



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

ANNUAL REPORT

2016-2017

CULTIVATING EXCELLENCE
IN FARM BUSINESS MANAGEMENT



FARM MANAGEMENT CANADA AT A GLANCE

- *A national umbrella for Canada's farm business management activity*
- *Connecting multiple, diverse stakeholders to share insights and expertise across regions and production sectors*
- *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*
- *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.

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

Minister
Of Agriculture and
Agri-Food



Ministre
De l'Agriculture et de
l'Agroalimentaire

Ottawa, Canada



Congratulations to Farm Management Canada (FMC) on another year of supporting Canadian farmers with the latest information and tools to help their farm businesses succeed.

FMC is a unique resource in Canada, and a leader in championing business management at the farm level, providing webinars and other digital tools to help farmers stay connected and up to date on such topics as how to use social media to tell agricultural stories and tackling food waste in the supply chain.

FMC also contributes to our country's success by helping young and established producers enhance their managerial practices, strengthening relationships between producers and stakeholders across Canada and sharpening producers' skills in financial planning and human resources.

The federal government is proud to support FMC's efforts to help develop the skillsets and management capacities of Canadian farmers.

As Canada celebrates our 150th anniversary of Confederation, the future of agriculture is full of promise and potential. World's demand for food continues to grow, and FMC's role will be more critical than ever, helping farmers become world leaders for a sustainable future through business management excellence. Our Government is proud to work with FMC to help farmers capture new opportunities in the marketplace. Through Budget 2017, the Government clearly recognizes that the agriculture and agri-food sector is a key driver of the Canadian economy. We're targeting \$75 billion in agri-food trade by 2025, while investing in agricultural science, innovation, value-added, training and the environment. I am also working with the provinces, territories and industry to develop a new agricultural policy framework for Canada, that will help to take our sector into the future.

Thank you for your continuous pursuit for excellence and I wish you another successful year ahead.

Hon. Lawrence MacAulay, PC, MP
Minister of Agriculture and Agri-Food

MESSAGE FROM THE CHAIR



A warm welcome to this year's Farm Management Canada Annual Report!

Thank you for your interest in what we've been up to over the past year.

I would like to personally thank Heather Watson and her incredible staff for their enthusiastic dedication towards all things farm management. I have been on the Board for four years now, and I am always amazed how, being a national organization, they bridge the gap on challenges facing farmers all across this great country.

Farm management training must remain a key priority for the ongoing success of Canadian agriculture. We are entering a period of unprecedented change in decision-making on our farms as the "baby boomers" look to start passing responsibilities onto the next in line. It is critical that these new farm managers feel equipped to handle the demands of an ever-changing global marketplace.

Speaking of global, I am fortunate to be attending the International Farm Management Association's Congress being held in Edinburg, Scotland this summer. I think it speaks volumes to FMC's outstanding work and I feel it is no coincidence that 40 others from Canada will also be attending, joining over 300 delegates from 50 countries.

Please read on to see all the initiatives and projects that we have and continue to be involved with as an organization.

I encourage everyone to register for our 2017 Agricultural Excellence Conference. It is being held in Ottawa in conjunction with recognizing Canada's 150th Birthday! 2017 also marks FMC's 25th anniversary. Please join us in celebrating 25 years of championing farm business management and equipping Canada's farmers with the resources to be the best in the world.

I would like to thank all of our partners, sponsors, members, and participants for all of your support and interest in FMC's activities. We simply could not do this without you.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sterling Hilton".

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

Greetings Members, Partners and Stakeholders,

It has been another great year for Farm Management Canada.

We continue to promote the results from the *Dollars and Sense* study - the first to establish a measurable link between business management practices and farm financial success across Canada and production sectors. And now, in partnership with the Agri-Food Management Institute, we have research that identifies planning activities, attitudes towards and influences thereof. These results will be used to concentrate on planning as a key process underlying farm business management.



The Agricultural Excellence Conference (AgEx) has quickly become a mainstay for FMC. It truly is an event like no other, bringing together farm management enthusiasts from all walks of life to share insights, expertise and experience. Our sincere thanks to our host province Alberta for helping make AgEx 2016 an unforgettable experience. Our theme was Plan to Prosper: Set the Course for Farm Success. Participants came away with a Conference workbook that became a mini business plan, full of ideas and next steps in cultivating farm business excellence. We were pleased to once again welcome Nuffield Canada who held their annual conference in conjunction with AgEx. What an inspiring group and value-add to AgEx!

We are thrilled to welcome new partnerships including Backswath Management Inc. and agri benchmark for their financial analysis and benchmarking tools, the Quebec Farmer's Association for their innovative distance learning program, and the Canadian Farm Learning Centre who helped us turn our Guide to Managing Risk in Agriculture into a new online course. We also welcomed Alberta Canola as our first ever strategic alliance partner, investing in FMC as a critical resource for their growers. We continue a strong partnership with Agri-Food Management Excellence Inc. who deliver CTEAM (Canadian Total Excellence in Agricultural Management), Canada's only farm business management skills development program. Working together, we delivered an Advanced CTEAM program for alumni, launched a new Investing in Farm Machinery and Equipment course and are working on a new way to organize and interpret Financial Statements to help identify the link between management decisions and financial outcomes.

We also secured a new \$1.2mill project under the AgriRisk Initiative to create a new online Risk Management tool to help farmers identify, assess, prioritize and create risk management plans to mitigate and manage the potential negative effects of risk.

With the Next Policy Framework just around the corner (launching April 1, 2018), FMC has been very involved in industry consultations and pushing for a greater emphasis on farm business management as the key to building capacity and taking calculated risks for the continued success of Canada's agriculture sector.

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 incredible partners, our steadfast Board, engaging members and, my personal thanks to our selfless, 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:

*THE SUCCESS OF ANY FARM ENTERPRISE IS DIRECTLY
RELATED TO THE BUSINESS MANAGEMENT SKILLS
AND PRACTICES 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

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.

2016-2017 FARM MANAGEMENT CANADA BOARD OF DIRECTORS



Sterling Hilton, Chair
Farmer (AB)



Joerg Zimmermann, Vice-Chair
Member at Large (MB)



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



Humphrey Banack
Organization/Association (AB)



Anne Marie Ker
Provincial Government (ON)



Danielle Lee
Young Farmer (AB)



Larry Martin
Member at Large (ON)



Jeannette Mongeon
Farmer (ON)



Merv Wiseman
Farmer (NL)

2016-17 PERFORMANCE HIGHLIGHTS

- **WEBSITE** AND ONLINE RESOURCE PORTAL INCLUDING WWW.FMC-GAC.COM WELCOMED **OVER 50,000 VISITORS** - **TWITTER, FACEBOOK, YOUTUBE** GARNERED **1871 FOLLOWERS, 424,416 IMPRESSIONS, 2,670 VIDEO VIEWS**
- HOSTED THE ANNUAL **AGRICULTURAL EXCELLENCE CONFERENCE** WELCOMING **OVER 200 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**
- HOSTED **26 AGRIWEBINAR®** AND **7 EVENT BROADCASTS** TO **3,694 LIVE PARTICIPANTS** AND **11,608 ARCHIVE VIEWS** FROM **20,668 SUBSCRIBERS**
- OVER **550 RESOURCES SOLD**, MOST POPULAR: FARM FINANCIAL RECORDS
- CONTINUED PARTNERSHIP FOR THE DELIVERY OF THE **CANADIAN TOTAL EXCELLENCE IN AGRICULTURAL MANAGEMENT (CTEAM) PROGRAM**, DELIVERY OF THE **ADVANCED ALUMNI PROGRAM** AND **INVESTING IN FARM MACHINERY & EQUIPMENT COURSE**
- COMPLETED **BASELINE UPDATE: BUSINESS PLANNING PRACTICES & ATTITUDES TOWARDS PLANNING ON ONTARIO FARMS**, IDENTIFYING BEST PRACTICES FOR INCREASING THE ADOPTION OF PLANNING ACTIVITIES ON FARMS
- CONTINUED RECOGNITION OF EXCELLENCE THROUGH THE **BOB ROSS MEMORIAL SCHOLARSHIP, EXCELLENCE AWARD FOR AG STUDENTS AND WILSON LOREE AWARD**
- FEATURED IN **POPULAR PRESS & MEDIA** (EX. WESTERN PRODUCER, MANITOBA COOPERATOR, REALAGRICULTURE, GRAINEWS, COUNTRY GUIDE) AND SOUGHT BY INDUSTRY TO **PROVIDE MANAGEMENT EXPERTISE AND INDUSTRY PRESENTATIONS** RELATED TO BUSINESS MANAGEMENT BEST PRACTICES AND MAKING MANAGEMENT PRACTICAL
- INCREASED PARTNERSHIPS, COLLABORATIONS, INDUSTRY TOUCH POINTS AND NEW MEMBERS INCLUDING **9 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 information from across Canada and the world into dedicated farm business management resource portals (Business & Strategic Planning, Financial Management, Succession Planning, etc.).

