on the experience of two industry veterans - Mark Waldron, who manages the English content, and Alphonse Lapointe who provides French content. Their hard work and dedication is very much appreciated.

CFBMC continues to have a presence on Canada's leading agricultural television show devoted exclusively to farm business management topics, AgVision TV with Kevin Stewart. Through sponsorship of expert speakers on the show we gain excellent visibility while providing information to farm managers through this outstanding media that continues to increase in viewership. AgVision TV is a weekly television feature and is also available on the web.

### **New Farmer: Profile & Updates**

Farmcentre.com's New Farmer section features monthly New Farmer Profiles and Updates. Beginning farmers can learn about trends, programs and tools applicable exclusively to them through monthly Updates. New Farmer Profiles provide case studies and success stories of beginning farmers from diverse backgrounds and experience. Readers can learn keys to success and pitfalls to avoid when starting in the industry, at any stage in the game. Enjoyed by 3000 visitors in 2008-9.

### **Cost of Production Portal: Farm Budget Database**

The Farm Budget Database provides farmcentre.com users with access to all cost of production and budgeting tools available in Canada, along with select resources from abroad. These resources will help expand the capacity of farm businesses by giving Canadian farmers the tools to assess and understand their farm financial situation, test potential changes, evaluate changes in production mix and scale, and determine costs as a basis for pricing. Users can search the database, narrowing their search by enterprise (Ex. Livestock), sub-enterprise (Ex. Beef), commodity, province, region and/or keyword. The database is updated on an annual basis to ensure up-to-date and relevant information and currently offers 1,500 budgets and links to financial data.

### **Benchmark for Success**

CFBMC has partnered with AAFC to enhance and promote the **Benchmark for Success** online tool. Look for new developments and an expanding array of benchmarking tools and information on farmcentre.com.

### **Events & Announcements**

CFBMC strives to provide Canadian farmers with greater awareness of and access to lifelong learning and development opportunities. **Events** provide a platform to relay timely information on upcoming workshops, conferences, seminars and opportunities to network, share experiences and learn valuable lessons in farm



business management. **Announcements** enable CFBMC to keep visitors and members informed of CFBMC updates, new programs, and services.

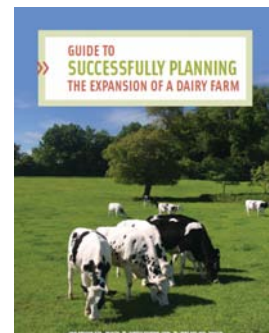
## Resources & Publications

Farmcentre.com houses a collection of resources and publications from hardcopy texts to CD-Roms, websites, education & training programs, videos and software. Topics include agritourism, business planning, farm succession, human resources, marketing, risk management, and value chain management. Over 100 resources and publications are available through our product catalogue and online database. CFBMC works closely with its partners, members and supporting organizations to offer the very best and latest in farm business management. In 2008-9, CFBMC distributed 6000 print resources to clients.

New!

### **Guide to Successfully Planning the Expansion of a Dairy Farm**

This step-by-step workbook promises to answer the what, how, who and when of expanding a dairy operation. Includes a business checklist, SWOT analysis and Action Plan.



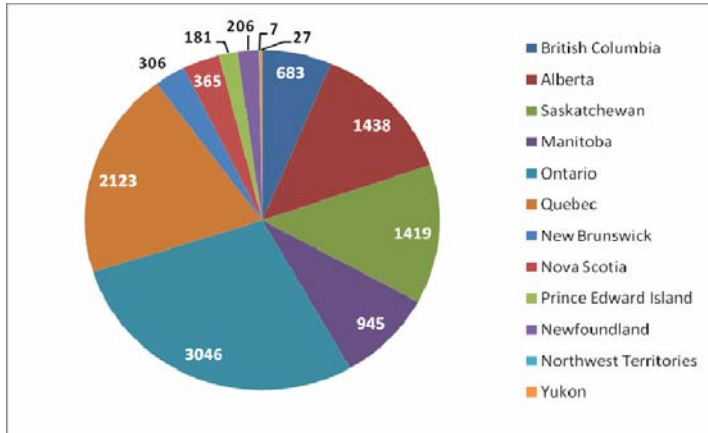
## Canadian Farm Manager Newsletter

CFBMC distributes 16,000 copies of the CFM to its direct mail subscribers bi-monthly, while many more are subscribed to receive the CFM via email, and still more view the publication online at farmcentre.com.

The CFM has always tried to pack as much as possible into its eight pages while still offering an attractive, easy-to-read format. In December 2008, the newsletter underwent a redesign. The new design is aimed at giving the newsletter a brighter and more visually appealing look. CFM continues its tradition of being on the cutting edge with in-depth articles on topics such as the bottom line in "carbon farming," integrated farming models, and the innovative ideas of "rookie farmers." As always, the goal is to find the most progressive and dynamic farm entrepreneurs in Canada and abroad, examine the key components of their approach, and suggest how other farmers might employ their best practices.



### CFM Direct Mail Subscriber Distribution



The Canadian Farm Writers Federation recognizes the CFM as a valuable contribution to the Canadian agricultural community. Our editor, Glenn Cheater of High Bluff Media, continues to be awarded for his efforts. The CFM was awarded silver in 2008 for General Periodical (the Felix Schmaltz Award), following up on the gold awarded in 2007.

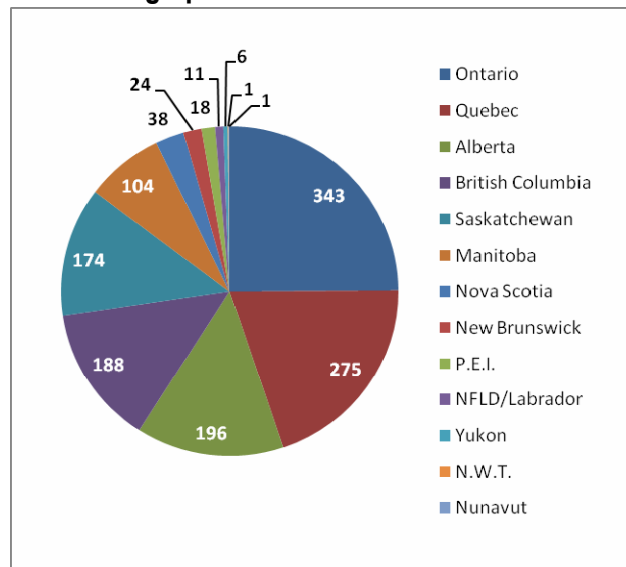
### Agrivebinar.com



The *Agrivebinar*<sup>TM</sup> series provides agriculture professionals with access to topical and timely farm business management information right from their desktop. In the 2008-9 season, a total of 5000 subscribers participated in live, and viewed recorded sessions.

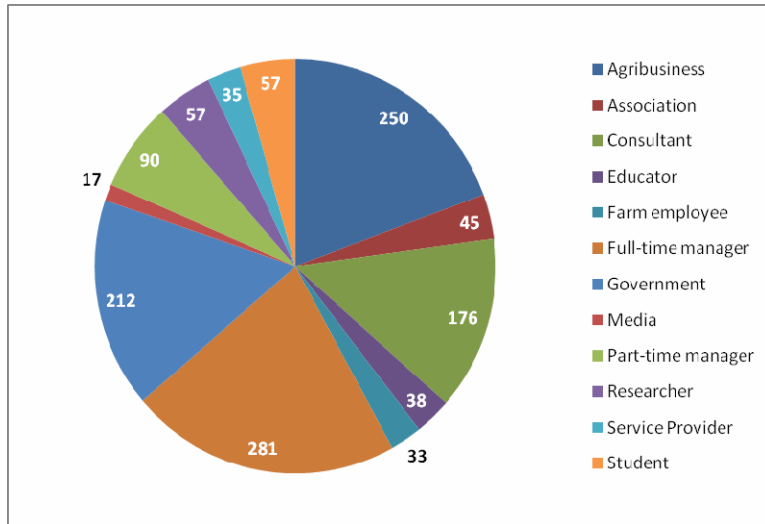
The 2008-9 *Agrivebinar*<sup>TM</sup> series welcomed 1,788 new subscribers, which is up from last season's number of new registrants. Notably, there has been a significant increase in viewers accessing archived webinars, which demonstrates success in the changes and upgrades we have made to the *Agrivebinar*<sup>TM</sup> website as well as topic and speaker choice. On average, last year the *Agrivebinar*<sup>TM</sup> archive was viewed over 750 times per month. Through these statistics as well as through the feedback we have received from users, it is clear that participants feel that *Agrivebinar*<sup>TM</sup> is a valuable resource for farm business management.

### Geographic Distribution of Subscribers





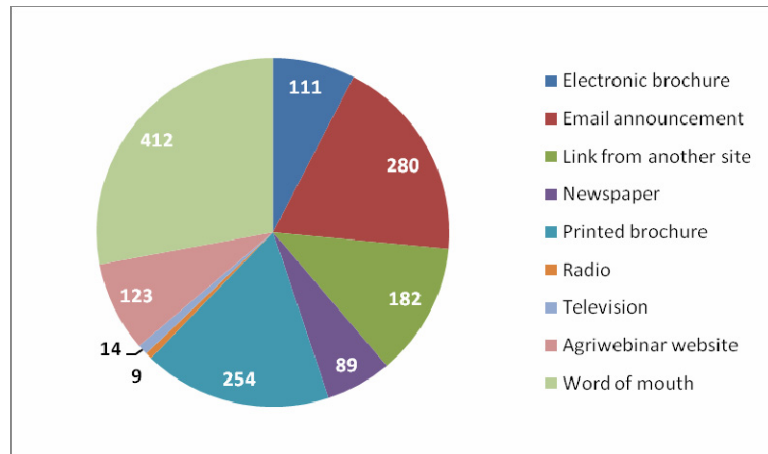
## Subscriber Occupations



CFBMC extends the *Agriwebinar*<sup>™</sup> system to its partner organizations free of charge. These alliances will in turn promote *Agriwebinar*<sup>™</sup> and CFBMC by attracting new users to the website through partnership and promotion. CFBMC-hosted agriwebinars with partner organizations reached over 2,000 viewers in the 2008-9 season. Every year, participants are surveyed to improve these services and determine topics in demand for the upcoming season.

