



FARM MANAGEMENT CANADA  
GESTION AGRICOLE DU CANADA

# ANNUAL REPORT

## 2015-2016

*CULTIVATING EXCELLENCE*  
*IN FARM BUSINESS MANAGEMENT*



# FARM MANAGEMENT CANADA AT A GLANCE

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

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

To provide feedback on FMC's Annual Report, please contact:

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 Please consider the environment

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

Disponible en français.

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

# MESSAGE FROM THE MINISTER

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Minister  
of Agriculture and  
Agri-Food



Ministre  
de l'Agriculture et de  
l'Agroalimentaire



On behalf of the Government of Canada, congratulations to Farm Management Canada on surpassing two decades of providing innovative business management information and tools to farmers across our nation.

Your strong focus on business management strategies helped Canada remain a leader in the international marketplace. FMC is contributing to our country's success by helping young and established producers enhance their managerial practices, strengthening relationships between producers and stakeholders and sharpening producers' skills in financial planning, marketing and human resources.

The federal government is proud to support FMC through Growing Forward 2, to help develop the skillsets and management capacities of Canadian farmers.

Like you, I recognize that farmers are at the pulse of the agriculture industry and play a leading role in contributing to Canada's economic success. Last year, they helped our agriculture and food exports hit a new record of over \$60 billion. We understand the importance of cultivating innovation and trade to help give the industry a competitive edge.

In this dynamic environment, the tools you provide farmers help to position them better to capture more exciting opportunities for future growth. Thank you for your continuous pursuit of excellence and I wish you another successful year ahead.

A handwritten signature in blue ink that reads "Lawrence MacAulay".

Lawrence MacAulay

Minister of Agriculture and Agri-Food

# MESSAGE FROM THE CHAIR

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Can Farm Business Management be sexy?

Looking back on a very busy and exciting year for Farm Management Canada, we would like to think we perhaps helped further this concept!

Last July, we hosted the International Farm Management Congress in Quebec City. It was a huge success and provided a unique opportunity to bring people together from around the world interested in farm management.

We hosted our annual Agricultural Excellence Conference in Regina last fall, and continue to build momentum for this excellent learning event. During the conference we released the results of the Dollars and Sense Study. This in-depth comprehensive survey showed, and helped quantify, that farms implementing certain recognized farm management practices in their businesses hold a large advantage to those who do not.

Producers have become increasingly aware of the importance of strong management skills on their farms. They look to organizations such as FMC to help provide the tools and information to bridge the gap. Our *Pledge to Plan* farm business planning campaign is just another example of our dedication to on-farm results, a commitment to collaboration led by our very talented Executive Director, Heather Watson and her outstanding staff.

I would like to thank all of our partners, sponsors, members, and participants for all of your support and interest in FMC's activities. Without you, we simply would not exist. As we look forward, be sure to register for our upcoming AgEx conference this November in Calgary. Momentum is building and it promises to be the best one yet!

A lot of great work, by a lot of great people is taking place to make our producers the best managers in the world. The importance of farm business management is gaining recognition and popularity, and as a Canadian grain producer myself, dare I say ..... Sexy?!

Sincerely,

A handwritten signature in blue ink, appearing to read "Sterling Hilton". The signature is fluid and cursive.

Sterling Hilton, Chair, Farm Management Canada

## FMC Past Chairs

Ron Archibald ('92-'94) | Larry Campbell ('94-'95) Terry Murray ('95-'98) | Ann Forbes ('98-'03)  
Bill MacFarquhar ('03-'06) | Scott Dingwell ('06-'08) Donald Daigle ('08-'10) | John Coté ('10-'11)  
Richard Robert ('11 - '13) | Linda Pipke ('13 -'15) | Sterling Hilton ('15 - present)

# MESSAGE FROM THE EXECUTIVE DIRECTOR

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Greetings Members, Partners and Stakeholders,

It has been a great year for Farm Management Canada.

Our sincere thanks to the over 350 delegates from over 30 countries who descended on Quebec City for the International Farm Management Congress. What a privilege and honour it was. Our sincere thanks to our partners in Quebec – the Centre de référence en agriculture et agroalimentaire du Québec and Université Laval, along with countless others who gave their time and energy to ensure Canadian agriculture was showcased at its finest on the world stage. And, to the International Farm Management Association, its Council, and Wilson Loree without whom we would not have had this opportunity.



Now in its second year, the Agricultural Excellence Conference (AgEx) proved to be an event like no other. Sincere thanks to our host province Regina, for their support. Our theme this year was Cultivating the Entrepreneurial Farmer. We took a look at how we will maintain a leading agricultural sector through innovation, entrepreneurship and bridging the gap between farm management experts from one generation to another. The Conference was also a great opportunity to join with fellow industry organizations who coordinated their industry events along with AgEx.

The Conference provided the platform to launch our new ground-breaking study conducted in partnership with the Agri-food Management Institute (AMI): *Dollars and Sense - Measuring the Tangible Impacts of Beneficial Management Practices on Canadian Farms*. This research is the first to establish a measurable link between beneficial management practices and farm financial success that is nationally representative, across commodities, using the largest sample source in Canada.

The next AgEx is in Calgary November 22-24 - we hope to see you there!

Under our five-year (2013-2018) contribution agreement with Agriculture & Agri-Food Canada (AAFC), federal contributions are triggered by matching cash contributions from industry partners. We are happy to report that for the first time under GF2, we were able to secure sufficient industry contributions to receive the maximum funds available from AAFC. Indeed, we are gaining fantastic new partners to offer exciting new programming to support our farmers as they face an ever-changing global marketplace and uncharted waters.

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

Takin' care of business,

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

Heather Watson, Executive Director  
Farm Management Canada

### **Our Vision:**

Canadian Farmers are world leaders for a sustainable future through business management excellence.

### **Our Mission:**

Cultivate excellent Canadian farm business management through awareness and adoption of beneficial management practices.

### WE BELIEVE:

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

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

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

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

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

As Canada's national umbrella for farm business management, crossing and connecting regions and production sectors, Farm Management Canada is uniquely positioned to play a leading role in fostering the collaboration needed to effectively reach Canadian farm managers with the information and resources they need – when they need it, and how they need it.

### **LEADING BY EXAMPLE**

Farm Management Canada not only provides business management resources to farmers, but is also a valuable resource for encouraging best practices in business management, knowledge transfer and skills development to agricultural organizations, private industry, government and academia. FMC's reputation extends beyond Canada; we are involved in a number of international conversations to share best practices in the development and delivery of business management information, tools and resources.

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

# VALUES

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We at Farm Management Canada believe in:

## A CULTURE OF MANAGEMENT

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

## SUCCESSFUL RELATIONSHIPS

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

## KNOWLEDGE MANAGEMENT, TRANSFER AND TRANSLATION

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

## INNOVATION IN FARMING

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

## MANAGING CHANGE

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

## LEADERSHIP IN OUR FIELD

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

## PARTICIPATING IN THE FUTURE OF AGRICULTURE

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



# CORPORATE PROFILE & GOVERNANCE

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

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

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

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

## 2015-2016 FARM MANAGEMENT CANADA BOARD OF DIRECTORS



Sterling Hilton, Chair  
Farmer (AB)



Phil Keddy, Vice-Chair  
Young Farmer (NS)



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



Ron Bonnett  
Farmer (ON)



Sabrina Caron  
Farmer (QC)



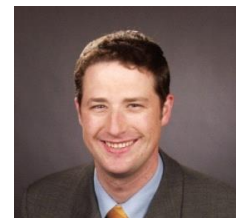
Anne Marie (Diotte) Kerr  
Provincial Government (ON)



Larry Martin  
Member at Large (ON)



Jeannette Mongeon  
Farmer (ON)



Joerg Zimmermann  
Member at Large (MB)