In 2017, the website was revamped to provide easier access to FMC's information, resources and tools including:

- Topical articles
- Resources, tools, programs and services
 - National Conference
 - National Benchmarking Programs
 - National Training Programs
 - National Farm Transition Programs
 - Awards and Scholarships
 - Agriwebinars
 - Publications
- Industry events and announcements
- Email subscriptions for regular industry information updates



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 year-round, 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 2016-17, FMC hosted 26 webinars and 7 live events.

New! Ask the Expert Series


FMC offered a series of 3 Ask the Expert webinars to provide intimate conversation about farm management! Participants had direct access to Dr. David Kohl, Elaine Froese and Kim Gerenscer to explore what's going on outside the farm business, inside the farm family and how it all comes together to create success. Unlike our regular webinars, the Ask the Expert series invites a limited audience to ask questions to the experts directly.

 FARM MANAGEMENT CANADA GESTION AGRICOLE DU CANADA	
SPEAKER	TITLE
 <p>David Kohl, <i>Virginia Tech</i></p>	<p>Farm Management – From the Outside External Factors Affecting Farm Management</p>
 <p>Elaine Froese, <i>Farm Family Coach</i></p>	<p>Farm Management – From the Inside The Internal Factors Affecting Farm Management</p>
 <p>Kim Gerenscer, <i>Growing Farm Profits</i></p>	<p>Farm Management – Inside & Out Bringing It All Together Strategically</p>


We are proud to have worked with the following partners:

- FARM CREDIT CANADA
- AG MORE THAN EVER
- CANADIAN ASSOCIATION OF FARM ADVISORS
- FERTILIZER CANADA
- JOHN DEERE
- AGRI-FOOD MANAGEMENT INSTITUTE
- AG IN THE CLASSROOM
- CANADA'S OUTSTANDING YOUNG FARMERS' PROGRAM

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

	
SPEAKER	TITLE
Jean-Philippe (JP) Gervais, <i>Farm Credit Canada</i>	Top Economic Drivers of 2017
Jean-Philippe (JP) Gervais, <i>Farm Credit Canada</i>	FCC 2016 Farmland Values Report
Jean-Philippe (JP) Gervais, <i>Farm Credit Canada</i>	FCC 2015 Farmland Values Report
Jean-Philippe (JP) Gervais, <i>Farm Credit Canada</i>	2016-17 Farm Equipment Sales

	
SPEAKER	TITLE
Cherilyn Nagel, <i>Farm and Food Care Saskatchewan</i>	The Real Dirt on Farming: Tips and Techniques


	
SPEAKER	TITLE
David Burton, <i>Dalhousie University</i>	Across Canada Tour of 4R Nutrient Stewardship Research: Atlantic
Walter Brown, <i>4R Agronomist</i>	
Steve Watts, <i>Genesis Crop Systems</i>	
Dr. Claudia Wagner-Riddle, <i>University of Guelph</i>	Across Canada Tour of 4R Nutrient Stewardship Research: Ontario
Dr. Craig Drury, <i>Agriculture & Agri-Food Canada</i>	
Charles Lalonde, <i>CJ Argen Consulting</i>	
Mario Tenuta, <i>University of Manitoba</i>	Across Canada Tour of 4R Nutrient Stewardship Research: Manitoba
John Heard, <i>Manitoba Agriculture</i>	
Richard Farrell, <i>University of Saskatchewan</i>	Across Canada Tour of 4R Nutrient Stewardship Research: Saskatchewan
Jeff Shoenu, <i>University of Saskatchewan</i>	

<p>Dan Heaney, Fertilizer Canada</p> <p>Myles Dyck, University of Alberta</p>	<p>Across Canada Tour of 4R Nutrient Stewardship Research: Alberta</p>
<p>Lara Moody, The Fertilizer Institute</p> <p>Amanda Giamberdino, Fertilizer Canada</p> <p>Dr. Alison Eagle, Duke's Nicholas Institute for Environmental Policy Solutions</p>	<p>4R Nutrient Stewardship Research: Bringing Innovation to your Farm</p>
<p>Dr Nicolas Tremblay, International Society of Precision Agriculture</p>	<p>Tournée nationale de recherché sur la gestion des nutriments selon l'approche 4B : Québec</p>

 JOHN DEERE	
SPEAKER	TITLE
<p>Crystal Mackay, <i>Farm & Food Care Canada</i></p>	<p>Social License and Public Trust...Connecting the Dots from Farm Gates to Dinner Plates</p>

	
SPEAKER	TITLE
<p>Jessica Brady, <i>Okanagan Specialty Fruits</i></p>	<p>Trashing Food Waste with Technology</p>

	
SPEAKER	TITLE
<p>Colin Siren, <i>Kynetic</i></p>	<p>The Drivers and Barriers of Planning for Ontario Agri-Food Processors</p>
<p>Colin Siren, <i>Kynetic</i></p>	<p>The Drivers and Barriers of Planning for Ontario Farmers</p>

Live Event Broadcasts	
PARTNER	EVENT
	<p>Succession Update</p> <p>Farm Management Update</p> <p>Farm Tax Update</p>

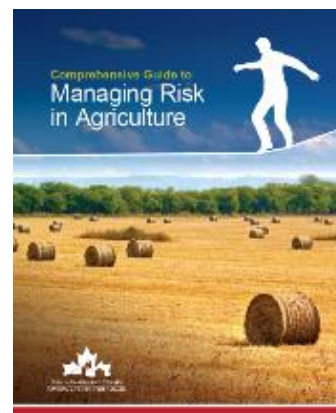
	<p>Canada's Outstanding Young Farmer National Recognition Event</p>
	<p>Canada Ag Day</p>
	<p>Agricultural Excellence Conference</p>

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.

77% of our resources were purchased by academic institutions for use in curriculum.



PARTNERSHIP DEVELOPMENT & INDUSTRY ENGAGEMENT

FMC plays an integral role in connecting farm business management activities and stakeholders across Canada 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, 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
- ✓ Consultations to inform projects and new activities
- ✓ Program and project management with industry partners
- ✓ Professional speaking
- ✓ Event participation and attendance

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.

A Chance to Meet, Engage, and Learn

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

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

AGRICULTURAL EXCELLENCE CONFERENCE



Plan & Prosper: Set the Course for Farm Success

November 22-24 2016

Calgary, Alberta

Including:

- Agri-Value Chains: The Global Landscape
- The Changing Face of Farm Management
- Canadian Crop Production versus the World
- Is Your Farm Advisor Working Well for You?
- Working with your Banker
- One Day You Will Sell
- Your Farm's Optimal Point
- Buying Farmland? Have a Plan!
- Managing Risk with Cargill's Global Footprint
- Roundtable: Towards the Next Policy Framework
- National Farm Business Resource Showcase
- Bridging the Gap: Young Farmers' Bear Pit & Young at Heart Forum
- The Great Ag Debate: Are we holding our farmers back?
- Discussion: Managing Risk in Agriculture – How can we confront change with confidence?