The *Agriwebinar*<sup>™</sup> series continues to grow under the dedicated management of senior project manager Kay Grulich, delivering relevant and interesting information to farmers nationwide.

## How did you hear about *Agriwebinar*<sup>™</sup>?





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## -ON THE GROUND-

### **Partners & Support: Connectivity, Collaboration, and Community**

CFBMC relies on industry and government partnership at all levels of activity from needs identification and assessment, through product development, delivery, and evaluation. Our partners include provincial governments, other national programs, educational institutions, commodity groups, regional development agencies with a focus on agriculture, farm organizations, professional organizations, and the private sector. Partnerships with industry organizations are essential to obtain the reach required to communicate effectively with the majority of farm managers, dispersed across a large country and numerous production sectors.

CFBMC 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. Our structure gives us the ability to partner rapidly and effectively as opportunities are identified. Our pan-Canadian perspective and network fosters synergy and avoids duplication.

In 2008-9, CFBMC collaborated with a wide range of regional, provincial and national partners through CFBMC **membership, workshops, speaker sponsorship**, and various other programs and services.

#### **CFBMC Corporate & Association Membership (2008-9):**

##### **Corporate Members**

BDO Dunwoody  
Farm Business Consultants Inc.  
Farm Credit Canada  
Meyers Norris Penny  
RBC Royal Bank  
TD Canada Trust  
Top Crop Manager  
Scotiabank

##### **Association Members**

4-H in Canada  
Agriculture Institute of Canada  
Canadian Agricultural Safety Association  
Canadian Association of Farm Advisors  
Canadian Animal Health Coalition  
Canadian Hereford Association  
CECPA  
CRAAQ  
The Centre for Rural Leadership  
FGCAQ  
George Morris Centre  
IFMA  
Manitoba Canola Growers Association  
NL Federation of Agriculture  
Organic Agriculture Centre of Canada  
Prairie Feed Co-operative Ltd.  
Saskatchewan Pulse Growers  
Western Farm Leadership Co-operative  
R.E.A.P. Canada  
Union des cultivateurs franco-ontariens





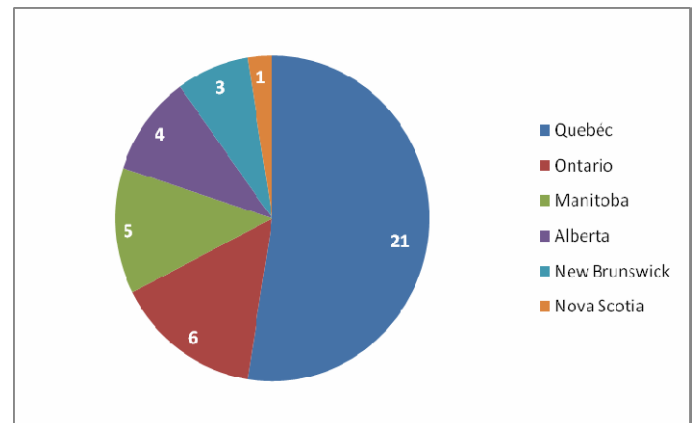
### CFBMC Workshop Series - Host Partners (2008-9):

- Comox Valley Economic Development Society
- Saskatchewan Ministry of Agriculture
- Manitoba Agriculture and Food Initiatives
- New Brunswick Agriculture and Aquaculture
- Elgin County Community Futures Development Corporation
- BDO Dunwoody LLP
- Manitoba Food Development Centre
- Manitoba Farm Leadership Council
- Northumberland County Agriculture
- Parkland Community Futures Development Corporation
- First Nations Agricultural Association
- Northern Flavours Ontario
- Centre West Community Futures Development Corporation
- Newfoundland and Labrador Agriculture and Agrifoods
- Nova Scotia Department of Agriculture
- Prince Edward Island Department of Agriculture
- Alberta Agriculture & Rural Development
- Longlake Regional Economic Development Authority

### Speaker Program Host Partners (2008-9):

- Atlantic Canadian Organic Regional Network
- Lethbridge College
- Eastern Ontario Model Forest
- Ridgetown College, University of Guelph
- Junior Farmers of Ontario
- Canadian Association of Farm Advisors
- Canadian Farmers with Disabilities
- Canadian Sheep Federation
- Manitoba Turkey Producers
- Keystone Agricultural Producers
- Ontario Large Herd Operators Group
- Nova Scotia Young Farmers Forum
- Huron County Wheat
- Heart of Farming
- Llama Canada
- Millarville Racing
- Farm Agriculture Rural Marketing Eco Diversification
- Russell & Area Farmers
- Prairie Fruit Growers
- Quebec Farmers Association
- Syndicat des producteurs des bovins des Laurentides

**Distribution of Speakers across Canada**

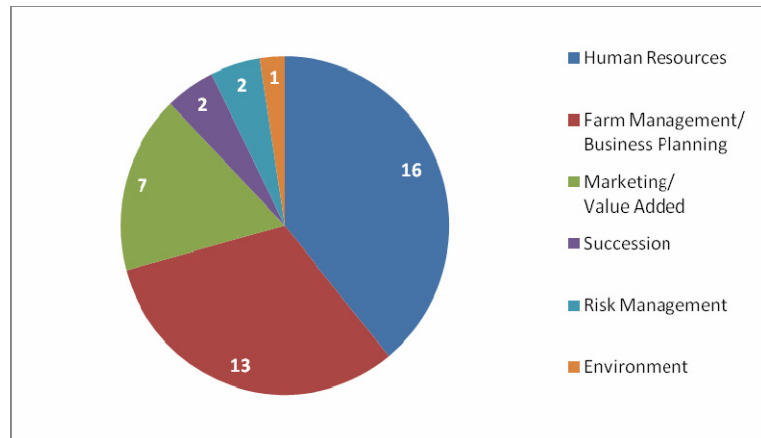


In 2008-9, CFBMC-sponsored expert speakers contributed valuable content to 41 events across the country to 4,000 participants from British Columbia to Nova Scotia. Human Resources and Farm Management through Business Planning proved to be the most popular topics, followed by Marketing/Value Added, Succession Planning, Risk Management, and Environment.



### Speaker Topic Distribution

Our speakers make an invaluable contribution to advancing farm business management in Canada, sharing their experience and expert advice to thousands of listeners.



### AgriSuccess

Through its partnership with Farm Credit Canada, CFBMC has enjoyed a presence at 86 AgriSuccess workshops across Canada. The **AgriSuccess** program is the *leading distributor* of CFBMC printed resources.

### Colleges & Universities

Our partnership program with colleges and universities, notably with the CADAP group of institutions (Canadian Association of Diploma in Agriculture Programs) builds strong linkages with the teaching institutions and the next generation of beginning farmers. The increasingly complex nature of the agricultural industry means that more and more beginning farm managers are entering the industry with college diplomas and university degrees. CFBMC is committed to regular contact with colleges and universities to gather input on the changing needs of the industry, source expertise for new product development and promote our farm business management programs and services. These partnerships are an effective way to connect with the future generation of outstanding farm managers and instill in them a culture of business management and innovation.

### Canadian AgriTourism Working Group

Facilitated by the Council, the CATWG group has focused their experience, industry knowledge, and passion into a strategic vision for the Canadian Agri-tourism industry. A monumental step in the implementation of the strategy will be the hiring of a resource professional in 2009 to drive the development of the vision set out by the CATWG group.



## Beginning Farmer Advisory Team

### Step Up Program



STEP UP is an on-farm paid work placement that matches experienced farm managers with young people just starting their farming careers. Mentoring is a great way to help the next generation of farmers. This year, 4 mentees were matched with experienced farmers from all across Canada.

Mentors benefit from the enthusiasm and curiosity of a young person eager to learn, while helping them to develop skills in making strategic management decisions. During the course of the mentorship, CFBMC requires mentors to submit two reports, while mentees must submit three reports on their experience. This helps CFBMC stay connected to and learn from the experience for continued program improvement.

#### Goals of STEP UP program

- To enable young farmers to learn critical aspects of farm business management from their peers in a hands on setting
- To transition farm business management knowledge from one generation of farmers to the next
- To provide a learning and sharing environment for both the mentor and the mentee
- Leadership development and critical thinking applications

#### **What our mentees are saying:**

*“I have begun building the foundation of the skills necessary to one day run my own farm. Nothing beats learning by doing plus knowledgeable mentors. I could have read about everything I learned by doing this season in textbooks but I would have forgot it. Doing it is essential. Beyond the skills I have gained, I have started to build the confidence I need to eventually take on the role of managing a farm business.”*

-Harris Ivens, mentee  
Everdale Farm

#### **What our mentors are saying:**

*“One thing that I have found very beneficial in having a mentee is that teaching her and going over all aspects of the business has reminded me of a few things that sometimes are forgotten and are very important... Mary was a great influence on me as well simply because of her new ideas and because she saw some things that I did not simply because I am here all the time. As for the program itself I would do it again in a heartbeat and would recommend Step Up to anyone. It's a fantastic experience for all involved and benefits both the mentee and the mentor. “*

-Nadine Bollig, mentor



## **Excellence Award for Agricultural Students**

This award is designed to help students develop their communication skills by having the opportunity to voice their opinion on a relevant topic in agriculture. Each year, the CFBMC collects submissions from agricultural students across Canada and awards five lucky winners with \$1,000 towards their education. This student essay competition continues to be a popular means of connecting with the next generation of professional farm managers while challenging them to reflect on the important issues facing our industry.

