



FARM MANAGEMENT CANADA  
GESTION AGRICOLE DU CANADA

1992 - 2017 **25** YEARS-ANS

# ANNUAL REPORT 2017-2018

*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*
- *Delivering programs and services that are national in scope, regional in relevance and replicable by partners*
- *Knowledge delivery channels that evolve to meet the learning preferences and practices of Canada's farmers for maximum reach and impact*
- *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'Agrolimentaire

Ottawa, Canada



Congratulations to Farm Management Canada (FMC) on another successful year of helping Canadian farmers become world leaders for a sustainable future, through sound business management skills and knowledge sharing.

I look forward to building on this great work through the Canadian Agricultural Partnership, our bold new vision that will support innovation, sustainability, and trade. In addition, it is the first agricultural policy framework to put emphasis on building public trust and helping diverse groups – such as women, youth, Indigenous Peoples, and persons with disabilities – to take on a greater role in the sector. FMC has a valuable role to play by helping give these under-represented groups the resources

necessary to enable them to make sound management decisions. FMC's leading-edge suite of resources reach over half a million industry players through Agriwebinars and other events that meet the learning preferences and practices of Canada's farmers. They cover everything from financial planning, to farm safety, to sustainable production practices.

The outlook for our Canadian agriculture and food sector has never been more positive, with record agricultural trade and growing demand for the safe, high-quality products, Canada's farmers and food processors deliver. Our government is proud to support FMC activities aimed at building the management capacity of Canadian agricultural producers so that they can grab these opportunities, boosting Canada's economy and bringing us closer to reaching our goal of \$75 billion in agriculture and food exports by 2025.

I would like to thank everyone at FMC for your great work, and I look forward to seeing further results of your efforts to bring the sector to even greater heights.

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

# MESSAGE FROM THE CHAIR

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Thank you for your interest in Farm Management Canada, and welcome to this year's Annual Report!

As Chair of FMC, this is my favourite time of year. We get to look back at our accomplishments, and celebrate our achievements as we embrace new opportunities to meet the needs of Canada's farmers in managing for success. 2017 was a very special year for us, as we celebrated our 25th anniversary. 25 years of being champions for farm business management and helping equip our farmers with the resources to be the best in the world. This past year, we were involved in more industry consultations than

ever before, which I believe speaks to the unique perspective we hold and the solutions we can offer.

I had the opportunity to attend the International Farm Management Congress in Edinburgh, Scotland this past summer. I was proud to be one of 40 Canadian delegates at the Conference, showcasing Canadian excellence while learning about our international counterparts and their challenges when it comes to success in farming. We realize no matter where you are, farming is a risky business and farmers must embrace farm business management practices to better seize opportunities and stay ahead of the pack.

Our ability to make informed and timely decisions, will aid in bringing on the next generation of farmers. A commitment to continuous learning has no age requirements. As a national organization, I am so proud to play a critical role in bridging the gap between industry stakeholders to exchange insights and share best practices.

Please read on to see how we're meeting the farm management needs of Canada's farmers. 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 five years now, and I am always amazed how such a small, dedicated team can accomplish so much. On that note, I would also like to thank our partners, sponsors, members, and participants for helping leverage our collective efforts for greater reach and impact across the sector.

Looking ahead, I encourage everyone to join us for the 2018 Agricultural Excellence Conference. It is being held in Winnipeg in conjunction with recognizing Canada's Outstanding Young Farmers! We hope to continue our journey together under the Canadian Agricultural Partnership.

Yours very truly,

A blue ink handwritten signature of 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

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Greetings FMC Members, Partners and Stakeholders,

It has been a significant year for Farm Management Canada as we conclude our programming under the 5-year Growing Forward 2 (GF2) program and set our sights on our future under the Canadian Agricultural Partnership (CAP).



Looking back, I am happy to see our endeavours have created a strong foundation for future programming with solid partners. With our partners, we now have a national Conference, training program, mentorship program, financial analysis tool, international cost of production benchmarking tool, and risk assessment and planning tool and the research to support investing in farm business management!