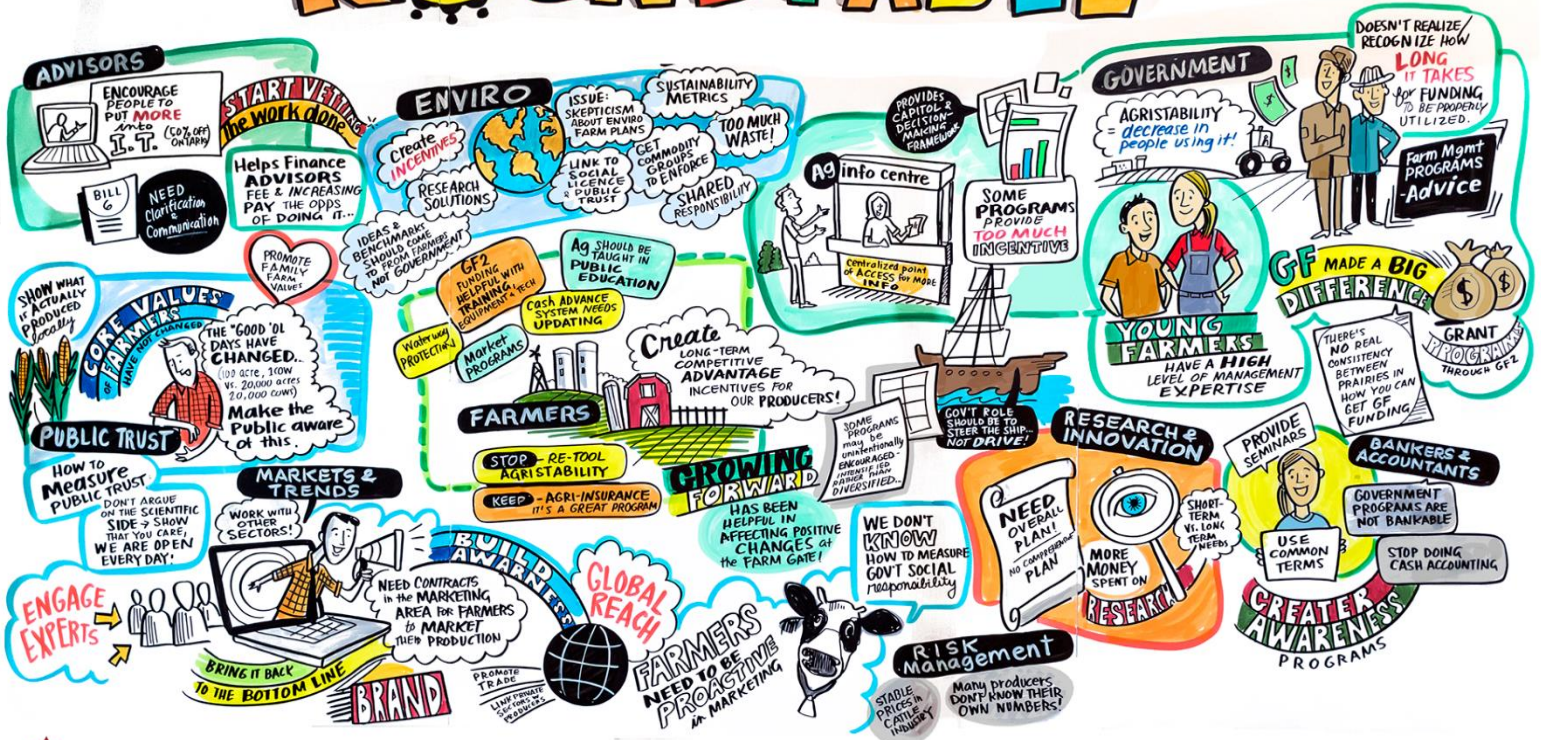
The 2016 AgEx Conference welcomed 206 participants from across Canada. 50% of participants were farmers, while the remaining participants were advisors, academia, organizations, government and private industry corporations – all with an interest in advancing farm business management in Canada. 48% of participants were 40 years of age and under. 34% 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 Roundtable which is held annually and aims to create a national conversation providing bilateral and vertical interaction between industry stakeholders across Canada. The 2016 Roundtable focused on sharing insights with respect to the **Next Agricultural Policy Framework**.

A graphic facilitator captured the conversations around the Next Policy Framework:

National Farm Business Management ROUNDTABLE



2016 Conference - Calgary, Alberta



"Talking about management instead of Agronomy or production is a great change"

...

"Thank you for putting on a fantastic conference! I enjoyed myself tremendously and met so many interesting people (which is a real feat for an introvert like myself!)"

“I wanted to thank you all for hosting such a great event last week. It was seriously the best farm event I have been to in the past two years.”

– Nicole Rogers

“My congratulations to you and your team on an exceptional event this week in Calgary. My expectations were high, but you still managed to exceed them.”

– Rick Taillieu

“As a mass grain farmer marketing can be deemed less important than production at times even though it is crucial to profitability. I was encouraged to work harder on developing my marketing plan after hearing from direct marketers.”

A graphic facilitator captured the conversations around The Changing Face of Farm Management:

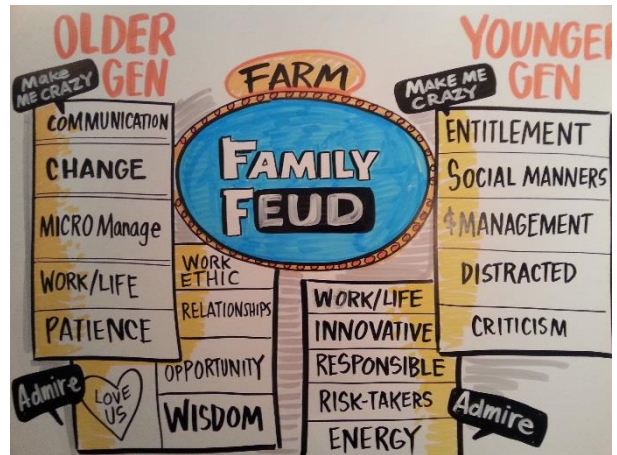


Another highlight of the Conference was the **Bridging the Gap Session** featuring a Young Farmers' Bear Pit and Young at Heart Forum. These sessions took place simultaneously in separate rooms.

Young farmers were asked to list the top 5 things that drive them crazy about their parents, and the top 5 things they admire most about their parents. Young at Heart participants were asked the same about the next generation.

The results were shared during an interactive session called Farm Family Feud.

"I brought home management and marketing tips. My father-in-law and I have already spent a day in the office working towards a clear, written business plan (something that until now he wasn't convinced we needed). We're establishing clear goals and expectations for 1,5,10 years for the farm and our lives and I think that's going to really improve the smoothness of the transition process. We're also going to modify our marketing strategies to include more of the tools available to us (I'm planning to take the reins a lot more in this area)."



Some great memories from AgEx2016:





Elaine Froese and 2 others liked



Cedric J MacLeod @localvalleybeef · Nov 23

The work being done by the @FMC_GAC crew to keep #FarmBusinessManagement opportunities and challenges top of mind is inspiring. #AgExConf16

2 5 11

Agriprocity and 2 others liked



Cale Hubka @cjhubka · Nov 23

Sitting in on #AgExConf16 in Calgary. Amazing start with inspiring talk from Nicole @Agriprocity

1 4 9



Tina Zakowsky @tzakowsky · Dec 6

Check out my @cdnangus blog post on @FMC_GAC #agexconf16 at cdnangus.blogspot.ca/2016/12/agex-c...

I recommend attending next year in Ottawa if you can!

1 2 1

Morgan and 1 other liked



Jessica Van Gaalen @JLDugdale · Nov 28

Great to connect & learn a thing or two with these guys at #AgExConf16 Thanks for including us in the #YoungFarmer panel @realagriculture !



RealAgriculture @realagriculture

Just recorded a producer panel with this great group. Awesome discussion. #AgExConf16

3 5



Kim Gerencser @KimGerencser · Nov 23

The #AgExConf16 has fired up! Excited for an event focused entirely on #farm #management.

1 3



Alberta Canola @AlbertaCanola · Nov 23
 Fantastic turnout at the Young Farmers Forum at #AgExConf16 Proud to support such a great event.



← ↻ 1 ❤️ 7 ⋮

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





FARM TRANSITION PLANNING – A MEETING OF THE MINDS

Farm Management Canada and the Agri-Food Management Institute partnered to host a meeting of the minds March 21-22 in Ottawa. Farm succession experts from across Canada, the United States, the United Kingdom and New Zealand gathered to discuss how best to address farm transition and succession in Canada and around the world. Topics of discussion included terminology, farm transition’s link to business planning, best practices for farm advisors, the advisory process, elements of farm transition and working in teams to fulfill client needs. The group came away with 14 key activities and proposed next steps for consideration.

The next meeting will take place in conjunction with the Agricultural Excellence Conference in Ottawa where discussion and proposed next steps will be opened up to a larger audience for feedback.

BRIDGING THE GAP: STEP UP TO SUCCESSION PROGRAM

FMC’s newest initiative seeks to help bridge the gap between generations of farmers to provide Canada’s future farmers with the best chance for success.

The program is comprised of a series of Succession & Transition Planning workshops for farm families, coupled with a Successor Development program, exclusively for young farmers.



The Succession & Transition Planning Workshop for Farm Families welcomes farm families to work with renowned farm family coach Elaine Froese and farm management consultant Cedric MacLeod to address some of the elephants in the

room that are preventing or hindering succession planning back on the farm. FMC hosted 3 workshops in 2016-17 welcoming over 120 participants.