This year, students were asked:

**What are some innovative way for the next generation of farmers to get into farming?**

Over 50 submissions were collected from all over Canada.

Congratulations to this year's 5 winners:

- Geneviève Arseneault, Université Laval, Agroéconomie
- Christina Crowley, University of Guelph, Agricultural Business
- Jacques Gaudet, Cégep de Victoriaville, Gestion et exploitation d'entreprise agricole (horticulture biologique)
- Emma Holmes, University of British Columbia, Global Resource Systems – sustainable agriculture
- Kevin Robson, University of Guelph, Bachelor of Science in Agriculture, crop science

The **Step-Up** program and **Excellence Award for Ag Students** are managed by Melissa Dumont – CFBMC's liaison with beginning and young farmers. Keep up the good work Melissa!

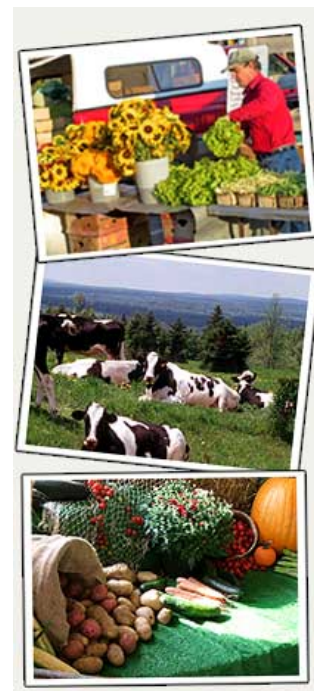
## **CFBMC Workshops Series**

CFBMC partners with regional organizations across Canada to deliver an exceptional learning experience for farm managers through four different workshops: **Marketing Caravan**, **Marketing for Profit**, **Value Chain Management**, and **Value Plus**.

### **Marketing Caravan**

When CFBMC asks Canadian farmers to identify the type of business information they want and need most, marketing is always at the top of the list. Marketing is what separates the most innovative and successful farm businesses from the rest of the pack.

The 2008-9 Marketing Caravan, a traveling series of five popular one-day workshops developed by the Canadian Farm Business Management Council, is designed to connect Canadian farmers with North America's leading experts in agriculture innovation.

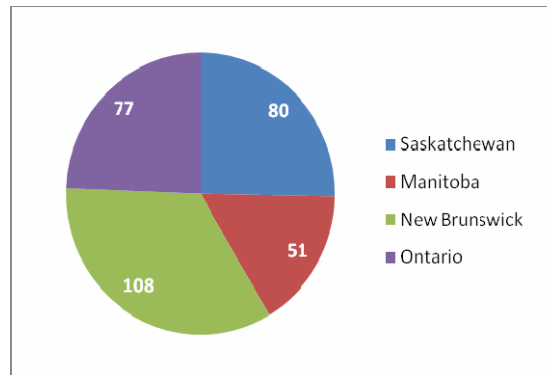




### Marketing Caravan: Number of Attendees per Province

Five well-attended workshops were held this year in:

- Courtenay, BC
- Prince Albert, SK
- Steinbach, MB
- Memramcook, NB
- St.Thomas, ON



For the 2008/09 series we assembled a distinguished faculty of high-impact speakers to inform and inspire the Agri-marketer. In one day the participants learned how to make immediate and profitable changes to their farm business enterprise in areas such as: leadership skills, Agri-tourism strategies, farm direct marketing trends, innovative marketing techniques, building partnerships and using the internet as a powerful marketing tool. The Marketing Caravan workshop series is managed by Arlene Kennedy – our sincere thanks for a job well done!

#### Testimonials:

*"hard to beat what you did today - good range of topics and first-rate speakers. All were excellent presenters...engaging"*

*"excellent confidence booster for a young farmer"*

*"all speakers were very articulate, passionate and knowledgeable"*

*"(it) gives me new ideas for programs and/or services we can offer to assist those getting started or expanding in the agri-business sector"*

#### Marketing for Profit

Marketing is perhaps one of the most important activities undertaken by farmers across Canada. Yet marketing remains misunderstood, sometimes mysterious and oftentimes under-realized or assumed. The result: agriculturally-based businesses that never get off the ground or realize their full potential. The 2008-9 Marketing for Profit workshops attracted nearly 100 participants. All four workshops were presented by Mr. Jerry Bouma from Toma and Bouma Management Consultants in Edmonton, Alberta and were based on the **Primer on Agri-Food Marketing** resource book and [www.myfarmbusiness.com](http://www.myfarmbusiness.com) website created for CFBMC by Mr. Bouma and his team in 2007.

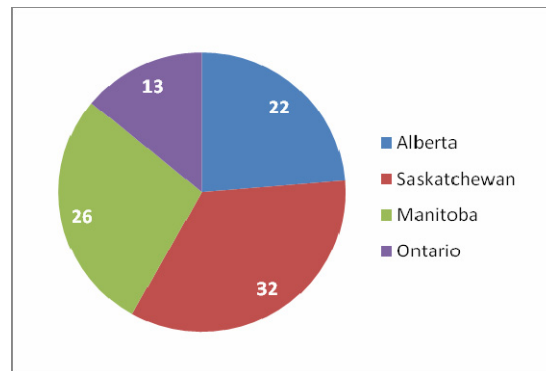
Participants were shown how to understand the strategic options faced before starting to plan, assess market readiness, and the background information and analysis needed to build a solid plan. Spending time with other like-minded individuals, participants analyzed relevant case studies, sharing lessons learned and personal experience through questions and discussion.



### Marketing for Profit: Number of Attendees per Province

The four workshops were held in:

- Portage la Prairie, Manitoba
- Regina, Saskatchewan
- Campbellford, Ontario
- Vermilion, Alberta



#### Testimonial:

*"We are producers; I realize we are not the best marketers, but we are getting better. Talking about marketing and attending this course, you realize there is way more to it and the need to keep working at it and learning more about it."*



To complement the face to face workshop and keep participants connected to the content, CFBMC developed *My Farm Business.com*, an online marketing resource centre that contains self-evaluation tools to assess marketing savvy – a testament to CFBMC's commitment to responding to the needs of Canadian producers and delivering leading edge farm business management tools and information.

### Value Chain Management

For the past three years, over 1,000 participants across Canada have benefited from attending a Value Chain Management (VCM) workshop. Working in conjunction with industry partners, we use real-world examples drawn from successful value chains from Canada and around the world to give participants a sense of what it takes to build a successful value chain.

The format is hands-on and interactive; the information is valuable and practical. Participants received first-hand knowledge of how producers are adopting the value chain strategy in their businesses and improving business practices as well as long-term profitability.

There were 5 Value Chain Management Workshops held across Canada in 2008-9, reaching 144 participants.

- 100 Mile House, BC
- Dauphin, MB
- Lindsay, ON
- Portage La Prairie, MB
- Haileybury, ON

#### Testimonials:

*"This course made me understand how a value chain works, the importance of understanding my customers' needs, and how my product and possibly products from other producers could meet that need. I now carry two other products made by other producers that my customers wanted (and couldn't make myself) and they don't mind that I'm not the producer."*



*"I am in an advisory/counseling position and even just bringing up information about value-chain management to producers and processors is a step in the right direction. This puts the topic on their radar and gets them thinking about what they can do regarding value chain management, even if it is small steps at a time."*

VCM workshops are delivered by Martin Gooch, director of the Value Chain Management Centre established in January 2008, and part of the George Morris Centre. We would like to express our gratitude to Martin Gooch and the George Morris Centre for the content delivery, our regional partners for their invaluable assistance in 'filling the seats', and to Arlene Kennedy for her dedicated efforts in organization and logistical support. The VCM project is managed by senior project manager Kay Grulich.

## Value Plus

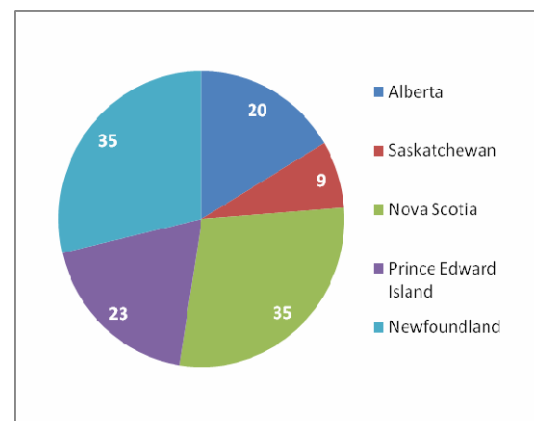
The days of simply producing and selling a commodity are fading away, fast. To achieve the best financial results, farmers need to find innovative ways to market a specific product as close as possible to the end user. In light of this, CFBMC's Lidy Romanuk coordinated the two-day *Value Plus™ – A Quest for New Farm Value* workshops, facilitated by Gary Morton, co-author of *Building Added Value Through Farm Diversification*. The workshop allowed participants to take a value-added idea and follow it from conception through the development process to finding a specific niche in the marketplace.