The Agricultural Excellence Conference (AgEx) has become a mainstay for FMC, providing a learning and networking opportunity for industry like no other. The Dollars and Sense research into the adoption of management practices and link to profitability has had tremendous uptake, backed by the Baseline Study to understanding attitudes towards planning including drivers and barriers. Our newest tool, AgriShield will be the first to offer a 360 degree risk assessment for farmers to create a comprehensive risk management plan for their farm. Our partnership in the Canadian Total Excellence in Agricultural Management (CTEAM) program, EAGLE and agri benchmark are also helping FMC play a key role in connecting producers with the information, resources and tools to cultivate success through farm business management. Working together with Agri-Food Management Excellence Inc. and a national accounting firm, we are working on a new way to organize and interpret Financial Statements to help identify the link between management decisions and financial outcomes.

We are thrilled to welcome more strategic alliance partners, including Manitoba Canola Growers, Alberta Wheat and Barley and Canadian Angus Association who have chosen to invest in FMC as a critical resource for their growers.

With CAP taking shape over the past year, FMC has been very involved in industry consultations and policy discussions, pushing for a greater emphasis on farm business management as the key to building the capacity to confront change with confidence and seize opportunity 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:**

Canada's 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  
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 for all farmers from coast to coast to coast.

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.

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, 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.

## 2017-2018 BOARD OF DIRECTORS



Sterling Hilton, Chair  
Farmer (AB)



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



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



Norm Hall  
Organization/Association (SK)



Anne Marie Ker  
Provincial Government (ON)



Danielle Lee  
Young Farmer (AB)



Larry Martin  
Member at Large (ON)



Jeannette Mongeon-Dignard  
Farmer (ON)



Merv Wiseman  
Farmer (NL)

# PARTNERSHIP DEVELOPMENT & INDUSTRY ENGAGEMENT

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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.

## 2017-18 PERFORMANCE HIGHLIGHTS

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- HOSTED THE ANNUAL **AGRICULTURAL EXCELLENCE CONFERENCE** IN OTTAWA, WELCOMING **250 DELEGATES** FROM ACROSS CANADA
- HOSTED THE LARGEST NON-HOST COUNTRY DELEGATION, SHOWCASING CANADIAN EXCELLENCE AT THE **21<sup>ST</sup> INTERNATIONAL FARM MANAGEMENT CONGRESS** IN SCOTLAND, **350 ATTENDEES** FROM 30 COUNTRIES
- HOSTED **BRIDGING THE GAP FARM TRANSITION WORKSHOPS FOR FARM FAMILIES**, WELCOMING **72 PARTICIPANTS** AND **SUCCESSOR DEVELOPMENT PROGRAM** FOR **10 DESERVING YOUNG FARMERS**
- HOSTED 29 **AGRIWEBINARS** AND 2 EVENT BROADCASTS TO **12,500 VIEWERS**
- **22,846 SUBSCRIBERS** TO OUR EMAIL UPDATES
- OVER **350 PUBLICATIONS SOLD**, MOST POPULAR: FARM FINANCIAL RECORDS
- **WEBSITE** WWW.FMC-GAC.COM WELCOMED **OVER 105,000 VISITORS** - **TWITTER, FACEBOOK, YOUTUBE** GARNERED **2,195 FOLLOWERS, 148,000 ENGAGEMENTS, AND 6,205 VIDEO VIEWS**
- CONTINUED PARTNERSHIP FOR THE DELIVERY OF THE **CANADIAN TOTAL EXCELLENCE IN AGRICULTURAL MANAGEMENT (CTEAM) PROGRAM**, INVESTIGATING A NEW STANDARD FOR **FARM FINANCIAL STATEMENTS**, AND ANALYZING THE **DRIVERS AND BARRIERS TO IMPLEMENTING FARM BUSINESS MANAGEMENT PRACTICES**
- CONTINUED PARTNERSHIP WITH **EAGLE** AND **AGRI BENCHMARK** FOR FINANCIAL ANALYSIS AND BENCHMARKING
- CONTINUED RECOGNITION OF EXCELLENCE THROUGH THE **BOB ROSS MEMORIAL SCHOLARSHIP, EXCELLENCE AWARD FOR AG STUDENTS AND WILSON LOREE AWARD**
- FEATURED IN **26 POPULAR PRESS & MEDIA ARTICLES** (EX. GRAINEWS, THE NATIONAL POST, TOP CROP MANAGER, COUNTRY GUIDE), PARTICIPATED IN **6 INDUSTRY CONSULTATIONS**, AND SOUGHT BY INDUSTRY TO PROVIDE **23 MANAGEMENT EXPERTISE AND INDUSTRY PRESENTATIONS** REACHING **1350 AUDIENCE MEMBERS** WITH BUSINESS MANAGEMENT BEST PRACTICES AND INSIGHTS
- INCREASED PARTNERSHIPS, COLLABORATIONS, INDUSTRY TOUCH POINTS AND NEW MEMBERS INCLUDING **3 NEW STRATEGIC ALLIANCES**