Elaine Froese
Farm Family Coach



Cedric MacLeod
Management Consultant

Young farmers had a chance to apply to be selected to participate in a Successor Development program. The Program provides an opportunity for young farmers to take part in key industry events dedicated to farm business management and more importantly, taking over the farm.

After taking part in the Successor Development Program, these young farmers will have a greater understanding of what it takes for a successful farm transfer, and a network of peers and experts to continue to share insights and learnings through the transition process.

Congratulations to these 10 Young Farmers!

Albert Gorter - Manitoba

Kyle Maynard - Atlantic

Ashton Perry - Atlantic

Kyle Norquay - Manitoba

Hannah Konschuh - Alberta

Luke Adam - Alberta

Holly White - Alberta

Morgan Smallman - Atlantic

Jessica Dugdale - Alberta

Steven Ardiel - Manitoba

These young farmers will join FMC in attending:

- Agricultural Excellence Conference
- Canadian Young Farmers' Forum National Conference
- Canada's Outstanding Young Farmers National Event
- 21st International Farm Management Congress in Scotland

From the program participants:

Being selected as part of the "Bridging the Gap" program has given us a great deal of resources as well as contacts. The connection with other young farmers gives me the opportunity to hear about different situations and opinions. It has truly been a great experience.

Gave us the confidence to take the next step.

It has started some very important conversations.

Life changing.

Succession planning cannot be all about the younger generation. While there is often motivation and energy that accompany those transitioning onto the farm, the younger generation needs to learn about and understand accountability. Taking care of older generation's needs and caring for their interests as well is integral to an effective succession plan.

Amazing! Hope. Inspiration. Vision for the future.

Motivated us to use the tools for family farm meetings and set goals, checking expectations.

Note: For 2016-2017, applications were accepted from Alberta, Manitoba, and Atlantic young farmers only. For the 2017-18 program, applications were accepted from the other regions.

PROVINCIAL-TERRITORIAL MINISTRY NETWORK ANNUAL MEETING

The Provincial-Territorial (P/T) 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 P/T 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.

In 2016, the P/T Representatives in conjunction with FMC created *Investing in Success: Increasing the Profile and Adoption of Farm Business Management in Canada*, a document promoting the value and opportunities behind advancing farm business management practices on Canada's farms.

The 2016-2017 Annual Meeting took place November 22 in conjunction with the Agricultural Excellence Conference in Calgary, Alberta.



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, an advanced program was delivered in 2016. This was an opportunity to "work on the business, not in the business", in the type of program where farmers 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.

"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

New: Investing in Farm Machinery & Equipment Course

As the outlook for commodity markets is currently less optimistic, many farmers are rethinking their equipment strategy to reduce cost and debt service commitments as well as to preserve working capital, so they can take advantage of the opportunities ahead.

It is with this goal in mind that Farm Management Canada worked with the Agri-Food Management Excellence and GlobalAgAdvisors to support the development of a course to assist farmers in making decisions about machinery investment.

Farmers were given the tools to construct and implement the optimum machinery management strategy for their farms, based on sound management decisions, including how much equipment to have, how to choose the most favorable equipment option, whether it is owned and financed or leased, rented, and for how long it is held.

Planned as a hands-on workshop, participants received a spreadsheet and other tools to support their ongoing investment decisions.

New: Standardizing Farm Financial Statements Initiative

In Canada, there exists no authoritative standard on financial statements for agriculture. The Accounting Standards Board of Canada (AcSB) is currently undertaking an analysis of how such standards could be developed, however the scope is limited to how biological assets should be counted within the statements.

This project goes beyond the AcSB in recognition of the lack of comparability between financial statements thus making it difficult to truly assess performance, and as a result of a noticeable disconnect between financial performance and making strategic decisions.

Agri-Food Management Excellence has developed a format for farm financial statements built around unique aspects of agricultural production and on the principle that management of operations is different than management of financing. The resulting financial ratios give benchmarks that will provide valuable management information to farmers.

A national accounting firm that deals extensively in agriculture agreed to undertake a pilot project of approximately 150 of its farm customers to develop and test the standardized ratios and statements.

For more information on AME and its offerings, visit www.agrifoodtraining.com.

Robert (Bob) L. Ross Memorial Scholarship Congratulations to our 2016 recipients Peter Jennen & Scott Thom

Peter Jennen of Thamesville, Ont. and Scott Thom of Denfield, Ont. are the 2016 winners of the Robert L. Ross Memorial Scholarship, providing an opportunity to attend the CTEAM program.



Robert (Bob) Ross was instrumental in guiding the CTEAM program, 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.

As a tribute to his passion, leadership and legacy, Agri-Food Management Excellence, Farm Management Canada, Family Farms Group and the Ross Family established the Robert L. Ross Memorial Scholarship program. This year, with contributions from a private donor, two farmers are being rewarded with the opportunity to participate in the CTEAM program and continue on a path towards excellence, as inspired by Canada's leading experts and a one-of-a-kind support network of peers and colleagues.

About the Winners:



Peter Jennen, along with his wife and three children, farm over 700 acres near Thamesville, Ont. They operate a diversified farm, cultivating a variety of crops (including processing tomatoes, peppers, strawberries, corn and soybeans) while managing an on-farm retail market. The farm employs 15 people during the busy season. The operation is very progressive, and the family has received an award for the installation of high tunnels over their strawberry plants to extend the growing season. By taking CTEAM, Peter hopes to gain the skills and knowledge to better deal with issues and opportunities in markets, products marketing plans, risk management and relationships.

Scott Thom farms with his wife and they have four young children in Denfield, Ontario. Scott started as a city kid, with an interest in farming from a very young age. He began farming modestly, initially raising 300 pigs on straw in an old rented barn. He built a new state-of-the-art barn in the fall of 2015. Scott has purchased another farm and now has over 13,000 pigs on liquid feed. Scott wants to attend CTEAM so that he can learn to better understand his financial position and prepare to hire help on the farm, and use that knowledge to build a plan and foundation for the future of his operation.



WILSON LOREE AWARD

Congratulations to our 2016 recipient Merle Good

Merle Good was announced as the 2016 recipient of the prestigious Wilson Loree Award during FMC's recent Agricultural Excellence Conference in Calgary, Alberta.

"His footprint and passion for farm management is a true legacy," states Rick Taillieu, who nominated Merle Good on behalf of the Alberta Canola Producers Commission, representing more than 14,000 canola growers.

Merle worked for the Provincial Ministry of Agriculture in Alberta from 1977 to 2014. He began his career as an Agricultural Loans Officer before beginning his 30+ year career as both a Farm Management Specialist and the Provincial Agricultural Tax Specialist.



While known as a leading expert, Merle has never forgotten the day-to-day operational needs of both primary producers and processors. His extension efforts continue to provide practical, useful and easy to follow tools and techniques to support producers in managing their bottom line. Upon notification of receiving the Wilson Loree Award, Merle shared "This is a real honour. I met Wilson for the very first time as a student in the U of A where he was a quest lecturer. I thought what a neat job he [Wilson Loree] has, educating farmers in financial management. I did not ever think then that I would become a member of the Farm Management Branch in Alberta Agriculture, and Wilson my Branch Head."

Wilson Loree personally presented the award to Merle Good at the Agricultural Excellence Conference. "...Being able to present the award to Merle was very special to me - to be able to give recognition to someone who I hired many years ago and watched mature into a great contributor to Canadian farmers," said Wilson.



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

Congratulations to our 2016 recipients Tomina Jackson, Jessica Thompson and Laurie Laliberté

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

What top 3 priorities should Canada's agricultural industry focus on in order to be a leading agricultural body going forward? How will you, as a new graduate, positively contribute to these priorities?

FMC received 10 submissions.



Congratulations to this year's winners!

Tomina Jackson
University of Saskatchewan,
SK



Jessica Thompson
Maryfield School,
SK



Laurie Laliberté
Université Laval,
QC

View the winning videos at www.fmc-gac.com/excellence-award

NEW: MANAGING RISK IN AGRICULTURE ONLINE COURSE

FMC and the Canadian Farm Learning Centre have launched the Managing Risk in Agriculture online course. The module provides farmers with the opportunity to assess risks facing their farm business and develop plans to seize opportunity and mitigate the negative effects of uncertainty. The module includes interactive exercises along with practical analysis and planning tools, presenting complex topics in an easy-to-understand online format that is structured to enhance adult learning.



NEW: AGRISHIELD - AN AGRIRISK INITIATIVE PROJECT

Farm Management Canada (FMC) is pleased to announce the launch of a \$1.2 million project that will provide the Canadian agricultural sector with a new risk management tool using a comprehensive approach to identify, assess, prioritize, mitigate and manage risk to individual farms, commodity groups, and the agricultural sector at large. The Government of Canada will investment up to \$786,921 towards the project, cost-shared with FMC and project partners.