Value Plus workshops received over 100 participants this past year.

This workshop:

- strengthens the capacity of businesses to assess the financial implications of business improvements, including the impact of environmental plans, food safety systems and innovation projects on their business profitability
- strengthens the ability of businesses to manage transformation, respond to change and to adopt innovation in their business operations
- expands the capacity of businesses to understand their farm financial situation, implement effective action and business management plans/practices for their operations

**Value Plus:  
Number of Attendees per Province**





## CFBMC Conferences

### Managing Excellence in Agriculture



The 7<sup>th</sup> annual Managing Excellence in Agriculture (MEAC) conference took place January 28th to 30th in Niagara Falls, Ontario with a total of 170 participants from across Canada. This year's theme was **"Harness the**

**Energy: Advantages and Opportunities in 21<sup>st</sup> Century Agriculture,"** and the conference did not disappoint.

Engaging topics, informative workshops, networking opportunities and world-class accommodations were only a part of what made the 2009 edition great! This was a learning conference that allowed participants to leave with a toolbox of farm management ideas and strategies to implement back on the farm or with their clients.

Several top notch speakers and facilitators presented a variety of topics to an appreciative audience.

This year's conference got off to a great start with **Raj Patel's** opening remarks on **"The Structure of the International Food System,"** and participants provided overwhelmingly positive feedback on **Brent VanKoughnet's** presentation, "Next Innovation in Farm Business Management."

The presentations by the **Outstanding Young Farmer Award winners** were and are always a highlight. Other producers, managers, and consultants always learn something new and uplifting by listening to these innovative and successful young producers.

Not only does CFBMC attract high calibre speakers, but conference evaluation feedback indicates that all of the topics presented are of high relevancy and at the forefront of thought for today's producers and agri-business personnel.



**84%** of participants indicated that they plan on attending the next MEAC conference in 2010.

And **83%** stated that they felt that attending this conference would increase their ability to adapt and respond to changes in the industry, thus highlighting the valuable work that CFBMC does in bringing relevant and timely information to the agricultural community.





## Farm Management Innovation Workshop

In June, CFBMC held its 6<sup>th</sup> annual Farm Management Innovation Workshop in Guelph, Ontario. This workshop showcased current projects of our partners and membership. Presentations were offered by provincial departments of agriculture along with the Centre de référence en agriculture et agroalimentaire du Québec, Au Cœur de familles agricoles, KPMG, and Valacta.

During the Farm Management Innovation banquet, Raymond Levallois was presented with the annual Wilson Loree Award for 2008. Marie-Claude Lapierre of CRAAQ accepted the award on Raymond's behalf.



## Presence & Promotion: Farm Shows & Conferences

CFBMC is committed to better understand the issues and needs of those we serve. We are engaged in active listening as we meet with industry players face to face at trade shows, conferences, producer meetings, and focus group sessions.

Farms shows and conferences 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 14 farm shows across Canada, representing a diverse cross-section of farm business management opportunities to learn and network.

Western Canada Farm Progress Show	Regina, SK
Canada's Outdoor Farm Show	Woodstock, ON
Agri-Trade Show	Red Deer, AB
National Farmer's Union National Convention	Saskatoon, SK
Agribition	Regina, SK
Western Canadiann Crops Production Show	Saskatoon, SK
Salon de l'agriculture	Saint Hyacinthe, QC
Manitoba Ag Days	Brandon, MB
Guelph Organic Conference	Guelph, ON
Farm Tech	Edmonton, AB
Pacific Ag Show	Abbotsford, BC
Atlantic Mechanism Show	Moncton, NB
Ottawa Valley Farm Show	Ottawa, ON
Northlands Farm & Ranch Show	Edmonton, AB



## Wilson Loree Award 2008: Congratulations Raymond Levallois



Raymond Levallois has been named the recipient of the prestigious Wilson Loree Award for 2008. The award is given annually by the Canadian Farm Business Management Council (CFBMC) for extraordinary contribution to developing and promoting new and positive change in agricultural business management practices and expertise in Canada. The prize was awarded at the CFBMC Innovation Day banquet on June 3rd, 2008 in Guelph, Ontario.

An agronomist fascinated with everything that pertains to farm business management and dairy production, Mr. Levallois is the originator of objective-based accounting and is considered to be a very strong influence on farm business management advancement in Quebec.

A familiar face in the farm business management sector in Quebec, Raymond Levallois holds a Master's degree in rural economics from the Université Laval along with a Ph.D. in economics and production from the Université de Rennes, in France. He also holds a degree in agricultural engineering from the l'École supérieure d'agriculture de Purpan and two certificates from the Université des sciences sociales de Toulouse, in economics and rural law, and in international studies, respectively.

Professor in the Department of agri-food economics and consumption sciences at the Université Laval since 1976, he founded Agri-Gestion Laval, a farm business management research group known provincially, nationally and internationally for its works. Mr. Levallois is a member of the Trajet Laval Research Group (farm succession, management and establishment) since 2000. He has also been active within the Comité gestion de l'entreprise agricole du Centre de référence en agriculture et agroalimentaire du Québec (CRAAQ) for more than 20 years.

In 2005, Mr. Levallois received the title of Commandeur de l'Ordre du Mérite agronomique du Québec from the Ordre des agronomes du Québec. That same year, the Canadian Agricultural Economics Society gave him the Award of Excellence in Farm Business Management.

His most recent works deal with the problematic of agricultural expansion and the debt load in dairy production in Quebec. Mr. Levallois is a well-known speaker on farm financial management, notably in debt overload and dairy herd management. Throughout his career, he has given over 70 lectures in Quebec and Canada.

With his expertise and his involvement in farm management, Raymond Levallois has significantly contributed to the development and the promotion of innovation in farm business management in Canada, and that is why he was chosen by the Canadian Farm Business Management Council (CFBMC) as the recipient of the Wilson Loree Award in 2008.

The non-monetary Award was 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 ability to network and build partnerships to include others in furthering the vision and goals of the agricultural industry.



## **-ON THE MOVE-**

### **Into the Growing Forward era**

An annual report is an opportunity for reflection on the “state of the nation” or state of the organization. To paraphrase an age old quote from the leaders; The state of CFBMC is strong. Our cause is just. Our resolve is unwavering.

We have received a tremendous endorsement for our role and capacity from AAFC with renewed funding through to 2013. Our governance structure and the accompanying commitment from our Directors is rock solid. Our partners are enthusiastic and engaged. Our staff is competent and passionate about the development of Canadian agriculture and the success of individual farmers.

CFBMC looks forward, with confidence and optimism, to working with the AAFC National Business Development Working Group, and all our provincial, association and corporate partners to advance Growing Forward business development objectives across Canada.

We pledge to work diligently to meet these objectives in the spirit of cooperation, with an open mind to new ideas and approaches, and always with the best interests of our clients, Canada's beginning and established farm managers, as our top priority. We invite you to join us in our mission!





<b>Summary of CFBMC Projects 2008-2009</b>	<b>Project Manager</b>
Agri-Success Workshops with Farm Credit Canada	Kay Grulich
Beginning Farmers Advisory Team Coordination	Melissa Dumont
Benchmarking for Success	Kay Grulich
Canadian Agritourism Working Group Coordination	Kay Grulich
Canadian Farm Manager Bimonthly Publication	Melissa Dumont
CBC Commentaries on farmcentre.com	Melissa Dumont
CFBMC Accounting and Control	Greg Pearce / Nancy Loney
CFBMC on Television	Kay Grulich
CFBMC Radio Project	Kay Grulich
CFBMC Resource Catalogue	Melissa Dumont
Class B Members Forum	Wendell Joyce
Cost of Production Templates on farmcentre.com	Melissa Dumont / Chantal Fortier
Farmcentre.com Website Management	Chantal Fortier / Susy Kilby
Federal- Provincial – Territorial Business Development Working Group Liaison	Wendell Joyce
Innovation Day / AGM	Melissa Dumont
Managing Excellence in Agriculture Conference	Melissa Dumont
Marketing Caravan Workshops	Kay Grulich / Arlene Kennedy
Marketing for Profit Workshops	Melissa Dumont
Membership Services Coordination	Johanne Blondin
Mentoring Program – STEP UP!	Melissa Dumont
National and International Collaboration – National Farmers Markets Group, Canadian Beef Breeds Council, Ontario Tobacco Transition Initiative, International Farm Management Association	Wendell Joyce
Product Distribution – Database management	Louise Cousineau
Promoting Farm Business Management Clubs	Melissa Dumont
Promotion of CFBMC at Farm Shows	Nancy Loney / Arlene Kennedy
Promotion of CFBMC Resources to Colleges/Universities	Arlene Kennedy / Wendell Joyce
Representation on Regional / National Committees – Growing Forward Policy Consultations; CRAAQ committees; CADAP; ABeCampus; AAFC committees, etc.	Directors and Staff
Speaker Sponsorship Program	Melissa Dumont / Nancy Loney
Student Essay Competition	Melissa Dumont
Value Chain Management Workshops	Kay Grulich / Arlene Kennedy
Value Plus Workshops	Lidy Romanuk
Webinar Series of Online Interactive Seminars	Kay Grulich / Christie Lefebvre / Jamie Foisy

**Canadian Farm Business  
Management Council**



**Conseil canadien de la gestion  
d'entreprise agricole**

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# **Financial Statements États financiers**

**For the year ended March 31, 2009  
Pour l'exercice terminé le 31 mars 2009**

**Canadian Farm Business Management Council**  
**Conseil canadien de la gestion d'entreprise agricole**

**Financial Statements**  
**États financiers**  
For the year ended March 31, 2009  
pour l'exercice terminé le 31 mars 2009

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## Management Report

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## Rapport de la direction

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### Management's Responsibility for the Financial Statements

The accompanying financial statements of Canadian Farm Business Management Council are the responsibility of the Council's management and have been prepared in accordance with Canadian generally accepted accounting principles. The accounting policies followed by the Council are included in the summary of significant accounting policies accompanying the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Council's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Audit Committee of the Board of Directors meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to the Audit Committee's and Board of Directors' approval of the financial statements.