# 2015-2016 PERFORMANCE HIGHLIGHTS

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- HOSTED THE **20TH INTERNATIONAL FARM MANAGEMENT CONGRESS** WELCOMING OVER **350 DELEGATES** FROM **30 COUNTRIES** TO SHOWCASE CANADIAN AG AND EXCHANGE BEST FARM BUSINESS MANAGEMENT PRACTICES
- HOSTED THE ANNUAL **AGRICULTURAL EXCELLENCE CONFERENCE** WELCOMING **190 DELEGATES** FROM ACROSS CANADA TO TAKE PART IN THE **NATIONAL FARM BUSINESS MANAGEMENT INNOVATION ROUNDTABLE, RESOURCE SHOWCASE, BRIDGING THE GAP FOR YOUNG FARMERS' FORUM, GREAT AG DEBATE, AND NATIONAL DISCUSSION PANEL**
- CONTINUED PARTNERSHIP FOR THE DELIVERY OF THE **CANADIAN TOTAL EXCELLENCE IN AGRICULTURAL MANAGEMENT (CTEAM) PROGRAM** AND DEVELOPMENT OF THE ADVANCED ALUMNI PROGRAM
- CONTINUED RECOGNITION OF EXCELLENCE THROUGH THE **BOB ROSS MEMORIAL SCHOLARSHIP, EXCELLENCE AWARD FOR AG STUDENTS AND WILSON LOREE AWARD**
- COMPLETED **GROUND-BREAKING NATIONAL STUDY**: MEASURING THE TANGIBLE IMPACT OF BENEFICIAL MANAGEMENT PRACTICES ON CANADIAN FARMS, IDENTIFYING THE 7 FARM BUSINESS PRACTICES THAT DRIVE FARM FINANCIAL SUCCESS
- HOSTED A SUCCESSFUL **AGRIWEBINAR® SERIES** - 23 WEBINARS WITH **2,429 LIVE PARTICIPANTS** AND 4348 ARCHIVE VIEWS FROM **18,521 WEBINAR SUBSCRIBERS**
- **WEBSITE** AND ONLINE RESOURCE PORTALS INCLUDING [WWW.FMC-GAC.COM](http://www.FMC-GAC.COM) WELCOMED **OVER 50,000 VISITORS** - **TWITTER, FACEBOOK, YOUTUBE** GARNERED **1499 FOLLOWERS, 749,761 IMPRESSIONS, 7,736 VIDEO VIEWS** INCLUDING THE **ROB NAPIER VIDEO SERIES**
- OVER **524 RESOURCES SOLD**
- FEATURED IN **POPULAR PRESS & MEDIA** (EX. WESTERN PRODUCER, MANITOBA COOPERATOR, REALAGRICULTURE, GRAINEWS) AND SOUGHT BY INDUSTRY TO **PROVIDE MANAGEMENT EXPERTISE AND INDUSTRY PRESENTATIONS** RELATED TO BUSINESS MANAGEMENT BEST PRACTICES
- INCREASED PARTNERSHIPS, COLLABORATIONS, INDUSTRY TOUCH POINTS AND NEW MEMBERS INCLUDING **7 NEW PARTNERSHIP INITIATIVES**

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

## Online Resource Portal & Social Media

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

The website harnesses new information from across Canada and the world into dedicated farm business management resource portals (Business & Strategic Planning, Financial Management, Succession Planning, etc.).

Information, resources and tools available include:

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

Information databases include:

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



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



Bookmark us - Follow Us - Like Us - Watch Us

## Agriwebinar®



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

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


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


All live presentations are archived and also available by podcast.  
In 2015-16, FMC hosted 23 webinars.

We are proud to have worked with the following partners:

- FARM CREDIT CANADA
- AG MORE THAN EVER
- SASKATCHEWAN MINISTRY OF AGRICULTURE
- CANADIAN ASSOCIATION OF FARM ADVISORS
- NATIONAL FARM ANIMAL CARE COUNCIL
- CANADA'S OUTSTANDING YOUNG FARMERS' PROGRAM
- DAIRY FARMERS OF CANADA
- AGRI-FOOD MANAGEMENT INSTITUTE
- FERTILIZER CANADA
- BONNEFIELD
- AGRILIGHT CANADA

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

	
SPEAKER	TITLE
<b>Jean-Philippe (JP) Gervais,</b> <i>Farm Credit Canada</i>	FCC 2014 Farmland Values Report
<b>Jean-Philippe (JP) Gervais,</b> <i>Farm Credit Canada</i>	A Look at Global Trade 2015
<b>Jean-Philippe (JP) Gervais,</b> <i>Farm Credit Canada</i>	Top Economic Drivers of 2016


	
SPEAKER	TITLE
<b>Charlie Arnot,</b> <i>Center for Food Integrity</i>	The Power of Shared Values
<b>Robert Wager,</b> <i>Vancouver Island University</i>	Can We Talk? How to discuss genetically engineered crop technology with the public
<b>Andrew Campbell,</b> <i>Fresh Air Media; Bellson Farms</i>	#Farm365 - 365 Days Later
<b>Leigh Rosengren,</b> <i>Rosengren Epidemiology Consulting Ltd</i>	Taking Stock - Speaking Up for Canada's Livestock Industry
<b>Ted Menzies,</b> <i>CropLife Canada</i>	You use WHAT on your farm? Explaining modern farming to your non-farming friends
<b>Cherilyn Nagel,</b> <i>Farm and Food Care Saskatchewan</i>	The Real Dirt on Farming - Tips and Techniques


	
SPEAKER	TITLE
<b>Joy Agnew and Derek Rude</b> <i>Prairie Agricultural Machinery Institute</i>	Minimizing Loss When Harvesting Canola
<b>Jacqueline Gerrard,</b> <i>Backswath Management Inc.</i>	How Much Can You Afford to Pay for Land?

<b>David Derwin,</b> <i>PI Financial Corporation</i>	Manage Commodity Price Risk by Hedging
<b>Janelle Whitley,</b> <i>Canadian Canola Growers Association</i>	Know Your Rights & Obligations When Signing Grain Contracts

 <p><b>FERTILIZER CANADA</b> <b>FERTILISANTS CANADA</b></p>	
<b>SPEAKER</b>	<b>TITLE</b>
<b>Alan Kruszel,</b> <i>Agri-Source Crop Consulting</i>	The 4Rs and Greenhouse Gas Reduction
<b>Cedric MacLeod,</b> <i>MacLeod Agronomics Ltd.</i>	Using 4R Nutrient Management in Strategic Cropping Systems

 <p><b>NATIONAL FARM ANIMAL CARE COUNCIL</b> <small>CONSEIL NATIONAL POUR LE SOIN DES ANIMAUX D'ÉLEVAGE</small></p>	
<b>SPEAKER</b>	<b>TITLE</b>
<b>Dr. David Fraser,</b> <i>University of British Columbia</i>	Securing animal welfare and building public trust through a professional model for animal agriculture

 <p><b>Dairy Farmers of Canada</b></p>	
<b>SPEAKER</b>	<b>TITLE</b>
<b>David Wiens,</b> <i>Dairy Farmers of Manitoba</i>	Assessing Dairy Animal Care on Farms
<b>Pierre Lampron,</b> <i>President, Animal Welfare Taskforce, Dairy Farmers of Canada</i>	

 <p><b>Bonnefield</b> <small>FARMLAND TO FARMERS</small></p>	
<b>SPEAKER</b>	<b>TITLE</b>
<b>Marcus Mitchell,</b> <i>Bonnefield Financial Inc.</i>	Farmland Lease Financing: helping farmers meet their goals

 <p><b>AGRILIGHT®</b> <b>BRIGHT BY NATURE</b></p>	
<b>SPEAKER</b>	<b>TITLE</b>
<b>Andrew Hannon,</b> <i>Agilight Canada</i>	Lighting Strategies for Livestock Barns

Live Event Broadcasts	
PARTNER	EVENT
	Farm Tax Update
	Canada's Outstanding Young Farmer National Recognition Event
	Ontario Launch: Dollars and Sense Report – Measuring the Tangible Impacts of Beneficial Business Practices on Canadian Farms
 <b>Dairy Farmers of Canada</b>	Dairy Research Symposium

## Resources & Publications Catalogue

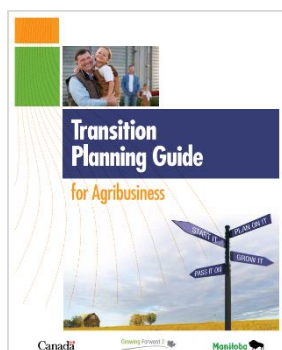
FMC works closely with its partners, members and supporting organizations to offer the very best business management information, resources and tools.

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

**49% of our resources were purchased by academic institutions for use in curriculum.**



Coming soon!



### A National Guide to Farm Transition

(based on the original Manitoba Transition Planning Guide for Agribusiness)

# PARTNERSHIP DEVELOPMENT & INDUSTRY ENGAGEMENT

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

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

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

FMC's industry outreach endeavours include:

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

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

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

## Industry Outreach

### A Chance to Meet, Engage, and Learn

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

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

## Event Hosting

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



July 12-17 2015  
Quebec City, Canada



## HEALTHY AGRICULTURE FOR A HEALTHY WORLD

WHAT ARE THE IMPLICATIONS FOR AGRICULTURE AND FARMERS IN  
FEEDING A HUNGRY WORLD?

FOR SUSTAINING HEALTHY FARM BUSINESSES? HEALTHY AGRICULTURE? HEALTHY  
PEOPLE?

Including:

- Plenary Sessions from Leading Management Experts
- Concurrent Sessions/Paper & Poster Presentations
- Farm & Industry Tours
- World Farmers' Panel
- Pre- and Post-Congress Tours

*"This was the single best conference I have ever attended."*

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

The 20th International Farm Management Congress welcomed over 350 delegates from over 30 countries to learn about Canadian agriculture and exchange invaluable farm management knowledge, insights and opportunities on the world stage.

The Congress was held over 6 days, July 12-17 in Quebec City.

The Pre-Congress tour welcomed 30 international delegates to tour Southern Ontario July 3 – 11.

The Post-Congress tour welcomed 37 international delegates to tour the Maritimes July 18 – 25.