The tool will use a comprehensive approach to risk, taking into account Personal Risk, Operational Risk, Financial Risk, Business Development Risk, Human Resource Risk, Planning Risk, Legal Risk, Decision-Making Risk, Environmental Risk and Public Risk.

The data gathered by the tool will provide a baseline to establish benchmarks for risk management performance and progress across Canada and commodity sectors, helping raise the bar for Canada's competitiveness. It will also help industry stakeholders to better understand the risk management needs of Canadian producers and to fill any gaps in the products and services available in the agricultural sector.

FMC is pleased to be working with project partners including the Canadian Federation of Agriculture and MNP.

This investment is made through the Growing Forward 2 (GF2) AgriRisk Initiative (ARI), a program supporting the research and development as well as the implementation and administration of new risk management tools for use in the agriculture sector.

NEW: EAGLE PROJECT

FMC became the official national supporting partner of *EAGLE* – a cloud-based, agricultural financial analysis software program, created by Backswath Management Inc.

EAGLE provides farmers with a full set of calculated financial ratios, indicators, and related information that they can confidently use to analyze the financial performance of their farm. The software provides benchmarking, historic analysis, forecasting and 'What-if' scenarios for any farm, regardless of a farm's sector.



FMC and Backswath set out to work together to advance the functionality and expand the reach of *EAGLE*. We are happy to report that some new features have been added to the program:

- The ability to generate historic income statement and balance sheets in order to provide improved managerial context
- New Cash Flow Tool and Inventory Tracking integrated with the user's crop and livestock production plans to provide:
 - o Monthly cashflow
 - o Proforma net worth, income statement, and debt servicing
 - o Inventory tracking by crop type, or by storage unit.
- A Manager's Office featuring cloud storage and a secure online filing cabinet to store important documentation.

EAGLE provides a way for farmers and their advisors to compare business management practices to financial outcomes going beyond classic benchmarking tools. FMC plans to continue to support Backswath in increasing the utilization of *EAGLE* by increasing awareness about the program and its benefits.

NEW: AGRI BENCHMARK EXPANSION PROJECT

agri benchmark Cash Crop, the competence Center for global crop production in Braunschweig, Germany and FMC have partnered agreement to expand the *agri benchmark* program in Canada.



agri benchmark uses an internationally-recognized and harmonized method to gather farm data from participating countries to compare farms (production systems, production costs and

competitiveness) on an international scale to determine competitive positions and identify opportunities for improved performance.

Canada is the fifth largest exporter of agricultural products in the world and no other country exports larger quantities of canola (rapeseed), durum wheat, pulses and flaxseed.

Expanding *agri benchmark's* presence in Canada will enable both parties to enhance domestic and international benchmarking efforts and provide much-needed international insights into strength and weaknesses of Canada's farmers in comparison to their global peers. Initially the collaboration will be focused on crop production and designed for two years, but it is foreseen to make this joint effort a lasting one, which will be expanded to red meat, hogs and horticulture.

As a result of the cooperation, FMC will help increase Canada's representation within an international benchmarking tool to derive tangible applications for Canada's competitive advantage domestically, and internationally.

NEW: FARM SAFETY DAY FOR FARM FAMILIES

Farm Management Canada hosted a Family Farm Safety Day in Douglas, Ontario on July 16, 2016. This event was supported by the FCC Ag Safety Fund administered by the Canadian Agricultural Safety Association (CASA) with funding from Farm Credit Canada (FCC).



Our Family Farm Safety Day educated the whole family on the farm safety policies, practices and procedures that will keep the farm, farm family and its people safe. Involving the whole farm family helped to transfer knowledge back to the farm, and affect a change in farm safety.



Adults learned how to recognize confined space hazards in grain bins, silos and trucks to ensure safety during the Confined Space Safety Training Session and learn how to select proper fall protection equipment, when to use it, how to use it, and how to inspect and maintain it during the Fall Protection/Working at Heights Training session. Children participated in interactive safety activities including Tractor Safety, First on the Scene, Lawn Equipment Safety, Flowing Grain Entrapment, Chemical Safety & more!

NEW: FARM FOOD FORUMS

FMC partnered with the Quebec Farmers' Association to bring together industry experts and share insights through Farm Food Forums taking place across Quebec's Connected Community Learning Centres.



Forums take place the last Thursday of every month from 7:30pm - 10:00pm and connect groups of producers from across Quebec through videoconference.

All presentations are recorded for later viewing.

Thursday October 27 – Business Risk Management and the Next Policy Framework

Thursday November 26 – For What It's Worth – Valuing Farm and Land Capital

Thursday January 26 – Highway Regulations – Farm Machinery on the Road

Thursday February 23 – Knowing Your Cost of Production

Thursday March 30 – Sustainable Agriculture and Organic Production

Thursday April 27 – Farm Business Advisory Services

MONTH OF MANAGEMENT



MONTH OF MANAGEMENT

February is the Month of Management!

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

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

To learn more about events and activities taking place across Canada, consult FMC's online Farm Management Calendar. Visit www.fmc-gac.com.

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.

ALBERTA CANOLA



Alberta Canola and FMC have formed a strategic alliance to support the provision of farm business management resources and learning opportunities to Alberta's canola producers. Alberta Canola's mission is to make farmers more profitable and farm management skills are critical to achieving that. The goal of the strategic alliance is to support Farm Management Canada as a national resource for farm business management information and learning opportunities for growers and encourage others to support FMC.

NEW STUDY: BASELINE UPDATE – BUSINESS PLANNING AND ATTITUDES TOWARDS PLANNING ON ONTARIO FARMS

FMC and AMI partnered to conduct an update to the 2011 Baseline Study looking at the business planning practices of Ontario farmers, along with their attitudes towards planning, influences in planning and learning preferences and practices.



In 2011 the Agri-food Management Institute undertook an Ontario wide study to understand business management planning activities on Ontario farms, including the drivers and barriers to implementing planning activities. FMC partnered with AMI to update the study, 5 years later, which provides a tracking of key measures captured in 2011 to see if progress has been made in encouraging a larger 'planning' audience within the farming sector.

This research is unique in that it provides not only quantified data on how many farmers are engaging in planning activities, but also a segmentation analysis of the 'profiles' of farmers who trend towards planning or not.

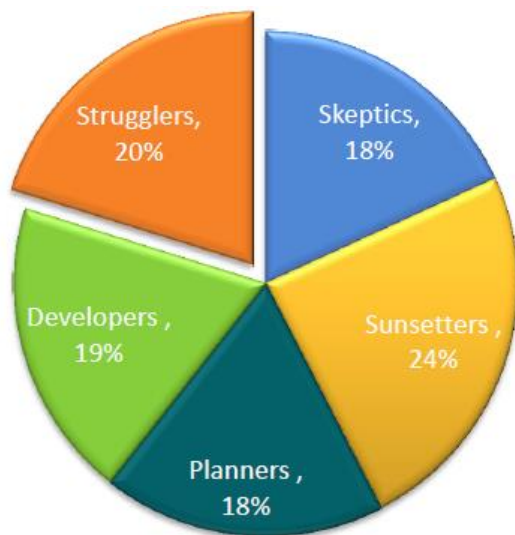
Study results show changing demographics within primary agriculture, and likewise changing planning practices and attitudes towards planning. Results also reveal practices and preferences in terms of training, sources of information and general awareness of organizations serving Ontario's farmers.

There remains a significant need to demonstrate the value of planning within the agricultural sector. Despite access to training opportunities, information and expert advisors, there is a lack of integration of these practices into farm operations.

Key results reveal:

- While the percentage of farmers who have a formal Business Plan has increased from 17% or 21%, the incidence of all other types of planning has decreased by as much as 18%.
- The biggest reason for not planning is farmers feel it is not necessary and does not add value to the farm
- Farmers seek planning assistance from accountants, tax specialists and lawyers
- The areas where respondents would like to make more training are those areas they currently engage in the most training and education: business and succession planning
- Farmers prefer to learn about business planning through articles, and once they have a chance to learn on their own, seek in-person learning experiences such as workshops

Farmer Segments According to Attitude Towards Planning:



A business planning path from one segment to another to another becomes evident, driving all farmers to be planners.

FMC and AMI will be using the study results to provide the programming and information to increase on-farm planning practices.