## ONLINE RESOURCE CENTRE & LEARNING PORTAL

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 gathers information from across the world providing resource portals dedicated to each business management topics including Business & Strategic Planning, Financial Management, Human Resource Management, Transition Planning, etc.

The website also includes a farm business management events calendar.

In 2017-18, [www.fmc-gac.com](http://www.fmc-gac.com) welcomed over 100,000 website visitors.



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@fmc.gac



@fmcgac

Bookmark us - Follow Us - Like Us - Watch Us

## PLEDGE TO PLAN! PLANNING FOR FARM BUSINESS SUCCESS WEBSITE

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.

**PLANNING FOR SUCCESS** MAKE IT WORK LEADERS ARE DOING IT TIME TO PLAN RESOURCES **PLEDGE TO PLAN**

### MAKE THE TIME TO PLAN

Like the seasons, business planning is cyclical.

If you are using the seasonal approach, here are the steps. Remember, you can always reach out for help.

[See Our Resources](#)

**ASSESS** **PLAN** **IMPLEMENT** **EVALUATE**

#### ASSESS YOUR BUSINESS

Starting in the late fall after harvest you can take stock of your business in the context of changes within the agricultural industry at large. Ask yourself and your team:

What are some internal factors that could positively or negatively affect your farm business?

For example:

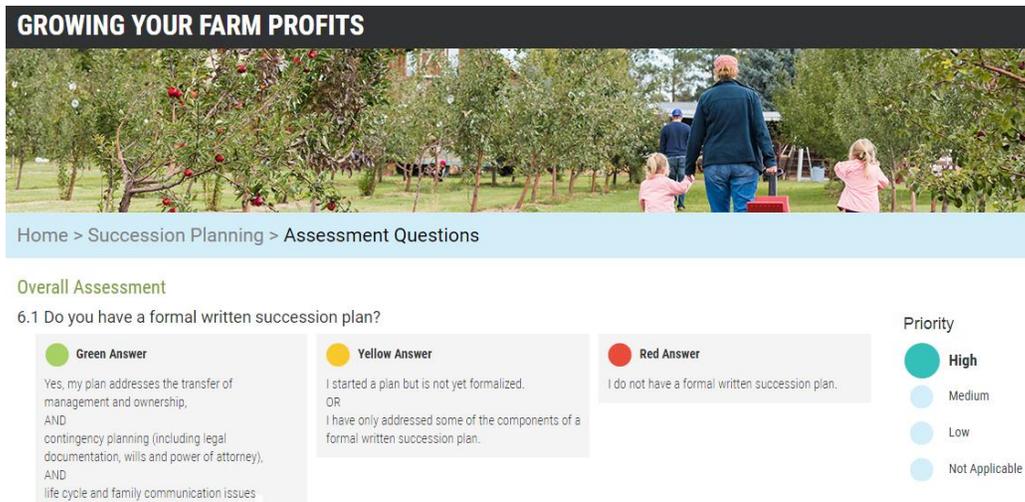
- Do you have a strategy?
- Where are your markets/customers?
- What do you produce and how much?
- What kind of suppliers do you have? Will they be sufficient?
- Do you have a strong financial system?

With this in mind, FMC and the Agri-Food Management Institute partnered to create [www.PledgetoPlan.ca](http://www.PledgetoPlan.ca) - a one-stop-shop for farm business planning resources that coincide with the business planning process.

Farmers have access to business assessment tools, planning tools, etc. to help complete and/or review and assess their business plan.

# GROWING YOUR FARM PROFITS: ONLINE FARM BUSINESS SELF-ASSESSMENT TOOL

Growing Your Farm Profits (GYFP): Planning for Business Success Online Farm Business Self-Assessment Tool provides producers with the first step in the business planning process. Producers will come away with a comprehensive assessment of their farm business practices, priorities, key goals and ultimately, an Action Plan as a starting point towards the farm's business plan.