The financial statements have been audited by Collins Barrow Ottawa LLP, independent external auditors appointed by the Council. The accompanying Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Council's financial statements.



Wendell Joyce  
Executive Director

April 24, 2009

### Responsabilité de la direction relativement aux états financiers

La responsabilité des états financiers ci-joints du Conseil canadien de la gestion d'entreprise agricole incombe à la direction du Conseil. Ces états financiers ont été dressés selon les principes comptables généralement reconnus du Canada. Le Conseil se conforme aux conventions comptables qui sont incluses dans le sommaire des principales conventions comptables qui accompagne ces états financiers. La préparation des états financiers exige la direction à porter des jugements et faire des estimations, surtout lorsque les opérations qui affectent l'exercice courant ne peuvent pas être finalisées avec certitude avant le décaissement d'un exercice futur.

La gestion du Conseil maintient un système de contrôle interne qui vise à fournir une assurance raisonnable quant à la protection des éléments d'actif, l'approbation et l'enregistrement approprié des opérations et la provision d'information financière fiable en temps utile pour la préparation des états financiers. Ces systèmes sont surveillés et évalués par la gestion.

Le Comité de vérification du Conseil d'administration se rencontre avec la direction et les vérificateurs externes pour examiner et discuter des affaires importantes reliées à la communication de l'information financière ou au système de contrôle interne. Cette rencontre se fait avant que le Conseil et Comité de vérification du Conseil d'administration fait l'approbation des états financiers.

Les états financiers ont été vérifiés par la firme, Collins Barrow Ottawa SRL, des vérificateurs externes indépendants nommé par le Conseil. Le Rapport des vérificateurs ci-joint souligne la responsabilité des vérificateurs, l'étendue de leur vérification et l'expression de leur opinion au sujet des états financiers du Conseil.



Wendell Joyce  
Directeur général

le 24 avril 2009



## Auditors' Report

## Rapport des vérificateurs

### To the Members of the Canadian Farm Business Management Council

We have audited the balance sheet of the Canadian Farm Business Management Council as at March 31, 2009 and the statements of changes in net assets, revenue and expenses and cash flows for the year then ended. These financial statements are the responsibility of the Council's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Council as at March 31, 2009 and the results of its operations, changes in its net assets and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the Canada Corporations Act, we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

### Aux Membres du Conseil canadien de la gestion d'entreprise agricole

Nous avons vérifié le bilan du Conseil canadien de la gestion d'entreprise agricole au 31 mars 2009 ainsi que les états de l'évolution des actifs nets, des revenus et dépenses et des flux de trésorerie de l'exercice terminé à cette date. La responsabilité de ces états financiers incombe à la direction du Conseil. Notre responsabilité consiste à exprimer une opinion sur ces états financiers en nous fondant sur notre vérification.

Notre vérification a été effectuée conformément aux normes de vérification généralement reconnues au Canada. Ces normes exigent que la vérification soit planifiée et exécutée de manière à fournir un degré raisonnable de certitude quant à l'absence d'inexactitudes importantes dans les états financiers. La vérification comprend le contrôle par sondages des éléments probants à l'appui des montants et des autres éléments probants fournis dans les états financiers. Elle comprend également l'évaluation des principes comptables suivis et des estimations importantes faites par la direction, ainsi qu'une appréciation de la présentation d'ensemble des états financiers.

À notre avis, ces états financiers présentent fidèlement, à tous égards importants, la situation financière du Conseil au 31 mars 2009, ainsi que les résultats de ses activités, de ses flux de trésorerie et de l'évolution de ses actifs nets pour l'exercice terminé à cette date, selon les principes comptables généralement reconnus au Canada. Conformément aux exigences de la Loi sur les corporations canadiennes, nous déclarons que ces principes ont été appliqués, selon nous, de la même manière qu'au cours de l'exercice précédent.

*Collins Barrow Ottawa LLP*

Chartered Accountants, Licensed Public Accountants

April 24, 2009

*Collins Barrow Ottawa S.R.L.*

Comptables agréés, Experts-comptables autorisés

le 24 avril 2009



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**Canadian Farm Business Management Council****Conseil canadien de la gestion  
d'entreprise agricole****Balance Sheet**  
As at March 31, 2009**Bilan**  
au 31 mars 2009

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	<u>2009</u>	<u>2008</u>
<b>Assets</b>		
<b>Current</b>		
Cash and cash equivalents (Notes 3 and 8)	\$ 991,031	\$ 636,479
Accounts receivable	46,323	82,230
Receivable from Agriculture and Agri-Food Canada (Note 4)	-	300,244
Prepaid expenses	<u>25,481</u>	<u>18,458</u>
	<b>1,062,835</b>	<b>1,037,411</b>
<b>Capital assets (Note 5)</b>	<u>62,268</u>	<u>25,999</u>
	<b>\$ 1,125,103</b>	<b>\$ 1,063,410</b>

**Actif****Actif à court terme**Espèces et quasi-espèces (notes 3 et 8)  
Débiteurs  
À recevoir d'Agriculture et  
Agroalimentaire Canada (note 4)  
Frais payés d'avance**Immobilisations (note 5)**



# Canadian Farm Business Management Council

# Conseil canadien de la gestion d'entreprise agricole

## Statement of Changes in Net Assets For the year ended March 31, 2009

## État de l'évolution des actifs nets pour l'exercice terminé le 31 mars 2009

	Net investment in capital assets/ Investi en immobilisations	Unrestricted/ Non affecté	Total 2009	Total 2008	
<b>Balance, beginning of year</b>	\$ 25,999	\$ 855,414	\$ 881,413	\$ 821,888	<b>Solde, au début de l'exercice</b>
<b>Excess (deficiency) of revenue over expenses for the year</b>	(20,561)	(60,232)	(80,793)	59,525	<b>Excédent (insuffisance) des revenus sur les dépenses de l'exercice</b>
<b>Increase in net investment in capital assets</b>	56,830	(56,830)	-	-	<b>Augmentation des actifs nets investis en immobilisations</b>
<b>Balance, end of year</b>	\$ 62,268	\$ 738,352	\$ 800,620	\$ 881,413	<b>Solde, à la fin de l'exercice</b>

# Canadian Farm Business Management Council

# Conseil canadien de la gestion d'entreprise agricole

## Statement of Revenue and Expenses For the year ended March 31, 2009

## État des revenus et dépenses pour l'exercice terminé le 31 mars 2009

	2009	2008
<b>Revenue</b>		
Agriculture and Agri-Food Canada	\$ 2,537,914	\$ 2,847,334
Sales of products and royalties	107,162	98,215
Interest	9,504	17,943
Conference fees and sponsorships	136,626	97,327
CFBMC membership fees	14,900	16,367
Web advertising	-	933
Miscellaneous	25	8,930
	<b>2,806,131</b>	<b>3,087,049</b>
<b>Expenses</b>		
Council projects (schedule)	1,756,249	1,899,248
Board and member activities	157,658	149,495
Secretariat	928,005	934,882
Amortization of capital assets	20,561	13,499
Business partnership development	24,451	28,383
Loss on disposal of capital assets	-	2,017
	<b>2,886,924</b>	<b>3,027,524</b>
<b>Excess (deficiency) of revenue over expenses for the year</b>	<b>\$ (80,793)</b>	<b>\$ 59,525</b>

<b>Revenus</b>
Agriculture et Agroalimentaire Canada
Ventes et redevances des produits
Intérêts
Frais d'inscription aux conférences et commandites
Adhésion des membres au CCGEA
Publicité sur le Web
Divers
<b>Dépenses</b>
Projets du Conseil (annexe)
Activités du Conseil d'administration et des membres
Secrétariat
Amortissement des immobilisations
Élaboration de partenariats d'affaires
Perte sur cession d'immobilisations
<b>Excédent (insuffisance) des revenus sur les dépenses de l'exercice</b>

# Canadian Farm Business Management Council

# Conseil canadien de la gestion d'entreprise agricole

## Statement of Cash Flows For the year ended March 31, 2009

## État des flux de trésorerie pour l'exercice terminé le 31 mars 2009

	2009	2008	
<b>Cash flows from (used in) operating activities</b>			<b>Flux de trésorerie liés aux activités d'exploitation</b>
Excess (deficiency) of revenue over expenses for the year	\$ (80,793)	\$ 59,525	Excédent (insuffisance) des revenus sur les dépenses de l'exercice
Adjustments for			Ajustements pour
Amortization of capital assets	20,561	13,499	Amortissement des immobilisations
Loss on disposal of capital assets	-	2,017	Perte sur cession d'immobilisations
	<b>(60,232)</b>	75,041	
Changes in non-cash working capital items			Variation des éléments hors caisse du fonds de roulement
Accounts receivable	35,907	(29,771)	Débiteurs
Receivable from Agriculture and Agri-Food Canada	300,244	415,112	À recevoir d'Agriculture et Agroalimentaire Canada
Prepaid expenses	(7,023)	26,642	Frais payés d'avance
Accounts payable and accrued liabilities	80,400	42,491	Créditeurs et charges à payer
Deferred revenue	62,086	(7,250)	Revenus reportés
	<b>411,382</b>	522,265	
<b>Cash flows used in investing activities</b>			<b>Flux de trésorerie liés aux activités d'investissement</b>
Acquisition of capital assets	(56,830)	(5,924)	Acquisitions d'immobilisations
<b>Increase in cash and cash equivalents during the year</b>	<b>354,552</b>	516,341	<b>Augmentation des espèces et quasi-espèces au cours de l'exercice</b>
<b>Cash and cash equivalents, beginning of year</b>	<b>636,479</b>	120,138	<b>Espèces et quasi-espèces, au début de l'exercice</b>
<b>Cash and cash equivalents, end of year</b>	<b>\$ 991,031</b>	\$ 636,479	<b>Espèces et quasi-espèces, à la fin de l'exercice</b>

### 1. Nature of Organization

The Canadian Farm Business Management Council is a not-for-profit organization incorporated under Part II of the Canada Corporations Act. The Council's main objective is to engage in national activities that lead to an improvement in the management of individual farm businesses in Canada through greater use of effective decision-making and farm management practices. The Council is not subject to income taxes.