The Congress program included a variety of learning and networking experiences including Plenary Sessions (20), Contributed Papers (84), Contributed Posters (12), Day Tours/Field Trips (30 stops via 7 tour options), a Cocktail Reception, BBQ and Gala Banquet.

Overall, 116 new learning resources were shared with delegates.



Throughout the Congress, IFMA20 had 129 people contributing through Twitter, reaching 96,663 Twitter accounts and leaving 812,304 impressions.

The Canadian Association of Diplomas in Agriculture Program (CADAP) held its annual, national meeting in conjunction with the Congress, and a number of participants took part in the Farm Business Management Executive Development Program Meet-Up.

*"I think especially for young people, this is an incredible experience that should not be missed out on, as it can help them grow as an entrepreneur, a farmer, & as a person."*

Your IFMA20 Organizing Team:



A view from the Congress room:



Field Trip to La Ferme Christian Lacasse inc.:



Pre-Congress Tour delegates - Southern Ontario:



Post-Congress Tour delegates - Atlantic Canada:



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



## Y WE FARM: YOUNG FARMERS VIDEO COMPETITION

Farm Management Canada ran its 3<sup>rd</sup> Y We Farm: Young Farmer Video Competitions over the past year.

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



Congratulations to Anna Roberts who won a trip to the 20<sup>th</sup> International Farm Management Congress by answering:

*How are you practicing healthy agricultural management on your farm?*



# AGRICULTURAL EXCELLENCE CONFERENCE



Cultivating the Entrepreneurial Farmer  
November 25-27 2015  
Regina, Saskatchewan

Including:

- National Farm Business Management Roundtable: Towards a National Farm Management Strategy – Building a Culture of Farm Business Management in Canada
- National Farm Business Resource Showcase
- Bridging the Gap: Young Farmers' Bear Pit & Young at Heart Forum
- The Great Ag Debate – Could We Lose Our Social License to Farm?
- National Discussion Panel – Farming in 2050

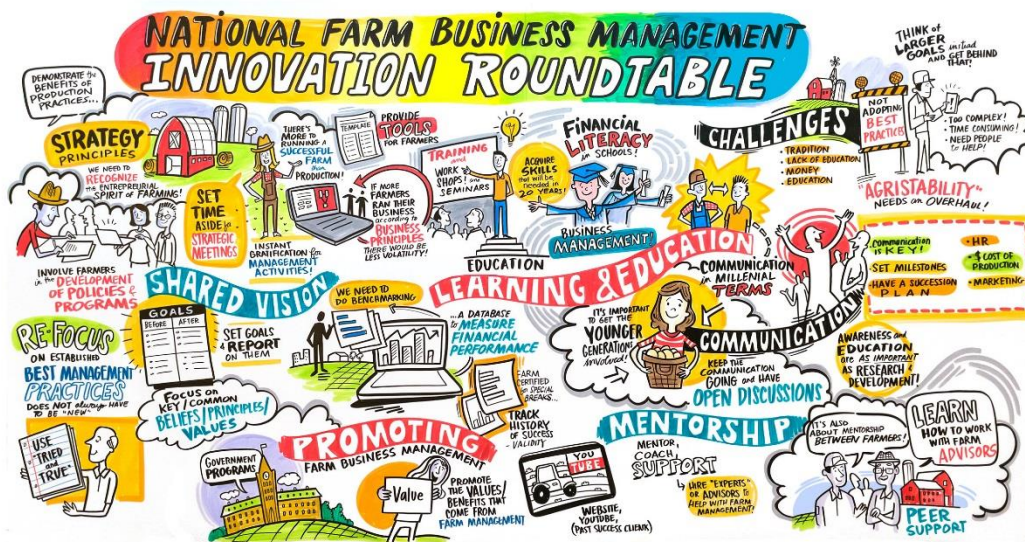
The 2015 AgEx Conference welcomed 190 participants from across Canada. 43% of participants were farmers, while the remaining participants were advisors, academia, organizations, government and private industry corporations – all with an interest in advancing farm business management in Canada. And, 40% of participants were 40 years of age and under. 39% of delegates were female.

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

A highlight for the delegates was the **National Farm Business Management Innovation Roundtable** which is held annually and aims to create a national conversation providing bilateral and vertical interaction between industry stakeholders across Canada. Topics were assigned to each table and participants were asked to move through the roundtables every 20 minutes to take part in various conversations related to a specific topic, while meeting new industry stakeholders and building personal networks.

The 2015 Roundtable was titled '**Towards a National Farm Management Strategy**', focusing on how to build a culture of farm business management in Canada, and whether a national strategy could help. The full report is available from [www.FMC-GAC.com](http://www.FMC-GAC.com).

A graphic facilitator captured the conversations around the creation of a National Farm Business Management Strategy:



*“Had a great time at AgEx. It is a great environment for networking with colleagues and progressive farmers. Looking forward to next year.”*

Another highlight of the Conference was the **Bridging the Gap Session** featuring a Young Farmers' Bear Pit and Young at Heart Forum. These sessions took place simultaneously in separate rooms. Young farmers were asked to list the top 5 things they wish their parents understood. And the Young at Heart were asked to list the top 5 pieces of advice for today's young farmers. Here are the results:

## LOOKING BACK:

### The Top 5 Pieces of Advice for Today's Young Farmers

1. PLAN! It's never too early to start
2. Manage risk: Know your tolerance, take calculated risks
3. Farming is a business: Take a business-minded approach to the farm
4. Build your management team: Know yourself, your limitations, hire the rest - it's okay to make mistakes!
5. Communicate! More, and better.

## LOOKING AHEAD:

### The Top 5 Things Young Farmers Wish their Parents Understood

1. Work/life balance is important to us: Farming is great, but family and leisure time are also important
2. This is 2015: Try new things. Technology and innovation are important
3. Let's plan together: Develop a plan to provide certainty and understanding of outcomes
4. Parents are entitled to retire, they've earned it: Parents don't have to do it all, let us make decisions, and mistakes!
5. Business partners get to choose: Not everyone in the family wishes to work on the farm, and that is okay

A number of industry associations held their annual events in conjunction with AgEx2015, helping to bring many diverse stakeholders together to learn, laugh and grow business networks:

- Saskatchewan Young Ag-Entrepreneurs
- The Canadian Association of Farm Advisors
- The Canadian Agricultural Human Resource Council
- Nuffield Canada
- The Provincial/Territorial Ministries of Agriculture Network

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





## PROVINCIAL-TERRITORIAL MINISTRY NETWORK ANNUAL MEETING

The Provincial-Territorial Ministry Network is the only way to connect to agricultural ministries across Canada to build relationships, share knowledge, foster new ideas, collaborate and leverage resources to continue to advance farm business management, programs and initiatives for each province/territory and Canada as a whole.

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

The 2015-2016 Annual Meeting took place November 23 and 24 in conjunction with the 2015 Agricultural Excellence Conference in Regina, Saskatchewan.



# Industry Partnership Programs & Projects

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



Farm Management Canada is proud to continue its partnership with Agri-Food Management Excellence Inc. (AME) as a national supporter of the Canadian Total Excellence in Agricultural Management (CTEAM) program.

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

### Key Benefits:

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

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



Merle Good, CTEAM Course Instructor

## New: Advanced Program for CTEAM Alumni

Steven Covey identifies the seven habits of highly effective people. The seventh is “sharpen the saw”, which means continuously improving your skill set.

Several CTEAM Alumni suggested an Advanced Program that would provide the opportunity to update strategic and operating plans and to sharpen the management saw. While we advocate that plans are living documents meant to continually evolve, the reality is life happens, sometimes making it difficult to separate yourself from day to day operations to focus on reviewing and updating your plan strategically.

With input from four Alumni focus groups, we developed an advanced program. This is an opportunity to “work on the business, not in the business”, in the type of environment that CTEAM affords where people are challenged with the bigger picture and what it means for their farming operation, given tools to deal with the issues, given access to other farmers with similar issues, and given coaching to integrate them into a plan.

For more information on CTEAM, visit [www.agrifoodtraining.com](http://www.agrifoodtraining.com).

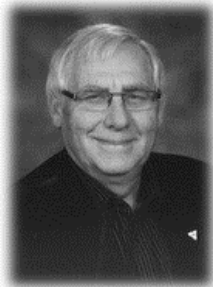
*"CTEAM has changed me and my farm operation forever. My classmates and the instructors gave me more motivation and drive than I ever thought possible. This is a course that every farm operator, owner or manager should be enrolled in. Guaranteed success!"*

**COLIN BROWN, DYKEVIEW FARMS, NOVA SCOTIA**

## ROBERT (BOB) L. ROSS MEMORIAL SCHOLARSHIP

### Congratulations to our 2015 recipient Mark Brock

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



Robert (Bob) L. Ross

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

Mark Brock of Shepherd Creek Farms in Staffa, Ontario became the recipient of the 2015 Robert (Bob) L. Ross Memorial Scholarship.

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

Mark, along with his wife Sandi, owns and operates Shepherd Creek Farms where they grow 1500 acres of wheat, soybeans, corn, edible beans, hay and manage a sheep operation of 500+ breeding ewes.