Producers can complete the online assessment on their own, or alternatively invite other members of the farm team to complete the assessment so that they can compare results before creating their roadmap to success; their business plan. Comparing assessments can lead to positive discussions regarding the future of the farm and ensure everyone's perspective is taken into account.

Once completed, the Action Plan can be submitted for validation. Producers may be eligible for cost-share opportunities to hire a consultant or to participate in training and learning events to improve their business practices.

FMC offers a national version of the self-assessment tool, while the Ontario Ministry of Agriculture, Food and Rural Affairs offers a customized Ontario version and the PEI Department of Agriculture & Fisheries offers a customized version of the tool, called *Planning for Business Success*, for PEI producers.

The Growing Your Farm Profits: Planning for Business Success Online Business Self-Assessment Tool is available from [www.FarmBusinessAssessment.com](http://www.FarmBusinessAssessment.com).

## AGRIWEBINAR®



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

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 2017-18, FMC hosted 22 webinars and 2 live events.

We are proud to have worked with the following partners:

- FARM CREDIT CANADA
- CANADA'S OUTSTANDING YOUNG FARMERS' PROGRAM
- CANADIAN ASSOCIATION OF FARM ADVISORS
- AGRI-FOOD MANAGEMENT EXCELLENCE INC.
- RBC

### Agriwebinars

|  |                                       |
|--|---------------------------------------|
| SPEAKER  | TITLE                                 |
| <b>Craig Klemmer,</b><br><i>Farm Credit Canada</i>                                 | Top Economic Trends of 2018 (English) |
| <b>Jean-Philippe (JP) Gervais,</b><br><i>Farm Credit Canada</i>                    | Top Economic Trends of 2018 (French)  |
| <b>Jean-Philippe (JP) Gervais,</b><br><i>Farm Credit Canada</i>                    | FCC 2016 Farmland Values Report       |

|  RBC Royal Bank® |   |
|---|---|
| SPEAKER   | TITLE   |
| <b>Michael Langemeier,</b><br><i>Purdue University</i>  | Balancing Business and Financial Risk   |
| <b>Scott van Engen,</b><br><i>RBC Wealth Management Services</i>                                  | Your Farm – Your Future, What's the plan: A Farm Succession Planning Conversation |
| <b>Terry Betker,</b> <i>Backswath Management Inc.</i>   | Setting Your Farm Up for Success  |

|  AME<br>AGRI-FOOD MANAGEMENT EXCELLENCE |   |
|--|---|
| SPEAKER  | TITLE   |
| <b>Larry Martin,</b><br><i>Agri-Food Management Excellence Inc.</i>  | A Trusted Framework for Developing Strategy and Strategic Planning on Canada's Farms<br><br>Financial Benchmarks for Profitable Farms: A New Approach<br><br>Overcoming Greed and Fear in Commodity Markets |

### Live Event Broadcasts

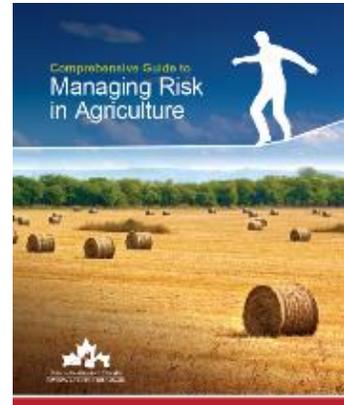
| PARTNER   | EVENT   |
|---|---|
|  CAFA<br>CANADIAN ASSOCIATION OF FARM ADVISORS | Farm Tax Update   |
|  OYF   | Canada's Outstanding Young Farmer National Event:<br>Kevin Stewart – The Maverick Mentality<br>Atlantic: Lauchie & Jolene MacEachern, Debert, NS<br>Quebec: Véronique Bouchard & François Handfield, Mont-Tremblant, QC<br>Ontario: Dusty Zamecnik, Langton, ON<br>Manitoba: Brent & Kirsty Oswald, Steinbach, MB<br>Saskatchewan: Derek & Tannis Axten, Minton, SK<br>Alberta/NWT: Marc & Hinke Therrien, Redwater, AB<br>British Columbia/Yukon: Gary & Marie Baars, Chilliwack, BC |

## 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.

56% of our resources were purchased by academic institutions for use in curriculum.