### 2. Significant Accounting Policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

#### *Changes in Accounting Policies*

The Canadian Institute of Chartered Accountants (CICA) issued Handbook Section 1535, Capital Disclosures, which establishes standard for the disclosure of information related to an entity's objectives, policies and processes for managing capital. This section is effective for fiscal periods commencing on or after October 1, 2007 and was applied at the beginning of the Council's current fiscal year. The effect of adopting this new standard did not have an impact on the result of operations or financial position. See note 13.

#### *Financial Instruments*

The accounting standards for financial instruments require that all financial assets and financial liabilities be classified according to their characteristics, management's intentions, or the choice of category in certain circumstances. When initially recognized, all financial assets and financial liabilities are recorded at fair value. In subsequent periods, financial assets and financial liabilities are measured at fair value. Gains and losses arising from a change in the fair value of a financial assets or financial liability that is carried at fair value are recognized in operations as they occur.

The Council has continued to follow the requirements of Handbook Section 3861, Financial Instruments - Disclosure and Presentation.

### 1. Nature de l'organisation

Le Conseil canadien de la gestion d'entreprise agricole est un organisme à but non lucratif constitué en vertu de la partie II de la Loi sur les corporations canadiennes. Le mandat du Conseil est de se consacrer à des activités nationales qui permettent d'améliorer la gestion des diverses entreprises agricoles canadiennes grâce à une meilleure utilisation du processus de prise de décision et de gestion d'entreprise agricole. Le Conseil n'est pas assujéti aux impôts sur le revenu.

### 2. Conventions comptables

Les états financiers ont été dressés selon les principes comptables généralement reconnus du Canada et tiennent compte des conventions comptables suivantes:

#### *Changement de normes et conventions comptables*

L'institut canadien des comptables agréés (ICCA) à émis le chapitre 1535 du manuel de l'ICCA - informations à fournir concernant le capital, qui établit les normes sur l'information à fournir concernant les objectifs, directives et processus du Conseil pour gérer son capital. Ce chapitre est effectif pour les exercices débutant le 1 octobre 2007 ou plus tard, et a été appliqué au début de l'exercice courant du Conseil. L'effet d'appliqué ce chapitre n'a aucun impact sur la situation financière de l'organisme, ni sur les résultats d'exploitation. Voir note 14.

#### *Instruments financiers*

Les normes comptable sur les instruments financiers requiert que tous les actifs et les passifs financiers soit catégorisés selon leurs caractéristiques, l'intention des cadres ou dans certain cas, le choix de la catégorie. Les actifs et passifs financiers ont été initialement comptabilisé à leur juste valeur. Pour les exercices ultérieures, les actifs et passifs financiers sont évalués à leur juste valeur. Les gains et les pertes résultant du changement de la juste valeur d'un actif ou passif financier sont reconnus aux opérations lorsqu'ils ont lieux.

Le Conseil a continué de suivre les recommandation du chapitre 3861 - instruments financiers - informations à fournir et présentation.

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## Canadian Farm Business Management Council

## Conseil canadien de la gestion d'entreprise agricole

### Notes to Financial Statements March 31, 2009

### Notes complémentaires au 31 mars 2009

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The Council's financial instruments consist of cash and cash equivalents, accounts receivable, receivable from Agriculture and Agri-Food Canada and accounts payable and accrued liabilities and are all valued at cost which approximates fair value at year end due to their short terms to maturity. It is management's opinion that the Council is not exposed to significant interest, currency or credit risks arising from these financial instruments.

#### *Financial Risk Management*

The Council's investment strategy is based on anticipated liquidity requirements as set out in the Council's approved budget. Eligible investments include those made in Canadian Government Treasury Bills, Canadian Bank Savings Accounts or Canadian Bank Term Deposits and must be made in institutions which qualify as Canadian Schedule 1 chartered banks. All Investments must be made so as to not risk the Council's principal. All investments will be denominated in Canadian dollars and not exceed one year in maturity.

The Council is not involved in any financial hedging activities and does not hold or use any financial derivative instruments as part of its financial operations.

#### *Use of Estimates*

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future and any changes would be recorded in operations in the year resolved.

Les instruments financiers du Conseil sont composés d'espèces et quasi-espèces, des débiteurs, des montants à recevoir d'Agriculture et Agroalimentaire Canada et des créditeurs et charges à payer et sont comptabilisés au coût, qui se rapproche de leur juste valeur à la clôture de l'exercice dû à leur échéance à court terme. Selon la direction, le Conseil n'est pas exposé à un risque de taux d'intérêt, à un risque de taux de change, ni à un risque de crédit qui serait important et qui proviendrait des instruments financiers.

#### *Gestion des risques financiers*

La stratégie de placement du Conseil est déterminée selon ses besoins de trésorerie tel qu'établie par le budget approuvé du Conseil. Les placements éligibles comprennent les bons du Trésor du Gouvernement du Canada et les comptes épargnes et dépôts à terme chez une banque canadienne de l'annexe 1. Tout placement doit être effectué de sorte à protéger le capital du Conseil. Tout placement doit être libellé en dollars Canadiens et doit venir à échéance à l'intérieur d'un an.

Le Conseil n'est pas impliqué dans des activités de couverture et ne possède ou n'utilise aucun instrument dérivé dans ses activités financières.

#### *Utilisation d'estimations*

La préparation d'états financiers, selon les principes comptables généralement reconnus, exige que la direction fasse des estimations et des hypothèses qui affectent les montants présentés d'actif et de passif à la date des états financiers, ainsi que les montants présentés des recettes et des dépenses durant la période de déclaration. Les résultats réels peuvent varier des estimations de la direction à mesure que les informations supplémentaires deviendront disponibles. Tous changements nécessaires seront apportés dans l'année où l'information devient disponible.

### *Capital Assets*

Capital assets are recorded at cost. The Council capitalizes any assets with a cost in excess of \$1,000. Amortization is calculated using the straight-line method over five years.

### *Revenue Recognition*

The Council receives contributions from Agriculture and Agri-Food Canada, which are based on an annual budget and paid as corresponding expenses are incurred. The Council follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Membership revenue is recorded in the period to which the membership relates.

Revenue from the sale of products is recognized when the product is sent to the customer.

Revenue from conferences is recognized in the period in which the conference takes place.

### *Future Changes in Accounting Standards*

The CICA has revised certain Canadian generally accepted accounting principles for not-for-profit organizations as set out in CICA Handbook Section 4400, Financial Statement Presentation by Not-For-Profit Organizations. These revisions related to presentation and disclosure standards and hence will have no impact on the Council's net financial position or its results of operations.

In addition, the CICA has issued a new standard, CICA Handbook Section 4470, Disclosure of Allocated Expenses by Not-For-Profit Organizations. The changes will impact the following:

- presentation and recognition of revenues and expenses on a gross

### *Immobilisations*

Les immobilisations sont comptabilisées au coût. Le Conseil capitalise les immobilisations dont le coût excède 1 000 \$. L'amortissement est calculé selon la méthode de l'amortissement constant sur une durée de cinq ans.

### *Constatation des revenus*

Le Conseil reçoit des contributions d'Agriculture et Agroalimentaire Canada établies d'après un budget annuel et payées lorsque les dépenses afférentes sont encourues. Le Conseil se conforme à la méthode du report pour les contributions. Les contributions affectées sont constatées à titre de revenus durant l'exercice où les charges connexes sont encourues. Les contributions non affectées sont constatées à titre de revenus lorsqu'ils sont reçus, ou lorsqu'ils sont recevables si la somme peut être estimée de façon raisonnable et le recouvrement est raisonnablement assuré.

Les revenus provenant des adhésions sont comptabilisés dans la période au cours de laquelle les adhésions se rapportent.

Les revenus provenant de la vente de produits sont comptabilisés lorsque les produits sont envoyés au clients.

Les revenus provenant des conférences sont comptabilisés dans la période où la conférence a lieu.

### *Changement ultérieur des normes comptables*

L'ICCA a révisé certain principe comptable généralement reconnu pour les organismes sans but lucratif tel que le chapitre 4400 du manuel de l'ICCA, présentation des états financiers des organismes sans but lucratif. Ces révisions concernent les standards de présentation et d'information à fournir et n'ont donc aucun impact sur la situation financière de l'organisme, ni sur les résultats d'exploitation.