Mark and Sandi are known as early-adopters, using the latest technology, analyzing the market to diversify production and markets, and participating in production trials, soil conservation and environmental stewardship.



*"We still struggle with keeping financials organized and of high priority. We would like to make this side of our business a seamless transition back and forth with our day to day management decisions. We get so busy doing the actual physical work, that we lose our pulse on the core business model. We feel this program will equip us with the knowledge to bridge this gap in our operation,"* says Brock.

Pictured (L-R): Larry Martin, Principal AME, Heather Watson, FMC, Mark Brock, and Brent Ross, Bob's son.

## WILSON LOREE AWARD

### Congratulations to 2015 recipient Terry Betker

Terry Betker of Backswath Management Inc. was honoured with Farm Management Canada's prestigious Wilson Loree Award during the 2015 Agricultural Excellence Conference.

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

Terry Betker, P.Ag., CAC, is President and CEO of Backswath Management Inc., a Manitoba-based company. Terry has an interest and passion in providing consulting expertise to farmers, focusing primarily on strategic business and succession planning, financial analysis, and risk management. Terry is recognized for his visionary and leading-edge contribution to farm business management.



*"I am honoured to have been recognized and nominated by industry leadership, and my peers," says Betker. "Being awarded and presented the Wilson Loree Award by Wilson himself is a memorable moment in my career - given how much I admire and respect the contribution he has made to the Ag industry over a very distinguished career. I have had many opportunities in my career to work with, and observe farms and farm families. One thing I have always found consistent is their passion - people everywhere have a passion for agriculture. I am proud to be a part of that passion and effort we share to advance agricultural business management practices in Canada, and Worldwide."*

"I am very pleased to present this year's award to Terry on behalf of Farm Management Canada" said Wilson Loree at the AgEx Conference in Regina. "His demonstrated commitment to effectively assisting his farm clients with successful management is complemented by leadership of his peers in the farm management profession."



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

## EXCELLENCE AWARD FOR AGRICULTURAL STUDENTS



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

The Award encourages agricultural students to enhance their communication skills and raises awareness of the importance of farm business management. Each year, Farm Management Canada collects video submissions from agricultural students across Canada and awards three deserving students with \$1,500, \$1,000 and \$500 towards their education.

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

This year, students were asked to submit a multimedia presentation, a video, a Twitter chat, a blog or a Wiki, responding to the following question:

*How can the agricultural industry best support young farmers looking to succeed in an ever-competitive and complex global marketplace?*



Congratulations to this year's winners!



[Christopher Manchur](#)  
University of Manitoba, MB



[Samuel Bergeron](#)  
Cégep de Victoriaville, QC

**Robyn McCallum**  
Passionate Farmer & Blogger

### How can the agricultural industry best support young farmers looking to succeed in an ever-competitive and complex global marketplace?

I think this complex and often mulled-over question comes down to a few basic foundations:  
Although this blog is perhaps brutally honest at times, I have learned in communications that if you're going to poke holes in something, you must also bring potential solutions to the table.  
So, after detailing what I think are 'holes' in the industry to support young farmers, I propose three main solutions: *skills support, trust and de-stigmatization*.

- Skills Support
- Trust
- De-stigmatization

[Robyn McCallum](#)  
Dalhousie University, NS  
(Blog no longer available)

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

## MONTH OF MANAGEMENT



February is the Month of Management!

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

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

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

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



After visiting 60 countries over 50 years studying the world's leading farmers, Australian farmer and business consultant Rob Napier has joined Farm Management Canada to put together a series of videos to share his learnings with the agricultural industry at large, and help guide us towards a successful future for the family farm.

Rob is Director of Napier AgriFutures, a firm specializing in strategic planning for agriculture, agribusiness and family farming businesses. He was Principal of Orange Agricultural College of the University of Sydney, Australia for fifteen years.

Rob studies global changes in agriculture and assists leading farmers in Australia and overseas to successfully respond. He is a patron of the International Farm Management Association and widely recognized for his experience and leadership in agricultural extension, education and inspiring lifelong learning for continued prosperity of the agricultural sector, and world at large.

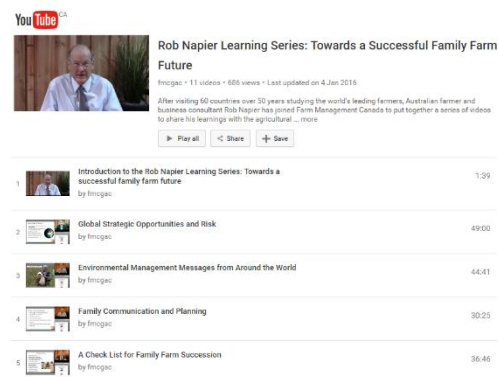
### WATCH, LISTEN, SHARE.

Tune into our YouTube Channel for the following videos and podcasts:

- What I Would Do if Contemplating a Career in Ag
- Environmental Messages from Around the World
- What Leading Farmers Do
- Global Strategic Opportunities and Risks
- Family Communication Planning
- Succession Planning Checklist
- Time Management
- The Learning Farm Family

The power of these videos is in Rob's personal experience taken from his travels across the globe. All of the videos use real life examples, provide guidelines and checklists to get started and finish with advice on actions to take for your farm and family.

*"If you don't do something within the first 30 seconds of watching these videos, things will never change."*  
- Rob Napier



Video Title	Duration
1. Introduction to the Rob Napier Learning Series: Towards a successful family farm future	1:39
2. Global Strategic Opportunities and Risk	49:00
3. Environmental Management Messages from Around the World	44:41
4. Family Communication and Planning	30:23
5. A Check List for Family Farm Succession	36:46



FERTILIZER CANADA  
FERTILISANTS CANADA

## NATIONAL YOUNG INFLUENCERS NUTRIENT STEWARDSHIP PROJECT

The National Young Influencers Nutrient Stewardship Project was designed to target and engage influencers who can assist in and promote 4R adoption; particularly young professionals, including farmers and advisors, to accelerate program uptake and achieve measurable results by influencing on-farm nutrient management practices and behaviour.



The project consisted of a national survey, webinars and general promotion and outreach. Survey results revealed the demographic composition, practices, understanding, barriers and opportunities for working with Young Influencers across agricultural disciplines to increase awareness and adoption of 4R Nutrient Stewardship Program in Canada.

While the survey was designed to capture insights from Canada's young influencers, the survey attracted a number of respondents over the age of 40. Surveyors felt it important to allow the responses of those over 40 years of age to capture any significant differences between target groups, and how industry players could potentially respond with knowledge transfer and skills development programming.

In total, 298 individuals participated in the 4R Nutrient Stewardship Survey, including 103 (35%) young persons (defined as 40 years of age and younger).

The project concluded with 10 recommendations, and a clear path towards increasing awareness and adoption of 4R Nutrient Stewardship in Canada.

### THE WESTERN PRODUCER



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

AMI – FMC Partner Projects:



### GROUND-BREAKING NATIONAL STUDY:

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

FMC and AMI partnered to conduct a ground-breaking new study: *Making Dollars and Sense: Measuring the Tangible Impacts of Business Management Practices on Canadian Farms*. This study goes beyond existing research and is the first to establish a measurable link between business

management practices and farm financial success that is nationally representative, across commodities, using the largest sample source in Canada.

According to this new research, there are 7 farm business management practices that drive farm financial success:

1. Continuous Learning and Skills Development
2. Making Business Decisions using Accurate Financial Data
3. Using Professional Business Advisors/Consultants
4. Having a Written Business Plan, Referenced for Decision-Making and Reviewed at Least Annually
5. Knowing and Understanding their Cost of Production
6. Assessing and Managing risk as part of the Business Plan
7. Using and Monitoring a Financial Plan with Budget Objectives

The research demonstrates farmers have much to gain from adopting farm business management practices:

- 525% increase in return on assets
- 155% increase in gross margin ratio
- 100% increase in return on equity
- 100% increase in asset turnover

FMC and AMI will be using the study results to further promote and provide the programming and information to drive farm financial success.

## 2016 BASELINE STUDY UPDATE: FARM BUSINESS MANAGEMENT PLANNING ON ONTARIO FARMS

The overall purpose of this project is to understand business management planning activities on Ontario farms, including the drivers and barriers to implementing planning activities.

This Baseline Study Update also provides tracking of key measures captured in 2011 to see if progress has been made in cultivating a larger 'planning' audience within the farming sector.

Stay tuned! Results of the study will be released in summer 2016.

## A BUSINESS PLAN ON EVERY FARM CAMPAIGN: PLEDGE TO PLAN

FMC and AMI believe Farm Business Planning is not just about preparing a document. It is not about a single event. It is the first step in an ongoing process. Having and updating a formal written business plan helps farmers invest in what works to achieve their goals, and positions them to seize new opportunities. And, it is the most effective tool for uniting people around a vision as a guiding light to keep the farm healthy for generations to come.

With this in mind, FMC and AMI created the Business Plan on Every Farm campaign to promote the adoption and ongoing practice of business planning within the farming community.

The campaign consists of an informational booklet, promotional advertising and a website including a sign-up opportunity to Pledge to Plan.