## AGRICULTURAL EXCELLENCE CONFERENCE



Farming for our Future: Canada's 150th  
November 21-23 2017  
Ottawa, Ontario



The 2017 Agricultural Excellence Conference was hosted in Ottawa, Ontario welcoming 250 farm management enthusiasts from across Canada to hear from leading experts and exchange insights on today's hot topics. The Conference theme, Farming for our Future: Canada's 150<sup>th</sup> was an opportunity to reflect on our past and the lessons we can take from experience to help position today's farmers for success, giving our future farmers the best chance for continued success.

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. 47% of participants were 40 years of age and under. 37% 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, including:

- Benchmarking Management Performance: How Do You Measure Up?
- Tax Consideration for Farmers: That Was Then, This is Now
- Culture Beats Strategy: Finding the Best Roles for your Farm Team
- International Insights: Positioning Canada for Success in the Global Marketplace
- National Farm Business Resource Showcase
- Bridging the Gap: Young Farmers' Bear Pit & Young at Heart Forum
- The Great Ag Debate: Supply Management – Win, Lose, or Draw?
- Live Case Study: Family Farm Transition
- Show Me the Money: How to Discuss Farm Finances within the Family
- Q & A with BMO: Agriculture in Today's Economic Environment
- Cropportunities – Building the Business Cases for Growing New Crops
- Mechanisms of Risks of N Loss in Eastern and Western Canada
- Think Tank: The Barton Report and Canada's Opportunities for Growth
- Tax Update Q&A: The Impact Of The Proposed Tax Changes On Your Farm

Altogether, over 40 presentations and resources were offered to participants.



“Wonderful event. I am always amazed at how much I can take home from the speakers, the attendees and the organizers. Thank you.”

“Best conference I’ve attended. Thank you!”

A graphic facilitator captured some of the conversations:





Some more great memories from AgEx2017:



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

**Sponsors**



**Supporting Partners**





And thank you to our industry partners for choosing to host their learning events alongside AgEx!

- Bob Ross Memorial Scholarship – Agri-Food Management Excellence Inc.
- Nuffield Canada Annual Meeting & Scholar Orientations
- Farm Transition Advisor Focus Group – Agri-Food Management Institute
- Agri Benchmark Canadian Network Meeting
- Investing in Farm Machinery and Equipment Mini-Course – Agri-Food Management Excellence Inc.
- Provincial/Territorial Ministry of Agriculture Annual Meeting

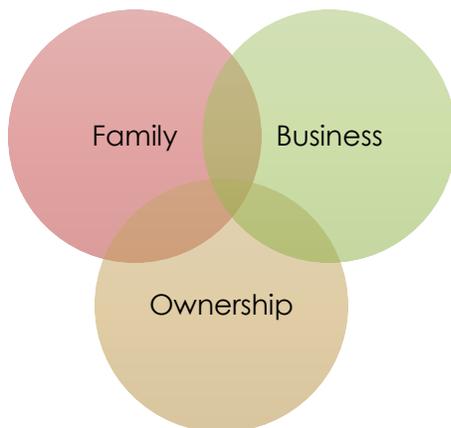
## FARM TRANSITION PLANNING – A MEETING OF THE MINDS

During the spring of 2017, Farm Management Canada (FMC) in partnership with the Agri-Food Management Institute (AMI) assembled a team of renowned farm transition planning coaches and consultants to discuss the lack of and need for farm transition planning and coaching in Canadian agriculture and explore possible solutions. The meetings were attended by practitioners from across Canada, the United Kingdom, the United States and New Zealand, and resulting in 14 Key Result Areas (KRAs) and the creation of the Farm Transition Advisor Network.



Over the course of the summer, the 14 KRAs were distilled down into 4 Key Priority Actions (KPA):

1. Resetting the terminology around 'Transition Planning'
2. Using the "Three Circle Model" to address Family, Business and Ownership Roles
3. A common Farm Transition Planning Process and Components
4. Engaging and training the Next Generation of Farm Transition Advisors



Working groups were assembled to flesh out some of the ideas further over the summer and the farm advisor community at large was invited to Ottawa on November 21<sup>st</sup> 2017 to take part in a focus group to reflect on the preliminary thinking of the network.

There appears to be consensus vis-à-vis the need to continue the discussion in order to increase awareness and adoption, and raise the bar for Farm Transition Planning in Canada.