De plus, l'ICCA a émis le nouveau chapitre 4470, ventilation des charges des organismes sans but lucratif - informations à fournir. Ces changements auront un effet sur:

- la présentation et constatation des revenus et des dépenses qui se fera



basis and not a net basis when the organization is acting as a principal in transactions; and

- new disclosure standards for organizations that choose to classify some or all of their expenses by function and allocate expenses to a number of functions to which the expenses relate. The main features of these new disclosure standards are:
  - a requirement for an organization that allocates its general support expenses to other functions to disclose the policies adopted for the allocation of expenses among functions, the nature of the expenses being allocated and the basis on which such allocations have been made; and
  - a requirement for an organization to disclose the amounts allocated from each of its general support functions and the amounts and functions to which they have been allocated.

These sections are effective for fiscal periods commencing on or after January 1, 2009 which would be the Council's March 31, 2010 fiscal year however earlier adoption is permitted. The effects on the Council's financial statement presentation and disclosure of adopting these changes has not yet been fully determined.

### 3. Cash and Cash Equivalents and Credit Facility

The Council has one bank account which is held at a Canadian chartered bank.

Included in cash and cash equivalents are two (2008 - one) cashable guaranteed investment certificates of \$125,000 each (2008 - \$250,000), both with interest at 0.75% (2008 - variable) which mature on February 8, 2010 (2008 - February 6, 2009).

The Council has an operating line of credit facility with a maximum availability of \$200,000. Interest is payable at the bank's prime rate plus 0.25%. This operating facility is secured by the Council's accounts and contributions receivable. As at March 31, 2009, the operating facility remains unused.

The Council also has corporate credit cards with an aggregate maximum limit of \$100,000.

sur une base brute plutôt que nette lorsque l'organisme agit pour son propre compte dans une transaction; et

- les standards entourant l'information à fournir par les organismes qui choisissent de catégoriser certaine ou toute leur dépense par fonction et ventilent les dépenses parmi plusieurs fonctions auquel ont rapport les charges. Les éléments clés de ces nouveaux standards d'information à fournir sont:
  - l'obligation de l'organisme qui imputes à d'autres fonctions ses charges de fonctionnement général d'indiquer le mode de ventilation de ces montants entre les fonctions, la nature des charges ainsi ventilées ainsi que le clé de répartition utilisée; et
  - l'obligation de l'organisme d'indiqué les montants ainsi ventilés et les fonctions auxquelles ils sont imputés, avec mention du montant imputé à chacune des fonctions.

Ces chapitres entre en vigueur pour les exercices débutant le 1 janvier 2009 ou plus tard, ce qui consiste de l'exercice se terminant le 31 mars 2010 du Conseil. Cependant son adoption anticipée est premise. Les effets sur l'information à fournir et la présentation des états financiers du Conseil n'ont pas encore été déterminés.

### 3. Espèces et quasi-espèces et facilités de crédit

Le Conseil a un compte de banque qui est détenu par une banque à charte.

Les espèces et quasi-espèces comprennent deux (2008 - un) certificats de placement garanti encaissable au montant de 125 000 \$ chaque (2008 - 250 000 \$), portant intérêt au taux de 0,75 % (2008 - variable) et venant à échéance le 8 février 2010 (2008 - 6 février 2009).

Le Conseil a une marge de crédit d'un montant maximal disponible de 200 000 \$, qui porte intérêt au taux préférentiel plus 0,25%. La marge de crédit est garantie par les débiteurs et les contributions à recevoir du Conseil. Au 31 mars 2009, la marge de crédit demeure inutilisée.

Le Conseil a également des cartes de crédit avec une limite agrégate maximale de 100 000 \$.

**4. Economic Dependence**

The Canadian Farm Business Management Council had a one-year Growing Forward Continuity Delivery Agreement with Agriculture and Agri-Food Canada (AAFC). This formal agreement expired on March 31, 2009.

The Council has had further discussion with AAFC in regard to funding during the period from April 2009 through March 2013. AAFC has announced a total of \$10,500,000 of funding under the Growing Forward Continuity Delivery Agreement over the next four years. The agreement provides for the contribution of funds to enable the Council to cover its administrative costs and to provide services to its members.

As this contribution arrangement represents the Council's major source of revenue, its ability to continue viable operations is dependent upon maintaining a funding arrangement with Agriculture and Agri-Food Canada. Under the Growing Forward Program, it is expected that the four-year contribution agreement will be finalized early in the 2009-2010 fiscal year.

**5. Capital Assets**

**4. Dépendance économique**

Le Conseil canadien de la gestion d'entreprise agricole avait un Cultivons l'Avenir - Accord de Continuité avec Agriculture et Agroalimentaire Canada (AAFC). Cet accord officiel a expiré le 31 mars 2009.

Le Conseil a eu des discussions avec AAFC à propos des contributions pour la période de avril 2009 jusqu'à mars 2013. AAFC a annoncé des contributions de 10 500 000 \$ sous le fonds de Cultivons l'Avenir - Accord de Continuité pour les quatre prochaines années. L'accord fourni des contributions de fonds pour permettre le Conseil de couvrir ses coûts d'administrations et pour fournir des service à ses membres.

Comme cet arrangement de contribution représente la source majeure de revenus du Conseil, sa capacité de continuer ses exploitations viablement dépend du maintien de l'arrangement de contribution avec Agriculture et Agroalimentaire Canada. Sous le programme Cultivons l'Avenir, il est attendu qu'un accord de contribution de quatre ans va être finalisé au début de l'exercice 2009-2010.

**5. Immobilisations**

	2009			2008			
	Accumulated Amortization/ Cost	Net Book Value/ Valeur nette		Accumulated Amortization/ Coût	Net Book Value/ Valeur nette		
	Amortissement cumulé			Amortissement cumulé			
Office and computer equipment	\$ 155,365	\$ 93,097	\$ 62,268	\$ 105,714	\$ 79,715	\$ 25,999	Équipement de bureau et d'informatique

Fully-amortized office and computer equipment totaling \$7,179 was written off during the year as it was no longer in use.

7 179 \$ d'équipement de bureau et d'informatique complètement amorti on été radié au cours de l'exercice car il n'était plus en service.

**6. Contingent Liabilities**

The Council has entered into an accountable contribution arrangement with Agriculture and Agri-Food Canada. This program is subject to audit by Agriculture and Agri-Food Canada and any adjustments resulting from an audit would result in repayments of contributions.

**7. Contribution of Goods and Services**

The Council acknowledges the financial support from Agriculture and Agri-Food Canada. The Council also acknowledges the contribution of donated goods and services from the Ministries of Agriculture of the ten provinces and two territories as part of the Renewal element of the Agricultural and Agri-Food Policy for the 21st Century. Only contributions received in cash are reflected on the financial statements.

**8. Prior Period Correction**

During the year it was discovered that cheque payments made subsequent to year-end in the prior year were back-dated to March 31, 2008 and subsequently not properly recorded as accounts payable.

As a result of this prior period correction, cash and cash equivalents, and accounts payable and accrued liabilities as at March 31, 2008 both increased by \$94,379.

**9. Commitments**

The Council has entered into operating leases for equipment, office systems and office space with payments over the next five years as follows:

2009 - 2010	\$ 35,384
2010 - 2011	35,384
2011 - 2012	34,782
2012 - 2013	28,159
2013 - 2014	<u>14,079</u>
	<u>\$ 147,788</u>

**6. Passifs éventuels**

Le Conseil a conclu un accord de contribution à justifier auprès d'Agriculture et Agroalimentaire Canada. Ce programme peut être l'objet d'une vérification par Agriculture et Agroalimentaire Canada et tout redressement suite à cette vérification devra être remboursé.

**7. Contribution de biens et de services**

Le Conseil remercie Agriculture et Agroalimentaire Canada pour son appui financier. Le Conseil remercie également les ministères de l'agriculture des dix provinces et deux territoires pour leur contribution de biens et de services en vertu du volet Renouveau du Cadre stratégique pour l'agriculture. Seules les contributions reçues en espèces sont comptabilisées aux états financiers.

**8. Ajustement sur l'exercice antérieur**

Au cours de l'exercice, il a été découvert que des paiements par chèque fait après la fin de l'exercice de l'année précédente ont été antidatés au 31 mars 2008 et subséquemment pas comptabilisé comme créditeurs.

Comme résultat de cette ajustement sur l'exercice antérieur, espèces et quasi-espèces et charges à payer au 31 mars 2008 ont augmenté de 94 379 \$.

**9. Engagements**

Le Conseil s'est engagé en vertu de contrats de location-exploitation pour de l'équipement, des systèmes de bureau et des locaux dont les paiements pour les cinq prochains exercices sont les suivants:

\$ 35,384
35,384
34,782
28,159
<u>14,079</u>
<u>\$ 147,788</u>

**10. Retirement Assistance**

The Council contributes to employees' RRSPs by matching the employees' contributions. Contributions are 5% of employees' salary. The employer's contributions for the year were \$30,350 (2008 - \$34,843).

**11. Related Parties**

The Council is the sole member of the Foundation for Agricultural Research and Management (F.A.R.M.). This corporation has been non-operating and has no business activity since its incorporation in 1994.

**12. Deferred Revenue**

During the year the Council received \$100,000 from Agriculture and Agri-Food Canada for the Benchmarking for Success initiative. In 2009, the Council spent \$37,914 of this funding. The remaining \$62,086 is deferred to be spent in the 2009-2010 fiscal year.