#PledgeToPlan focuses on encouraging farmers to develop or review and update their business plans.

All of the campaign elements focus on a single principle: Like the seasons, business planning is cyclical. It is helpful to associate parts of the planning process with the changing of the seasons, to help make planning more practical and fit into the day to day demands of running the farm.



### 1 **Assess your business**

Take stock of your farm in the context of changes within the agricultural industry and your farming reality.

### 2 **Plan your future**

What is your vision? Mission? What are your priorities and goals? How will you get there?

### 3 **Implement and Monitor your plan**

Host a start-up meeting with your family and/or business partners to discuss priority items, timelines and goals to operationalize the plan. Use your plan to guide your decision-making.

### 4 **Assess your performance**

Measure your progress towards achieving your business goals over the past year and start to think about next year's goals.

FMC and AMI have created [www.PledgetoPlan.ca](http://www.PledgetoPlan.ca) to provide a one-stop-shop for farm business planning resources that coincide with the business planning process. You will have access to business assessment tools, planning tools, etc. to help complete and/or review and assess your business plan.

Here's a sneak preview of some of the ads you'll start to see in 2016:

#PLEDGETOPLAN



**BEAN  
THINKING IT'S  
TIME TO UPDATE  
YOUR BUSINESS  
PLAN?**

#pledgetoplan



# FMC's Industry Group Involvement



International Farm Management Association Board of Directors



Agriculture and Agri-Food Canada

National Agricultural Adaptation Working Group  
Business Development National Organizations Working Group  
Farm Management Survey



Agricultural Policy Framework Planning & Analysis Special Issues Committee Meeting



National Agricultural Occupational Framework Advisory Committee  
Labour Market Information Advisory Committee



Canadian Association of Diplomas in Agriculture Program



AgHR Network



Agriculture More Than Ever



The "Month of Management"



International Farm Transition Network



Accounting Standards for Agriculture

## FMC's Speaking Engagements

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

- IFMA20: *Re-Thinking Managing Risk in Agriculture-A Comprehensive Approach* (75 attendees)
- Inter-American Institute for Cooperation on Agriculture: *Engaging Youth Today to Feed the World Tomorrow* (60 attendees)

- Ag Excellence Conference: *Making Business Management a Reality on Your Farm* (60 attendees)
- FPT Business Development Working Group: *Cultivating Excellence in Farm Business Management* (10 attendees)
- National Organizations Business Development Working Group: *Farm Management Canada – Cultivating Excellence in Farm Business Management* (10 attendees)
- Canadian Association of Farm Advisors - Focus on Farm Women: *Making Farm Business Management a Reality on Your Farm (and why it matters!)* (65 attendees)
- Ontario Pork: *Managing your Farm for Success* (150 attendees)
- Manitoba Ministry of Agriculture, Food and Rural Development: *Making Dollars and Sense – Results of the National FBM Impact Study* (8 attendees)
- Canadian Association of Diplomas in Agriculture Programs: *Farm Management Canada Programs and Services* (8 attendees)
- Ontario Farmer Think Tank (30 attendees)
- Alberta Farm Ladies Spring Break (30 attendees)
- Governance Orientation & Training (9 attendees)

## Event Attendance



Canadian Association of Diplomas in Agriculture Programs  
Annual Meeting



International Farm Management Association Board Meetings and Congress



Inter-American Institute for Cooperation on Agriculture – IICA Annual Meeting



Agriculture and Agri-Food Canada Federal-Provincial-Territorial Business Development Group Meeting



Canada's Outdoor Farm Show



Focus on Farm Women: Bringing It All Together



Canada's Outstanding Young Farmer Program National Recognition Event  
Ontario Outstanding Young Farmer Program Recognition Event



Canadian Agri-Marketing Association Annual Conference



Farm Forum Event



FarmTech™ FarmTech



Ontario Launch: Dollars And Sense: Measuring The Tangible Impacts Of Beneficial Business Practices On Canadian Farms



Canadian Federation of Agriculture Annual Meeting



Canadian Young Farmers' Forum National Conference



Growing the AgriWorkforce



2016 Ontario Pork Annual General Meeting

ONTARIO PORK



Advancing Women - Life Skills for Leadership ~ Women in Ag Conference

## REACH & IMPACT: A NATIONAL SUMMARY

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

According to our 2015-16 Performance Survey, on average **every person we touch shares the information with 20 others!**

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

The results of FMC's 2015-16 Performance Survey confirm that FMC's project activities have contributed to increasing knowledge and awareness of beneficial management practices, while also changing management behaviour at the farm level, leading to the advancement and achievement of business goals, and overall, making positive contributions to the farm business and farm family.



As a result of FMC's activities:

- ✓ 89% of Farmers and 92% of Non-Farmers are more aware of beneficial business management strategies and tools
- ✓ 86% of Farmers are adopting beneficial management strategies and tools in their operation
- ✓ 75% of Farmers are seeing positive changes to their operation
- ✓ 81% of Farmers have advanced their business goals
- ✓ 79% of Farmers are meeting their goals

83% of Farmers are increasing their planning practices. The top 3 Business Planning Practices farmers adopted\* through FMC programs, resources, and/or tools:

- Financial Plan: 60%
- Business Plan: 40%
- Succession Plan: 40%

The top beneficial practices adopted\*:

- ✓ Established a clear vision and goals for my farm 44%
- ✓ Sought advice from industry experts (ex. advisors) 43%
- ✓ Used a detailed financial record-keeping system to track production costs more carefully 42%
- ✓ Monitored markets and market opportunities 41%
- ✓ Engaged family members and stakeholders in business activities 40%
- ✓ Compared records with previous years and/or other farms to track performance (benchmarking) 38%

The top ways FMC has contributed to business success\*:

- ✓ Manage/mitigate negative impacts of risk (42%)
- ✓ Determine cost of production for decision making (42%)
- ✓ Make better decisions (business, purchase, investment) (32%)
- ✓ Adapt, respond to and manage change (32%)
- ✓ Realize efficiencies and cost-savings (32%)

*\*Farmers had the option to 'check all that apply'*

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

- 64% of Farmers gained over 5% profitability
- 45% of Farmers gained over 5% access to capital
- 49% of Farmers gained over 5% cost savings
- 64% of Farmers gained over 5% in well-being (personal/family health, mental state, stress)

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**WHAT ARE STAKEHOLDERS SAYING?**

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*Webinars offer significant amounts of down to earth practical advice for beginning and experienced farmers.*

*An excellent source to improve knowledge and skills.*

*FMC has provided a stable and reliable source for sound business and financial management information for our farm. We are comprised of two young farm businesses budding off of one original business, and as our father plans his phase out and we plan our future businesses, FMC has been able to provide information on the wide variety of topics succession planning, start up and business development require.*

*FMC provides a forum for experts to address topics of importance to members of the Canadian agriculture and food sector, a unique service not served by any other Canadian organization.*

*FMC has been a great networking tool and resource base for positive attitudes towards the change required for success in agriculture, with all generations working together.*

*[FMC] has opened the doors of self-improvement on the farm and on the personal side.*

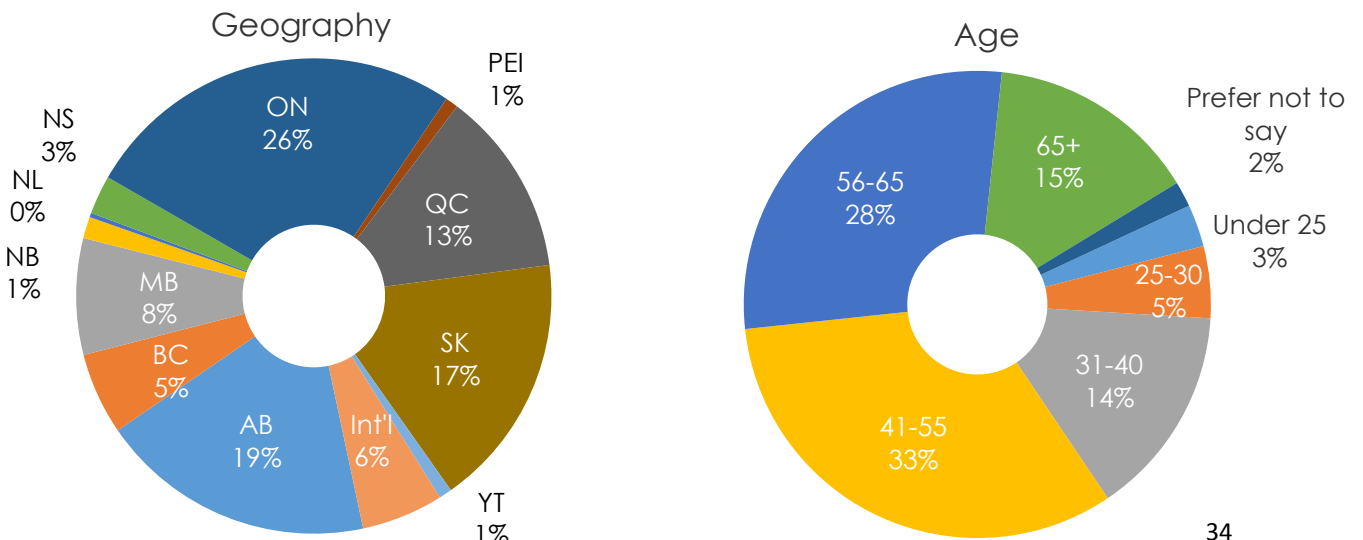
*FMC has equipped us with confidence and resources to continuously improve our performance and assist us now with the next generation that is right behind us...Thank you!*