From the point of view of next steps, FMC, in partnership with AMI, plan to continue this work as both organizations prepare to enter into the Canadian Agricultural Partnership (CAP).



## 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 concept for the workshop originates from the Nova Scotia Federation of Agriculture's Bridging the Gap workshops held in 2011 and 2013.

With their blessing, FMC incorporated these concepts into the Step Up to Succession program.

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 generations of farmers 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 2017-18 welcoming over 70 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!

Brandt Carter - Saskatchewan

Sajan Mandair - British Columbia

Hilary Huisman - Ontario

Jillian Azanza - British Columbia

Kara Enright - Ontario

Lance Walker - Saskatchewan

Melinda McArthur - Ontario

Olivia Sederberg - Saskatchewan

Ross Springford - British Columbia

Travis Jansen - Ontario

These young farmers joined FMC in attending:

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



Pictured (L-R): Lance Walker (SK), Sajjan Mandair (BC), Jill Azanza (BC), Olivia Sederberg (SK), Hilary Huisman (ON), Kara Enright (ON), Melinda McArthur (ON), Ross Springford (BC), Brandt Carter (SK). Missing from Photo: Travis Jansen (ON)

*“Met great people who inspire me to do better on the farm and in the farm business. These people have also become a part of my knowledge network which is priceless and immeasurable.”*

*“Today was a life-changing experience! I want to thank you for an experience of a lifetime! Get ready because I'm coming back with a mind full of knowledge.”*

FMC was pleased to bring its 2016 and 2017 Successor Development Program participants to the 21<sup>st</sup> International Farm Management Congress in Edinburgh, Scotland. For the 2016 program participants, this was the last stop on their year-long journey, while for the 2017 participants, this was their first time meeting!



Pictured L-R: Heather Oakley (FMC), Olivia Sederberg (SK), Brandt Carter (SK), Hannah Konschuh (AB), Don McArthur (ON), Kara Enright (ON), Kyle Norquay (MB), Holly White (AB), Sajan Mandair (BC), Jill Azanza (BC), Ashley Honsberger (AMI), Melinda McArthur (ON), Lance Walker (SK), Jessica Van Gaalen (AB), Ross Springford (BC), Morgan Smallman (PEI), Bryan Maynard (PEI), Hilary Huisman (ON), Albert Gorter (MB), Heather Watson (FMC), Steve Ardiel (MB), Cedric MacLeod (NB) and Travis Jansen (ON).

In partnership with:



Canada's Outstanding  
Young Farmers  
Jeunes agriculteurs  
d'élite du Canada



CANADIAN YOUNG FARMERS' FORUM  
LA TABLE PANCANADIENNE DE LA RELEVÉ AGRICOLE  
EDUCATE | ENERGIZE | EMPOWER | GROWER | STIMULATE | IMPLICATE



Note: Note: For 2017-2018, applications were accepted from British Columbia, Saskatchewan, Ontario, and Quebec. For 2016-2017, applications were accepted from Alberta, Manitoba, and Atlantic young farmers.

## THE 21<sup>ST</sup> INTERNATIONAL FARM MANAGEMENT CONGRESS



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 21<sup>st</sup> Congress: Future Farming Systems, was held July 2-7 welcoming 350 participants from 30 countries in Edinburgh, Scotland. The Pre-Congress tour led delegates from London to Edinburgh, while the Post-Congress tour led delegates around the highlands and islands.

Canada was represented by 40 Conference attendees including farmers, advisors, academics, the non-profit sector and private industry.

FMC and AMI presented a joint paper: **Making Dollars and Sense: Creating a Recipe for Farm Management Success**. And, FMC presented a poster derived from its National Farm Business Management Roundtable focused on building a national farm management strategy.

FMC also took part in a seminar to present and discuss Strategic Management Training programs. Larry Martin, FMC Director presented on the CTEAM program delivered by Agri-Food Management Excellence Inc. while Joerg Zimmermann, FMC Vice-Chair presented on his experience in the TEPAP program delivered by Texas A&M.

FMC was delighted and proud to have Hannah Konschuh, participant in the 2017 Bridging the Gap program, represent Canada on the International Farm Manager's Panel.