**13. Capital Disclosures**

The Council defines capital as its net assets and the Council's objectives when managing capital are to maintain flexibility between:

- enabling it to operate efficiently;
- providing liquidity for growth opportunities;
- generating predictable cash flows for continuing operations; and
- having funds available for unexpected increases in expenditures or decreases in revenues.

The Council manages the capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. The Board of Directors does not establish quantitative return on capital criteria; but rather promotes year over year sustainable surpluses in order to maintain operations. The Council is not subject to any externally imposed capital requirements.

**10. Aide à la retraite**

Le Conseil contribue aux REER des employés, versant les mêmes contributions que l'employé. Les contributions représentent 5 % du salaire des employés. Les contributions de l'employeur pour l'exercice atteignaient 30 350 \$ (2008 - 34 843 \$).

**11. Parties liées**

Le Conseil est le seul membre de la Fondation en Recherche et en Gestion Agricole (F.R.G.A.). Cette compagnie n'est pas exploitée et n'a aucune activité d'affaires depuis sa création en 1994.

**12. Revenus reportés**

Au cours de l'exercice, le Conseil a reçu 100 000 \$ d'Agriculture et Agroalimentaire Canada pour l'initiative "Critères de réussite". En 2009, le Conseil a dépensé 37 914 \$ de cette contribution. Le 62 086 \$ restant est reportés pour être dépensés au cours de l'exercice de 2009-2010.

**13. Information à fournir concernant le capital**

Le Conseil définit son capital comme l'actif net et l'objectif du Conseil est de gérer son capital pour maintenir la flexibilité entre:

- permettre d'opérer efficacement;
- fournir des liquidités pour des opportunités de croissance;
- générer des flux de trésorerie prévisibles pour ses activités poursuivies; et
- avoir des liquidités pour une augmentation des dépenses ou une réduction des revenus inattendu.

Le Conseil gère la structure de son capital et fait des rajustements en fonction des conditions économiques et des caractéristiques de risque des actifs sous-jacents. Le conseil d'administration n'a pas établi un critère de retour quantitatif sur le capital mais il promouvoit un surplus soutenable d'année en année pour soutenir ses opérations. Le Conseil n'est pas sujet à des restrictions externes sur son capital.



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## Auditors' Comments on Supplementary Financial Information

## Les commentaires des vérificateurs sur les informations financières supplémentaires

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### To the Members of the Canadian Farm Business Management Council

The audited financial statements of the Council for the year ended March 31, 2009 and our report thereon dated April 24, 2009 are presented in the preceding section of this annual report. The financial information presented hereinafter was derived from the accounting records tested by us as part of the auditing procedures followed in our audit of the financial statements and, in our opinion, it is fairly presented in all material respects to the financial statements taken as a whole.

*Collins Barrow Ottawa LLP*

Chartered Accountants, Licensed Public Accountants

April 24, 2009

### Aux Membres du Conseil canadien de la gestion d'entreprise agricole

Les états financiers vérifiés du Conseil pour l'exercice terminé le 31 mars 2009 et notre rapport daté du 24 avril 2009 sont présentées dans la partie précédente de ce rapport annuel. Les informations financières présentées ci-après ont été tirées des documents comptables que nous avons vérifiés dans le cadre des procédures de vérification suivies lors de la vérification des états financiers et, à notre avis, présente fidèlement, à tous égards importants, aux états financiers pris dans leur ensemble.

*Collins Barrow Ottawa S.R.L.*

Comptables agréés, Experts-comptables autorisés

le 24 avril 2009

**Canadian Farm Business Management Council**

**Conseil canadien de la gestion d'entreprise agricole**

**Schedule of Council Projects**  
**For the year ended March 31, 2009**

**Annexe des projets du Conseil**  
**pour l'exercice terminé le 31 mars 2009**

	2009	2008
<b>Objective 1:</b>		
<b>Science and Innovation Projects</b>		
Science and technology information dissemination	\$ 37,640	\$ 30,033
International Farm Management Association Conference	-	12,540
Science and technology profit tool	<b>30,263</b>	24,930
	<b>67,903</b>	67,503
<b>Objective 2:</b>		
<b>Business Risk Management Projects</b>		
Pricing for profit guide	-	92
<b>Objective 3:</b>		
<b>Future Skills Needed by Farmers</b>		
Sector council representative	-	-
<b>Objective 4:</b>		
<b>Beginning Farmer Program</b>		
Agriculture college essay awards	8,151	7,353
Beginning farmer team meetings	28,177	25,417
Farm mentorship expansion	30,696	2,161
Farm Succession conference	1,969	142,564
Interactive transfer CD	2,050	-
	<b>71,043</b>	177,495

**Objectif 1:**

**Projets sur la science et l'innovation**

- Diffusion d'information en science et technologie
- Conférence de l'Association internationale de gestion agricole
- Outil de rentabilité - science et technologie

**Objectif 2:**

**Projets sur la gestion des risques de l'entreprise**

- Guide "établissement de prix pour un profit"

**Objectif 3:**

**Compétences de l'avenir dont ont besoin les agriculteurs**

- Représentant du conseil sectoriel

**Objectif 4:**

**Programme pour les agriculteurs débutants**

- Prix d'excellence pour les étudiants en agriculture
- Réunion de l'équipe pour les nouveaux agriculteurs
- Expansion de mentorat agricole
- Conférence sur le transfert de ferme
- Outil interactif sur le transfert de ferme

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**Canadian Farm Business Management Council****Conseil canadien de la gestion d'entreprise agricole****Schedule of Council Projects**  
For the year ended March 31, 2009**Annexe des projets du Conseil**  
pour l'exercice terminé le 31 mars 2009

	<u>2009</u>	<u>2008</u>
<b>Objective 5:</b>		
<b><i>Continuing Initiative Projects</i></b>		
Canadian farm manager	134,552	139,750
Canadian Broadcasting Corporation commentaries	41,097	40,094
Website - Farmcentre.com	93,739	133,375
Managing Excellence in Agriculture Conference	209,575	182,474
AgriSuccess FCC project	100,045	132,261
Evaluation of products	3,057	431
CFBMC product catalogue	17,235	75,907
Marketing for Profit workshops	64,075	-
Marketing book update	-	101,722
Speaker sponsorship program	60,827	72,683
	<u>724,202</u>	<u>878,697</u>
<b>Objective 6:</b>		
<b><i>New Development Projects</i></b>		
Agriwebinars	149,742	160,106
Farm management articles	547	23,013
Farm show marketing	54,437	58,306
Marketing Caravan	113,568	86,606
Farm management innovation workshop	27,624	35,011
Class B member meetings	35,303	17,872
Podcasts	13,500	-
Farm management on television	-	35,875
Agriculture expert training	10,335	16,992
Partnering for Farm Business Management delivery	34,519	-
Farm women - farm business management	-	6,674
Best practices in farm management	-	134
Benchmarking for Success	37,914	-
	<u>477,489</u>	<u>440,589</u>

**Objectif 5:*****Projets sur les initiatives continues***

Le gestionnaire d'entreprise agricole  
Commentaires de la Société Radio-Canada  
Site web - farmcentre.com  
Conférence-Gérer l'excellence en agriculture  
Projet AgriSuccès  
Évaluation de produits  
Catalogue de produits du CCGEA  
Ateliers "Commercialisez vos produits pour faire du profit"  
Mise à jour du livre sur le marketing  
Programme de conférenciers du CCGEA

**Objectif 6:*****Nouveaux projets de développement***

Agrowebinaire  
Articles de journaux sur la gestion agricole  
Marketing lors des expositions agricoles  
Caravane du marketing  
Atelier sur l'innovation en gestion agricole  
Réunion des Membres de classe B  
Baladodiffusions  
Gestion agricole à la télévision  
La formation sur AgExpert  
Partenariat d'activité de la gestion d'entreprise agricole  
Gestion agricole pour agricultrices  
Pratiques exemplaires en gestion agricole  
Critères de réussite

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**Canadian Farm Business Management Council****Conseil canadien de la gestion d'entreprise agricole****Schedule of Council Projects**  
**For the year ended March 31, 2009****Annexe des projets du Conseil**  
**pour l'exercice terminé le 31 mars 2009**

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	<u>2009</u>	<u>2008</u>
<b><u>Other Initiatives:</u></b>		
Value chain workshops	<b>114,939</b>	66,874
Cost of production templates	<b>6,150</b>	6,150
Canadian Agri-tourism working group	<b>8,877</b>	8,760
Freshfromthefarm.com	<b>17,069</b>	110,371
Marketing to agriculture colleges and universities	<b>10,632</b>	13,324
Product reproduction	<b>67,134</b>	43,683
Product distribution costs	<b>4,720</b>	7,697
Partner product purchases	<b>1,848</b>	12,612
Partnering - Ag Organizations	<b>132,447</b>	58,482
Farm management on radio	<b>51,796</b>	6,919
	<b>415,612</b>	334,872
	<b>\$ 1,756,249</b>	<b>\$ 1,899,248</b>

**Autres Initiatives:**

Ateliers sur la chaîne de valeur  
Base de données sur les budgets agricoles  
Groupe de travail canadien d'agro-tourisme  
Freshfromthefarm.com  
Marketing auprès des collèges et universités  
Reproduction de produits  
Coûts de distribution de produits  
Ressources achetées des partenaires pour la revente  
Partenariat avec organisations agricoles  
Gestion agricole à la radio