FMC's Industry Group Involvement



International Farm Management Association Board of Directors



Agriculture and Agri-Food Canada

Business Development National Organizations Working Group



Next 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

FMC's Speaking Engagements

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

- Business Risk Management Working Group: *Re-Thinking Managing Risk in Agriculture-A Comprehensive Approach*
- Canadian Association of Farm Advisors – Farm Management Update: *Making Farm Business Management a Reality on the Farm (and why it matters!)*
- Agricultural Ag Lenders Conference: *Making Farm Business Management Practical: A Guide for Farm Advisors and Ag Lenders*
- Ontario Agricultural Commodity Council: *Making Dollars and Sense – The Tangible Impacts of Business Management Practices on Canada's Farms*
- Canadian Food & Drink Summit: *The 7 Practices of Canada's Top Farmers*

- Canwest DHI Dairy Summit: *The 7 Practices of Canada's Top Farmers - Dairy*
- RBC & Allied Associated Farm Business Planning Luncheon: *Business Planning on the Farm – A Practical Approach*
- New Brunswick Young Farmers' Conference: *Strategic Planning on your Farm: A Practical Approach*
- Atlantic Horticultural Congress: *The 7 Practices of Canada's Top Farmers - Horticulture*
- AB Canola's Leading Edge Summit: *Making Dollars and Sense - 7 Practices to Improve your Bottom Line – Grains*
- Canadian Young Farmers' Forum Annual Conference: *The 7 Practices of Canada's Top Farmers and Resources Available to Help Implement Them*
- CTEAM Program: Farm Business Management – *Our Greatest Strength; Our Greatest Challenge*
- Clarington Board of Trade Agricultural Summit: *The 7 Practices Driving Farm Financial Success*
- Quebec Farmers' Association Farm Food Forum: *Farm Advisory Services – What and How for your Farm*
- Canadian Association of Diplomas in Agriculture Programs: *Farm Management Canada Programs and Services*

Event Attendance



Annual Conference: Knowledge Transfer and Extension



Next Policy Framework Consultation
Annual Meeting



Agriculture and
Agri-Food Canada

Business Risk Management Working Group Meeting
National Engagement Session: NPF
National Engagement Sessions: Calgary Statement



Farm Succession Update
Farm Management Update
Farm Tax Seminar



Annual Meeting



Canadian Beef Industry Conference



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



Ag Lenders Conference

ONTARIO PORK



Ontario Agricultural
Commodity Council

Committee Meeting



CRAAQ

Annual Meeting



The Conference Board of Canada Food and Drink Summit



Canada's Outstanding Young Farmer Program National Recognition Event



Grow Canada Conference



Dairy Summit



Business Planning Luncheon



Annual Conference



Atlantic Horticultural Congress



Annual Meeting



FarmTech™

FarmTech



Leading Edge Summit



Canada's Agricultural Day



Canadian Young Farmers' Forum National Conference



CTEAM Program



REACH & IMPACT: A NATIONAL SUMMARY

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.

As a national umbrella for farm business management activities, FMC's mandate consists of developing, collecting, managing, coordinating and disseminating farm business management knowledge in order to increase the adoption of beneficial management practices and skills development within Canadian agriculture and farmers. While FMC's ultimate target is Canada's farmers, FMC also works with service providers including the Ministries of agriculture, advisors, academia, corporations and fellow organizations to positively influence business success for Canada's farmers.

FMC is facilitating a national conversation and building national and international networks for Canada's farmers to push the envelope and remain competitive – turning challenges into opportunity and uncertainty into strategy.

FMC uses a multi-medium approach to meet the learning preferences and practices of industry stakeholders, thereby increasing participation in the programming.

FMC distributed over 2,800 information products resulting in over 230,000 touch points through electronic means such as Agriwebinars and the website and 3,700 individuals through in-person events including the annual Agricultural Excellence Conference and new Bridging the Gap: Step Up to Succession program. FMC achieved over 125,000 touch points with producers. Close to 40 new resources/tools were developed including a new online Risk Management course, an online Business Assessment tool, industry reports such as the Baseline Update Study, and presentations including Strategic Planning on your Farm: A Practical Approach to meet the ever-changing learning needs of Canada's farmers.

Through FMC's diverse resources and tools, FMC is encouraging industry stakeholders of all types to develop leadership, strategies, networks and tools for improving competitiveness, adapting to challenges, innovating and management risk.

The results of FMC's 2016-17 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:

- ✓ 83% of Farmers and 88% of Non-Farmers are more aware of beneficial business management strategies and tools
- ✓ 80% of Farmers are adopting beneficial management strategies and tools in their operation
- ✓ 87% of Farmers have advanced their business goals
- ✓ 87% of Farmers are meeting their goals

The top 3 Business Planning Practices farmers adopted* through FMC programs, resources, and/or tools:

- Business Plan: 54%
- Financial Plan: 46%
- Succession Plan: 39%

The top beneficial practices adopted*:

- ✓ Established a clear vision and goals for my farm 50%
- ✓ Sought advice from industry experts (ex. advisors) 50%
- ✓ Compared records with previous years to track performance 42%

The top ways FMC has contributed to business success*:

- ✓ Make better decisions 53%
- ✓ Adapt, respond to and manage change 35%
- ✓ Maintain/increase profitability and keep finances under control 34%
- ✓ Take advantage of opportunities 32%
- ✓ Innovate 26%

**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

- 66% of Farmers gained over 5% profitability
- 42% of Farmers gained over 5% access to capital
- 67% of Farmers gained over 5% cost savings
- 74% of Farmers gained over 5% in well-being (personal/family health, mental state, stress)

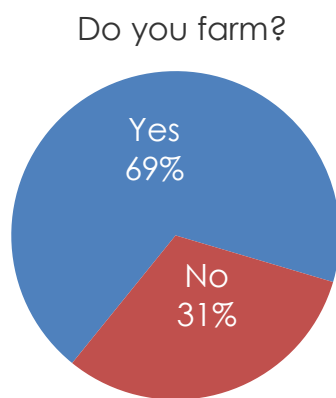
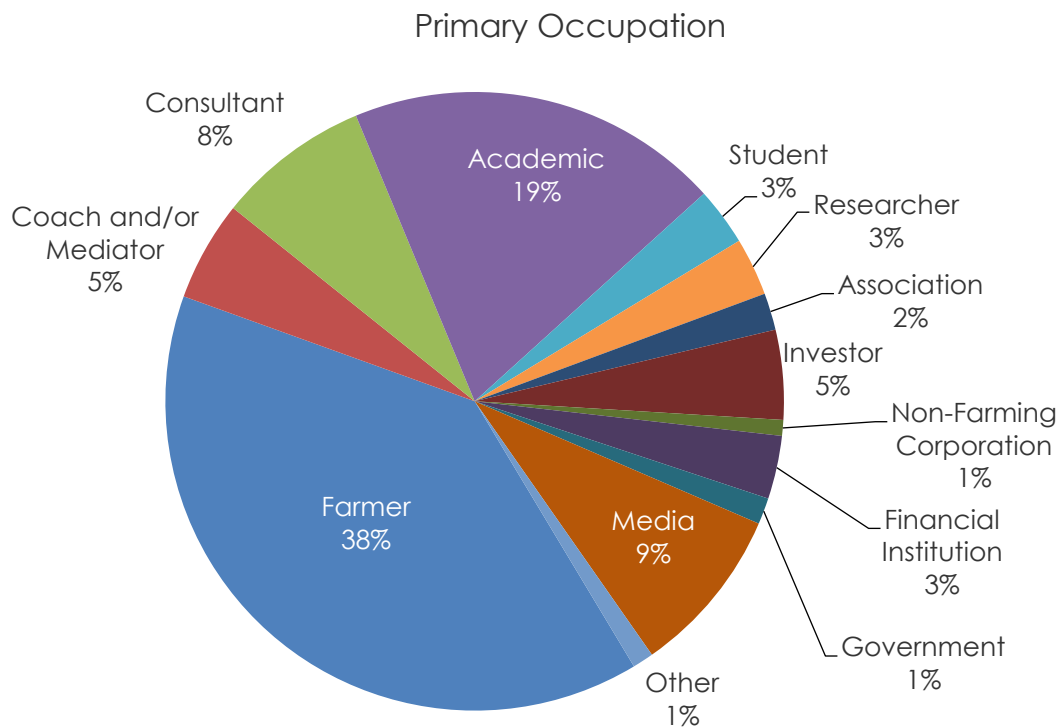
Farmers were also asked the Top drivers for changing management practices:

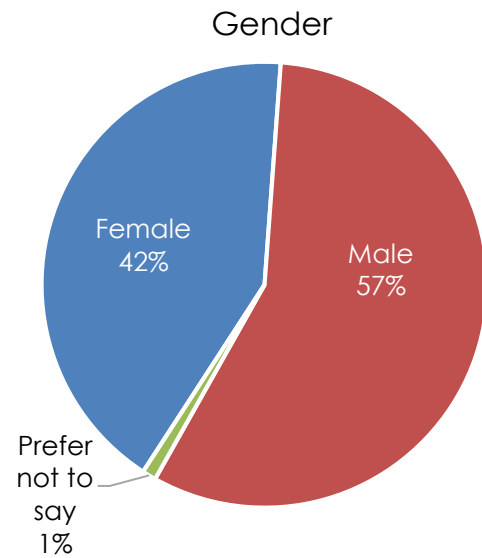
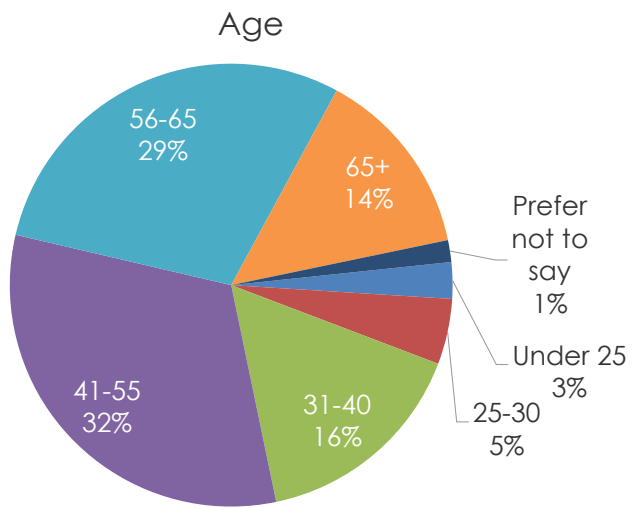
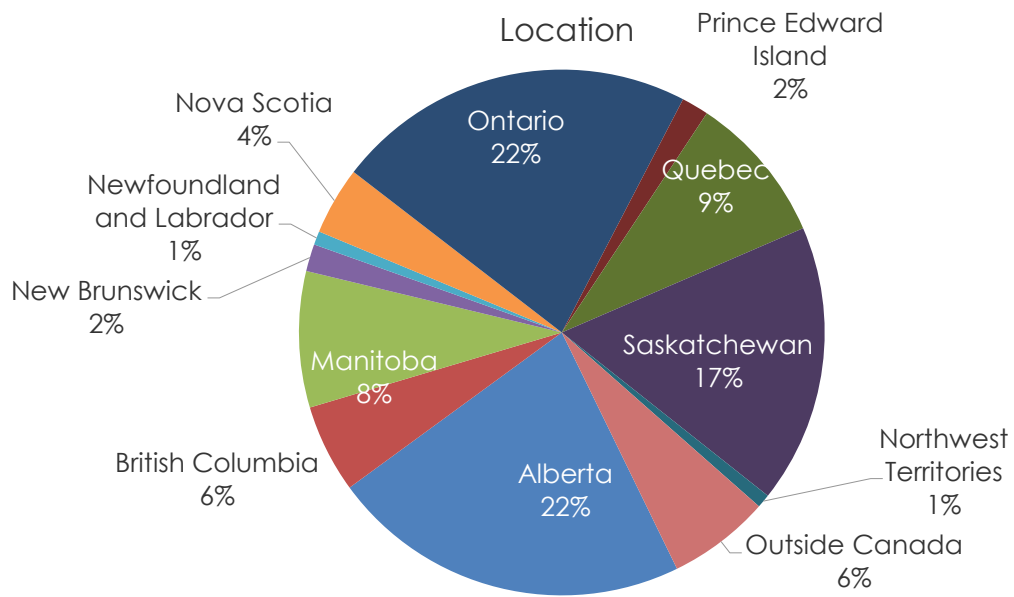
1. Seeking increased profitability 88%
2. Insights gained from learning event 85%
3. Planning for transition or succession 85%

- 4. Advice from a farm business consultant 82%
- 5. Comparing performance with previous years or other farms 81%

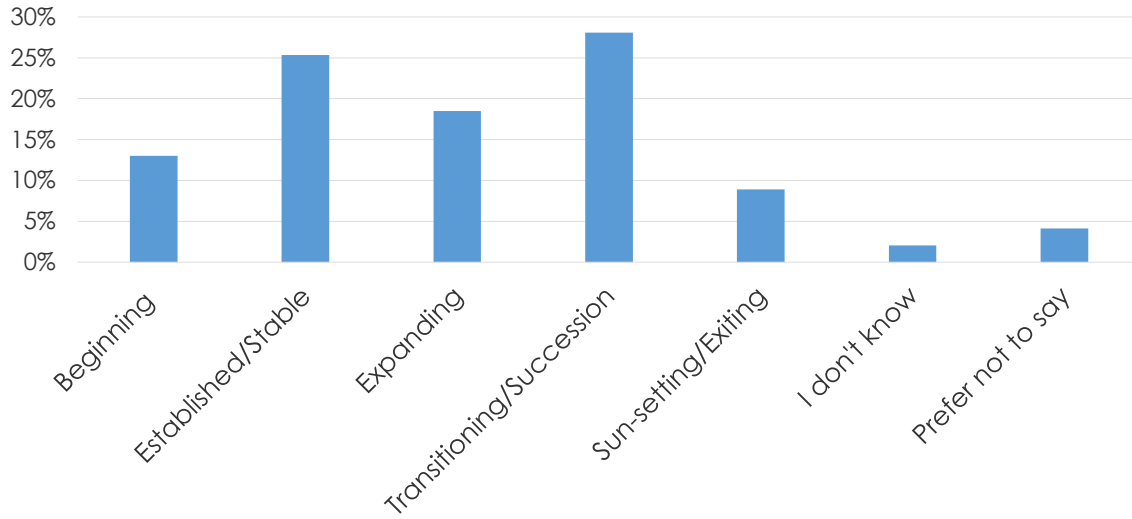
Farm Management Canada continues to calculate year-over-year demographic information to observe trends and target activities to continue to meet the needs of specific target groups.

As a result of various performance measures, **THE DEMOGRAPHIC PROFILE OF FMC'S 2016-17 AUDIENCE** is summarized as follows:

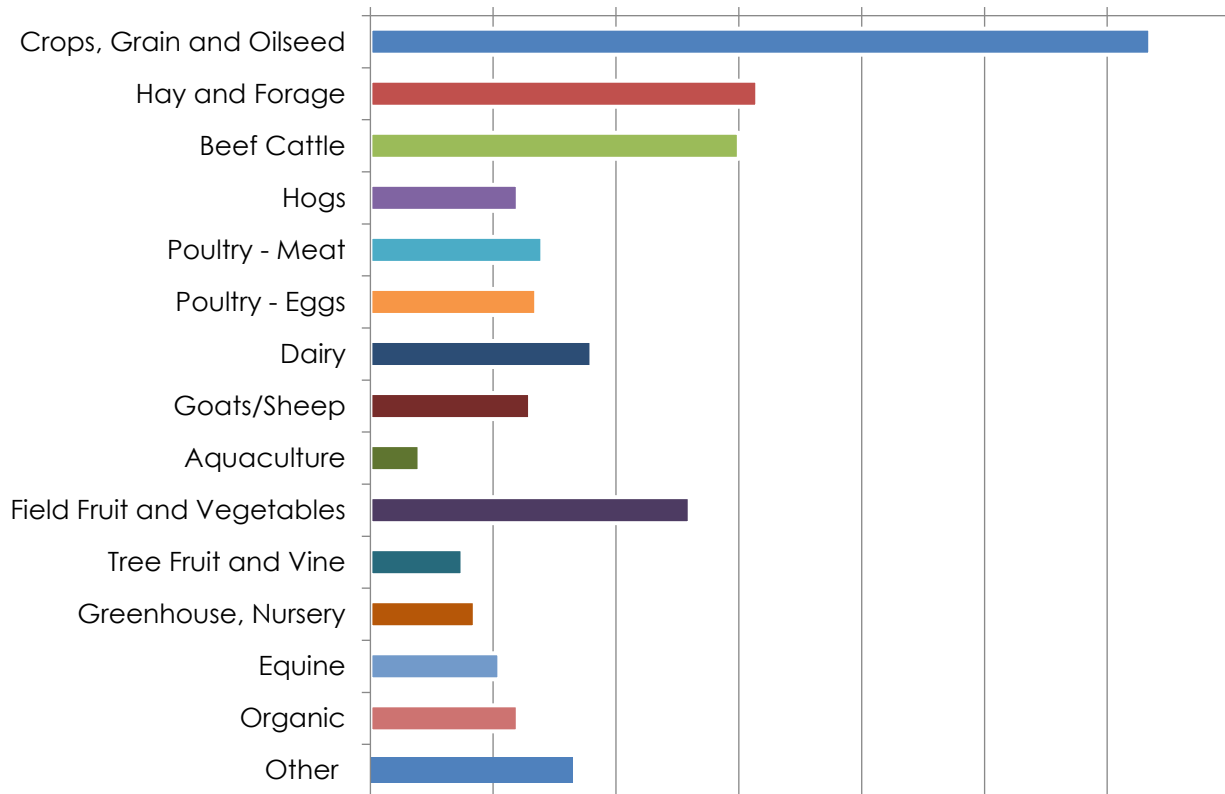




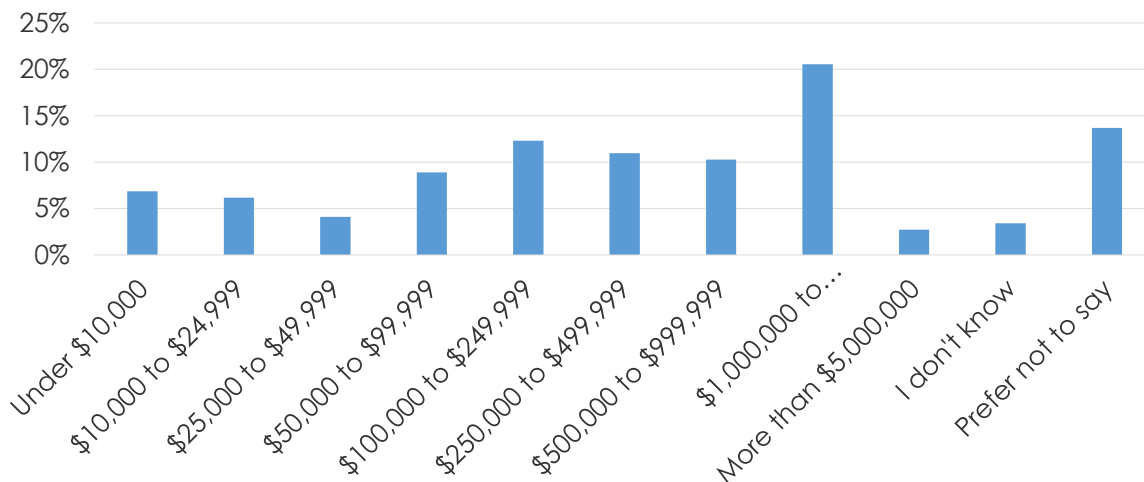
Stage of Farming



Commodity/Production Sector



Gross Farm Income



Learning Topics of Interest



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

CORPORATE MEMBERS

- BDO CANADA LLP
- BMO BANK OF MONTRÉAL
- FARM CREDIT CANADA
- LA TERRE DE CHEZ NOUS ET SES PUBLICATIONS
- MNP LLP
- RBC ROYAL BANK
- FARM BUSINESS CONSULTANTS INC.

ASSOCIATION/ORGANIZATION MEMBERS

- AGRICULTURAL PRODUCERS ASSOCIATION OF SASKATCHEWAN
- ALBERTA CANOLA
- BEEF FARMERS OF ONTARIO
- CANADIAN 4-H COUNCIL
- CANADIAN ASSOCIATION OF DIPLOMAS IN AGRICULTURE PROGRAMS
- CANADIAN ASSOCIATION OF FARM ADVISORS
- CANADIAN AGRICULTURAL SAFETY ASSOCIATION

- CANADIAN FEDERATION OF AGRICULTURE
- CANADA'S OUTSTANDING YOUNG FARMERS
- CANADIAN YOUNG FARMERS' FORUM
- CENTER FIELD SOLUTIONS
- CENTRE D'EXPERTISE EN GESTION AGRICOLE (CEGA)
- CENTRE DE RÉFÉRENCE EN AGRICULTURE ET AGROALIMENTAIRE DU QUÉBEC
- INTERNATIONAL FARM MANAGEMENT ASSOCIATION
- KEMPTVILLE COLLEGE, UNIVERSITY OF GUELPH
- LES GROUPES CONSEILS AGRICOLES DU QUÉBEC
- MANITOBA CANOLA GROWERS ASSOCIATION
- 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	Trish Laugharne
Alberta	Rick Dehod
Saskatchewan	Mike Pylypchuk
Manitoba	Shane Dobson
Ontario	Anne Marie (Diotte) Ker
Quebec	Patrice Carle
New Brunswick	Sylvain Gadbois
Nova Scotia	Gary Koziel
Newfoundland & Labrador	Erica Cole
Prince Edward Island	Linda MacSwain
Northwest Territories	Debbie Watsyk
Yukon	Tony Hill/Brad Barton

INDIVIDUAL MEMBERS

BRITISH COLUMBIA

George Geldart

Tamra and Tom Davison

ALBERTA

Art Lange
Barry Reese
Bill MacFarquhar
Brian Wittal
Danielle Lee

Dora Simonin
Graham Gilchrist
John Hopkins
Laura Bechard
J. Wilson Loree

Patrick Ackerman
Reg Shandro
Sterling Hilton
Trish Henderson

SASKATCHEWAN

John Spencer
Merle Byrnes

Terry Kremeniuk

William McPhadden

MANITOBA

Colin Hudon
Elaine Froese
Jason Hodson

Paul Loeppky
Steve Dziver

Terry Betker
Ty Kehrig

ONTARIO

Alain Leduc
Barbara Parker
Barbara Taylor
Bonnie Vallentyne
Don Cyr
Gerry Wieck

Jeannette Mongeon
Jeff Davies
Joanne & Tony Hogervorst
Larry Martin
Len Davies

Michel Dignard
Nancy Ross
Rick Lekx
Salahuddin Saiyed
Wilfred Kapasa

QUEBEC

Bertrand Montel

Suzanne Laplante

NOVA SCOTIA

Sandra Sabourin

NEWFOUNDLAND AND LABRADOR

Mervin Wiseman

PRINCE EDWARD ISLAND

Colleen Younie

GOVERNANCE, MANAGEMENT AND SUSTAINABILITY: POSITIONING FMC FOR THE FUTURE

FMC has had a very successful year. As our fourth year of the 5-year Contribution Agreement with Agriculture & Agri-Food Canada (AAFC), for the second time FMC was able to garner sufficient industry contributions to maximize eligible matching dollars from AAFC. Being able to recognize in-kind contributions means we can recognize the support of those industry partners who might not have the cash in hand, but wish to show their support in other ways.

Partnership development continues to be a top priority for FMC. 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 Bridging the Gap: Step Up to Succession program has provided valuable insights into the needs of today's farmers for successful farm transitions to our future farmers, and led to an initiative to engage farm transition advisors to ensure we have the expertise available to farmers through this very crucial time for the farm business.

The AgriRisk Initiative is providing much-needed support for the development of a new, comprehensive risk management tool for the agricultural sector that goes beyond insurance programs to help farmers identify, assess, prioritize and create plans to management risk.

In concert with efforts to raise the profile and importance of farm business management, FMC will continue to use the results of the Dollars & Sense study coupled with the Baseline Update to communicate the value and impact of investing in farm business management practices, and specifically to introduce a planning process on farms to assess, plan, implement, monitor and evaluate performance to continue to invest in what works and position the farm for ongoing success. This includes managing risk for business continuity.

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.

STAYING CONNECTED

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

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

Subscribe free at www.FMC-GAC.com to receive:

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

LOOKING AHEAD: 2017-18

2017-18 promises to be a busy year as we prepare for the Next Policy Framework (NPF). The NPF will set the agricultural programs for the next 5 years and is therefore an incredible opportunity to promote the importance of farm business management as part of ensuring our farmers remain competitive and prosperous.

FMC will be continuing to engage in conversation with government and key industry stakeholders leading up to April 1 2018 to ensure farm business management gets its long-overdue time in the limelight. FMC held a strategic planning session in February to determine FMC's priorities over the next 5 years.

FMC will concentrate on:

1. Promoting Farm Business Management and FMC Visibility
2. Increased Adoption of Best Management Practices through Collaboration
3. Gathering and Sharing Industry Insights to Respond to Sector Needs
4. Organizational Efficiency and Financial Sustainability

FMC will focus on activities that help farmers implement on-farm business management processes and continue to promote the connection between risk management and business planning for business continuity and continued success.

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