*The combination of webinars that I have taken in have increased sales by 24% and profit by 30%*

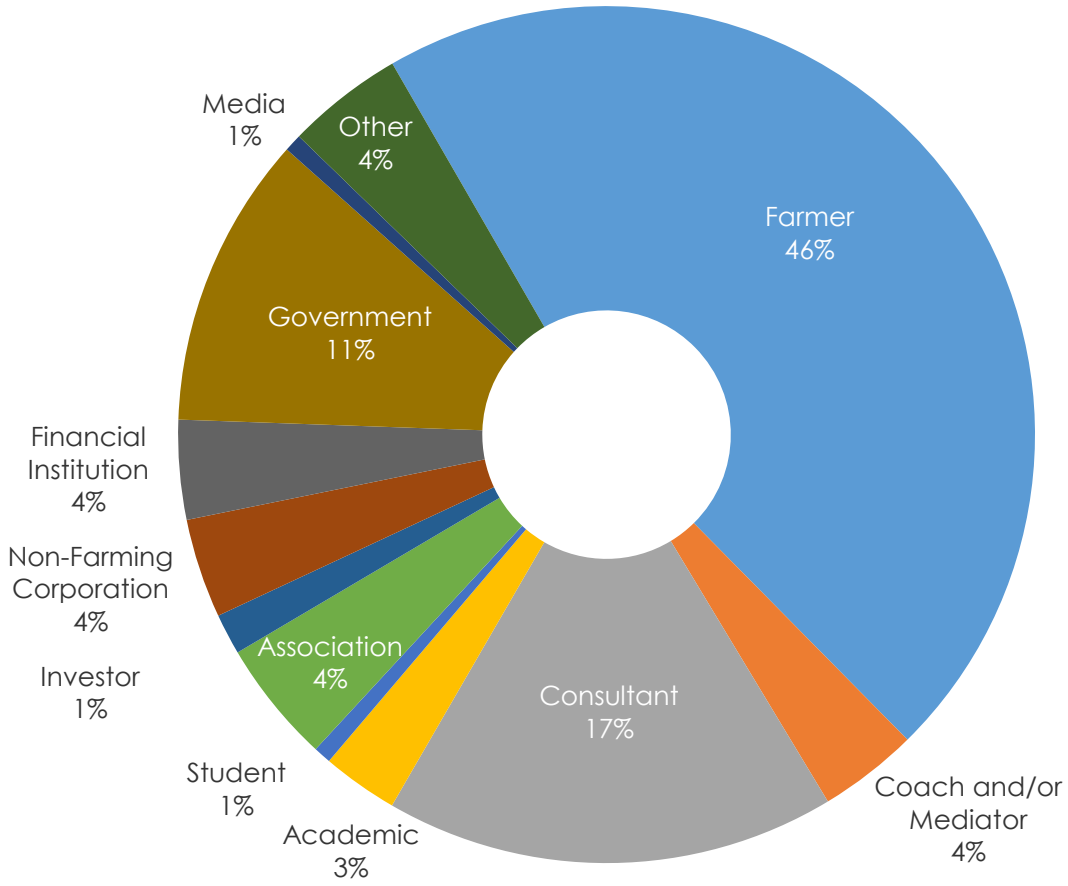
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Farm Management Canada continues to calculate year-over-year demographic information to observe trends and target activities to continue to meet the needs of specific target groups.

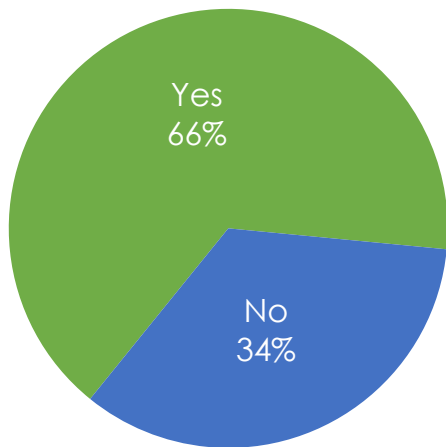
As a result of various performance measures, **THE DEMOGRAPHIC PROFILE OF FMC'S 2015-16 AUDIENCE** can be summarized as follows:



### Primary Occupation

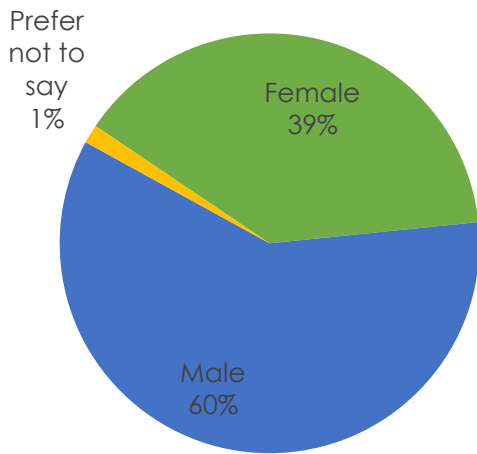


### Do you farm?

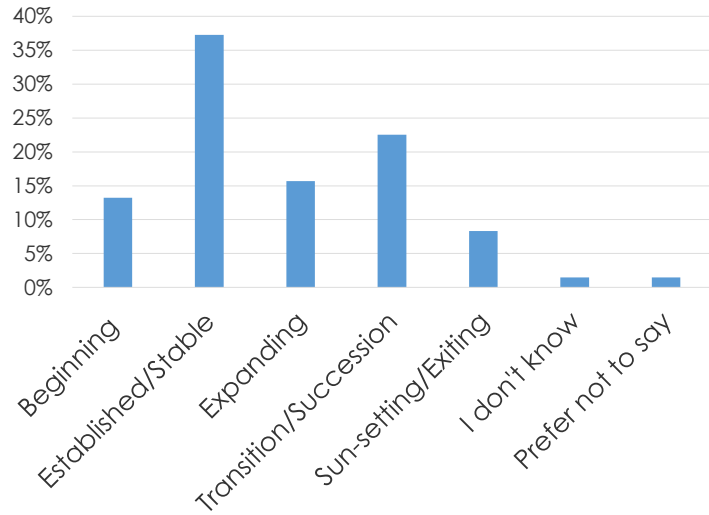


## Farmers Only:

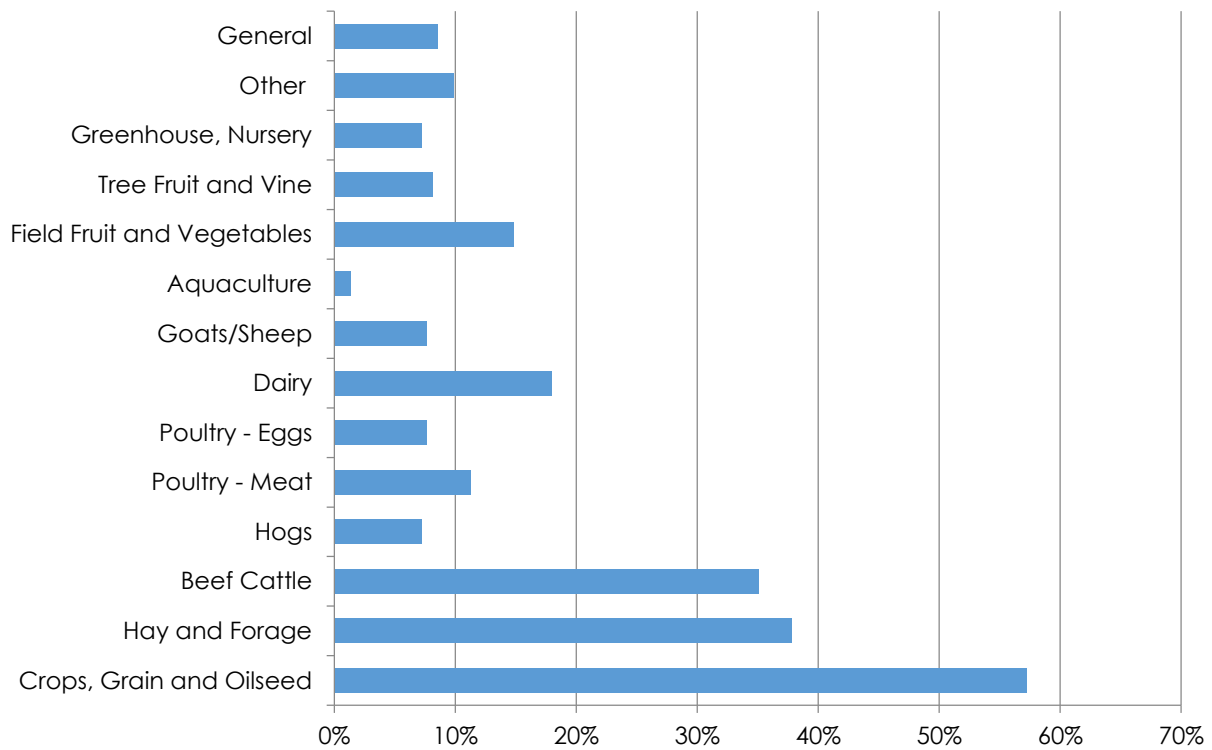
### Gender



### Stage of Farming - All Farmers

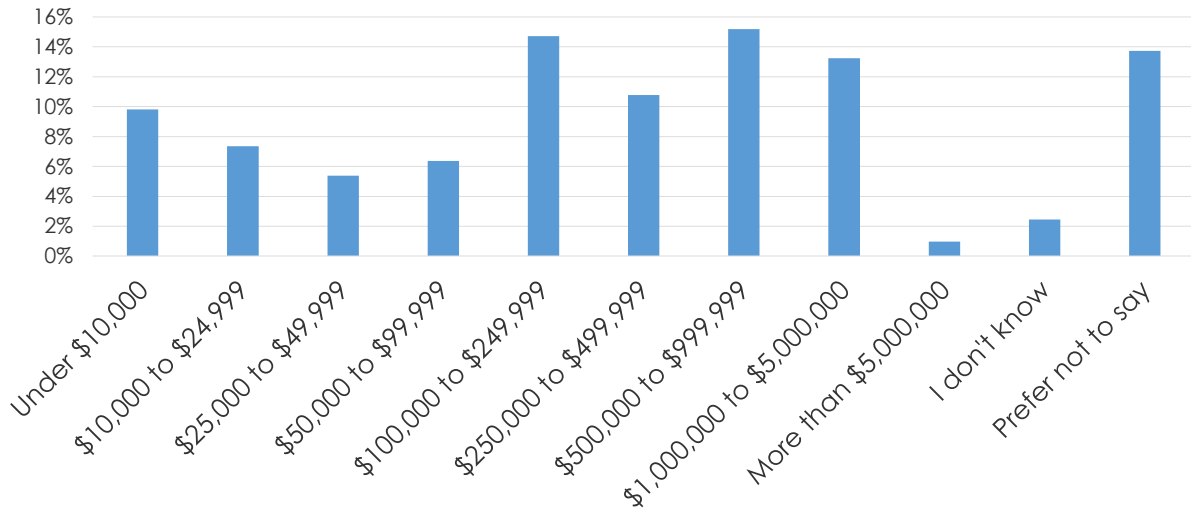


### Commodity/Production Sector

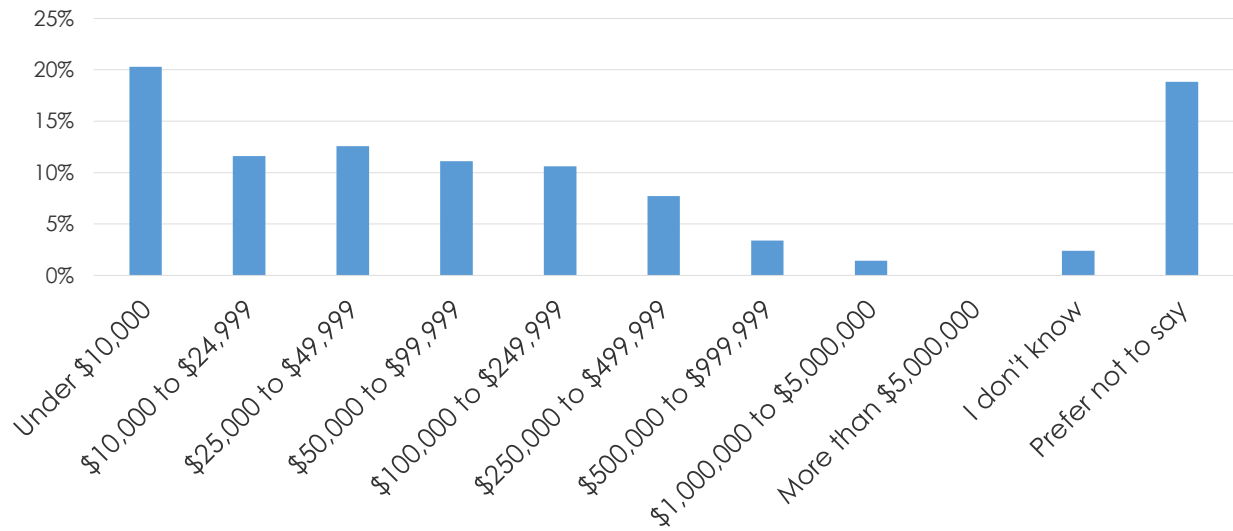


Note: Reflects more than one production on-farm, therefore exceeds 100% total.

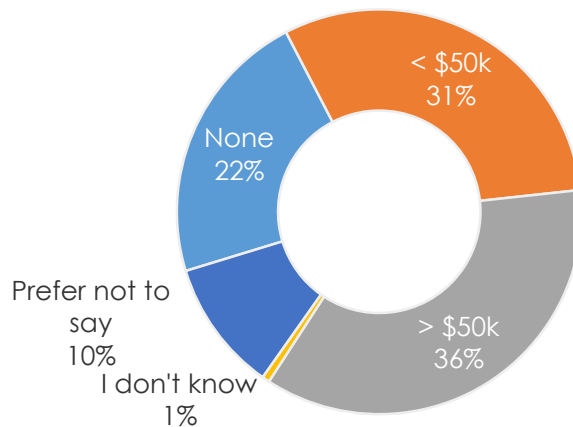
### Gross Farm Income

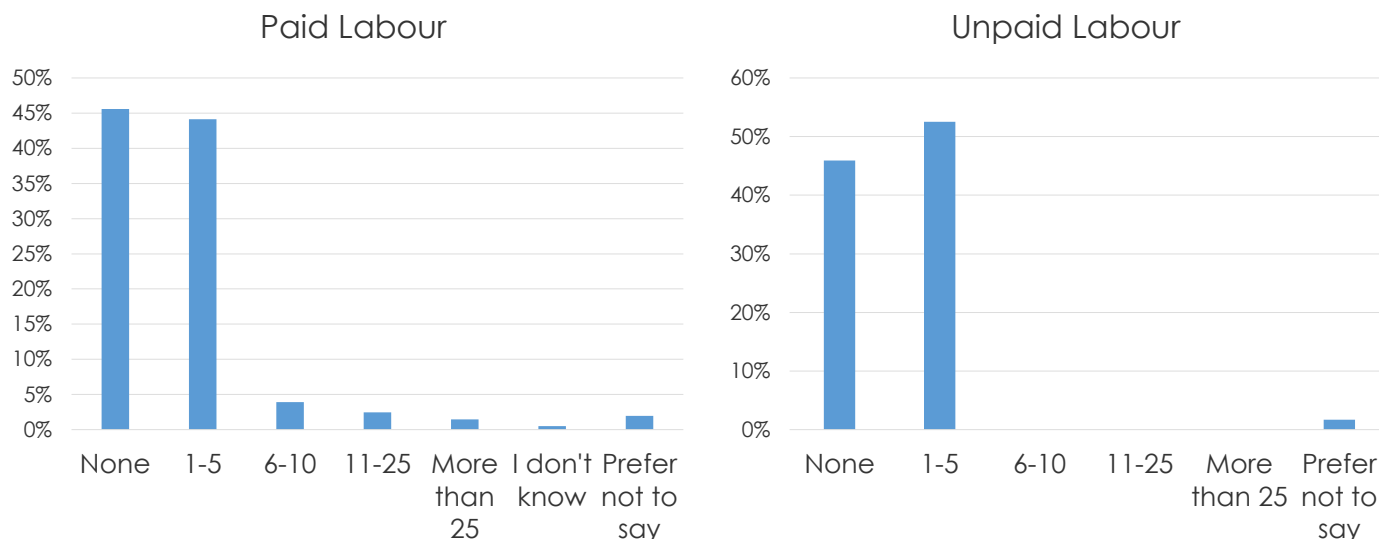


### Net Farm Income



### Off-Farm Income





## MEMBERSHIP

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

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

FMC's members:

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

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

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

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

# Our Members

\*DESIGNATES A NEW MEMBER!

## CORPORATE MEMBERS

- AGRI-TREND\*
- BDO CANADA LLP
- BMO BANK OF MONTRÉAL
- FBC
- FARM CREDIT CANADA
- LA TERRE DE CHEZ NOUS ET SES PUBLICATIONS
- MNP LLP
- RBC ROYAL BANK
- THE WESTERN PRODUCER

## ASSOCIATION/ORGANIZATION MEMBERS

- ALBERTA CANOLA
- CANADA'S OUTSTANDING YOUNG FARMERS
- CANADIAN 4-H COUNCIL
- CANADIAN AGRICULTURAL SAFETY ASSOCIATION
- CANADIAN FEDERATION OF AGRICULTURE
- CANADIAN YOUNG FARMERS' FORUM
- CENTRE D'EXPERTISE EN GESTION AGRICOLE (CEGA)
- CENTRE DE RÉFÉRENCE EN AGRICULTURE ET AGROALIMENTAIRE DU QUÉBEC
- INTERNATIONAL FARM MANAGEMENT ASSOCIATION
- MANITOBA CANOLA GROWERS ASSOCIATION
- BEEF FARMERS OF ONTARIO
- RURAL ONTARIO INSTITUTE

## ACADEMIC INSTITUTION MEMBERS

- DALHOUSIE UNIVERSITY, AGRICULTURAL CAMPUS
- OLDS COLLEGE
- UNIVERSITY OF MANITOBA\*

## GOVERNMENT

- BRITISH COLUMBIA MINISTRY OF AGRICULTURE AND LANDS
- ALBERTA AGRICULTURE AND RURAL DEVELOPMENT
- SASKATCHEWAN MINISTRY OF AGRICULTURE
- MANITOBA AGRICULTURE, FOOD AND RURAL DEVELOPMENT
- ONTARIO MINISTRY OF AGRICULTURE AND FOOD
- MINISTÈRE DE L'AGRICULTURE, DES PÊCHERIES ET DE L'ALIMENTATION DU QUÉBEC
- NEW BRUNSWICK DEPARTMENT OF AGRICULTURE AND AQUACULTURE
- NOVA SCOTIA DEPARTMENT OF AGRICULTURE
- NEWFOUNDLAND AND LABRADOR DEPARTMENT OF NATURAL RESOURCES, FORESTRY AND AGRIFOODS AGENCY
- PRINCE EDWARD ISLAND DEPARTMENT OF AGRICULTURE
- YUKON GOVERNMENT, DEPARTMENT OF ENERGY, MINES AND RESOURCES, AGRICULTURE BRANCH
- NORTHWEST TERRITORIES AGRICULTURE, AGRIFOODS AND COMMERCIAL WILDLIFE DEVELOPMENT

APPOINTED PROVINCIAL/TERRITORIAL REPRESENTATIVES:

British Columbia	Brent Barclay
Alberta	Richard Dehod
Saskatchewan	Mike Pylypchuk
Manitoba	Shane Dobson
Ontario	Anne Marie (Diotte) Kerr
Quebec	Patrice Carle
New Brunswick	Sylvain Gadbois
Nova Scotia	Jeff Hennessey
Newfoundland & Labrador	Erica Cole
Prince Edward Island	Colleen Younie
Northwest Territories	Gene Hachey
Yukon	Tony Hill

INDIVIDUAL MEMBERS

BRITISH COLUMBIA

Allen McWilliam  
Dennis Lapierre

Garnet Estell  
George Geldart  
Kevin McIntyre\*

Sharon Alcock  
Sylvia Mosterman  
Tamra and Tom Davison\*

ALBERTA

Angela Semeniuk  
Bill MacFarquhar  
Carla Rhyant  
Frank Maddock

Glen Kummer  
Heather Broughton  
Jesse Smith  
J. Wilson Loree  
Michelle Zacharias\*

Reg Shandro  
Rod Nikkel  
Sterling Hilton  
Trish Henderson

SASKATCHEWAN

Al Scholz  
Bill Brown  
Daryl Frank\*  
Elsie Jensen\*

John Spencer  
Linda Pipke  
Maxine Tallon\*  
Merle Byrnes\*

Ryan Maurer  
Sherry Grunert\*  
Terry Kremeniuk  
William McPhadden

MANITOBA

Christopher Manchur\*  
Donald Pratt  
Elaine Froese

Hans Soer\*  
Jason Hodson  
Joerg Zimmerman

Paul Loeppky  
Richard Boonstoppel  
Terry Betker

ONTARIO

Alain Leduc  
Bonnie Vallentyne\*  
Charles Forman  
Donald Good  
Gavin Dandy\*

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

Michael Arts\*  
Michel Dignard  
Nancy Ross  
Rick Lekx  
Rima Hatoum  
Salahuddin Saiyed

QUEBEC

Bertrand Montel\*  
Richard Robert

Sabrina Caron  
Suzanne Laplante\*

NEW BRUNSWICK

Carolyn Wilson

Donald Daigle

Gerry Peters

NOVA SCOTIA

George Johnson

Philip Keddy

NEWFOUNDLAND AND LABRADOR

Phillip Thornley

PRINCE EDWARD ISLAND

Darcy Rennie

Ronda Bellefontaine

YUKON TERRITORY

Léona Dargis\*

Warren Zakus



# GOVERNANCE, MANAGEMENT AND SUSTAINABILITY:

## POSITIONING FMC FOR THE FUTURE

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At Farm Management Canada, we combine strategic insight with impact analysis to continue to invest in proven successes while embracing new opportunities and innovative activities. Our annual Performance Survey provides crucial feedback regarding our programs and services and the needs and priorities of the agricultural community so we can continue to provide relevant programming and services.

Farm Management Canada has had a very successful year as the organization settled into its third year of the 5-year Contribution Agreement with Agriculture & Agri-Food Canada (AAFC) and was, for the first time, able to garner the sufficient industry cash contributions to maximize eligible matching dollars from AAFC. The vision, mission, and goals of the organization have been renewed in response to honing in on our true values as an organization.

FMC believes wholeheartedly in the importance of having a national body to continue to push the farm business management agenda forward, and facilitate the much-needed connections between diverse stakeholder groups, leveraging the strengths of many for the benefit of all.

Crucial to FMC's success is garnering support from the agricultural industry at large to provide meaningful, timely, relevant programming and continue to cultivate excellence in farm business management.

Over the past year, FMC has continued to work diligently to position its activities to bring in new revenues, while working with industry partners to garner additional support to meet the changing needs of industry stakeholders. The Agricultural Excellence Conference has provided a much-needed platform to connect directly with stakeholder groups in the pursuit of the awareness and adoption of beneficial management practices while providing a central meeting place to share insights and experiences and continue a national conversation around farm management excellence. The 20<sup>th</sup> International Farm Management Congress provided FMC with an opportunity to showcase Canada's excellence in farm business management, while bringing together over 350 delegates from over 30 countries to exchange insights to continue to position agriculture across the globe for success.

In concert with efforts to diversify revenue streams, garner industry support and ensure a bright future for the organization, FMC has been creating communications materials and messaging to appeal to a diverse variety of partners and funders. FMC continued to contribute to various agricultural publications, newsletters, commentaries and presentations, and disseminated press releases and information bulletins to help increase awareness of and participation in various activities.

More specifically, the Business Plan on Every Farm campaign will provide the industry with ready-made promotional material backed by an online resource centre. Our partnership with Western Producer allows us to reach an incredible audience we alone could not achieve.

## STAYING CONNECTED

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

- ✓ Watch live and archived Agriwebinars
- ✓ Attend the Agricultural Excellence Conference and other events
- ✓ Become an expert: speaker, writer, resource
- ✓ Host learning sessions with FMC resources
- ✓ Promote and/or distribute copies of material and resources to colleagues and contacts
- ✓ Involve FMC in consultations, surveys and needs assessments
- ✓ Provide website content and links
- ✓ Share best practices and resources
- ✓ Share your successes for national reach and international recognition
- ✓ Help us stay informed of your activities!

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

- ✓ Farm Management updates e-newsletter
- ✓ Agriwebinar® e-blast (upcoming Agriwebinars & available archives)

## LOOKING AHEAD: 2016-17

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2016-17 promises to be a great year as we welcome new partners and program offerings to Canada's farmers and agricultural community at large.

Here in Canada, FMC is partnering with Backswath Management Inc. to enhance the *EAGLE* farm performance program and expand its reach within Canada, while internationally, FMC will be partnering with *agribenchmark* to expand Canada's participation in this international benchmarking program. FMC is also partnering with the Canadian Farm Learning Centre to create a *Comprehensive Risk Management* online course from our recently-launched *Comprehensive Guide to Managing Risk in Agriculture*.

The 2016 Agricultural Excellence Conference (AgEx2016) will be held in Calgary November 22-24. Following the results of the Dollars and Sense study, AgEx2016 will focus on the planning process to drive success. The Conference theme is: Plan and Prosper – Set the course for farm success! Save the date, AgEx is coming to Ottawa in 2017!

2017 also marks the 21<sup>st</sup> International Farm Management Congress taking place July 2 – 7 in Edinburgh, Scotland. For more information on this unique opportunity, visit the Congress website at [www.IFMA21.org](http://www.IFMA21.org).

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

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

We would not be where we are today, and positioned for such a strong future without our members and partners, as well as the unwavering commitment of Agriculture & Agri-Food Canada.

We thank you very much for your ongoing support and enthusiasm as we continue to build a culture of farm business management and skills development so that Canada's farmers can stay at the leading edge of this incredible industry.

Sincerely yours,

*Farm Management Canada*



"Coming together is a beginning;  
keeping together is progress;  
working together is success."

~Henry Ford