The Congress program offered a variety of learning and networking experiences including:

- ✓ Plenary Sessions (17)
- ✓ Contributed Papers (65)
- ✓ Contributed Posters (12)
- ✓ Day Tours/Field Trips
- ✓ Cocktail Reception
- ✓ BBQ
- ✓ Gala Banquet

100 new learning resources were shared with delegates.

“When the human mind is stretched, it never returns to its original size - similar to most new underpants”

IFMA21 in pictures:



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*A wealth of information from the world's leading experts in farm business management.*

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## PROVINCIAL-TERRITORIAL MINISTRY NETWORK

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.

The 2017-2018 Annual Meeting took place November 24 in conjunction with the Agricultural Excellence Conference in Ottawa, Ontario.



## 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

*"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

For more information on AME and its offerings, visit [www.agrifoodtraining.com](http://www.agrifoodtraining.com).

## Update: Standardized Financial Benchmarks for Farm Financial Statements

In Canada, there exists no authoritative standard on financial statements for agriculture. The lack of comparability between financial statements is making it difficult to truly assess performance, and as a result there is 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 its farm customers to develop and test the standardized ratios and statements.

Based on the preliminary analysis of 78 farms, it would appear that the structure of the new standardized operating statement gives financial benchmarks that help identify opportunities for improvements in operations (production), human resource, and marketing management as well as finance.

The data used to develop the benchmark ratios were mainly Western Canadian farms that focused on grain and some livestock production. There is good reason to expect a number of the benchmarks to be different for different types of farms because of the nature and relative cost of production on each type. To test this requires a more comprehensive sample of farms. Next steps on the project are to materially increase the sample size, add years and explore different ratios for various commodity sectors.

## New: Farm Business Planning Implementation and Impact Study

Like many business management programs, the emphasis of CTEAM is creating a strategy and planning. Participants come away with a strategic business plan for their farm operation. However, experience shows planning is of little value without implementation. Moreover, aspects of both planning and implementation are learned – i.e. they take practice.

This study sought to understand:

1. How we can help good management practices become embedded habits, focusing on the ongoing implementation of the planning process after completion of the program?
2. What monetary and non-monetary benefits are being realized from the program, and are they sufficient return on investment?

Results reveal enablers for implementing the planning process on farms stems first and foremost from the tools provided by the CTEAM program and the opportunities to apply the skills and practices on a regular basis. The barriers to implementation include no time to implement the skills and practices, lack of support for changes to the business and resources to assist not available. A number of respondents cited it's easy to fall back into old habits without constant support and encouragement.

The study categorized benefits into Financial, Business and Personal Impacts.

Examples of Financial Impacts include: profit, debt management, and savings. Examples of Business Impacts include: process for decision-making, performance measurement and management, and access to a network of experts. Examples of Personal Impacts include:

confidence in management decisions, the ability to prioritize, providing clearer direction, understanding personal dynamics to better management people and communication skills.

It is interesting to note that Personal Impacts outweighed Business and Financial Impacts, both in terms of benefits of the program and also return on investment.

Overall, 95% of study participants ranked ROI greater than 10%. And 48% ranked ROI greater than 100%.

AME and FMC will use the study results to make improvements to the CTEAM program, including follow-up support, and additional programming to encourage the implementation of business planning practices.

## Robert (Bob) L. Ross Memorial Scholarship Congratulations to our 2017 recipient: Sarah Jackson

Robert (Bob) Ross was instrumental in guiding the CTEAM (Canadian Total Excellence in Agricultural Management) 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.

Through the Scholarship, one farmer 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.

The 2017 winner of the Robert L. Ross Memorial Scholarship is Sarah Jackson of Camlachie, Ont. The award will allow Sarah to attend the upcoming 2018-2019 CTEAM program.



CTEAM is managed by Agri-Food Management Excellence (AME). During the program, farmers learn detailed financial, marketing and human relations management skills, using their own operation as a case study.

Sarah Jackson is the third generation to farm on her family's 200 acre property in Camlachie, Ontario, where she runs Uplands Pheasantry, a hatchery that specializes in pheasants, partridge, quail, and wild turkeys, in addition to supplying mature birds to conservation areas and hunting preserves across North America. After the sudden passing of her father and business partner in 2016, Sarah's role on the farm immediately evolved into main operations manager, customer service specialist, and strategic decision maker for the niche business.

By attending the CTEAM program, Sarah hopes to gain the knowledge and skills she needs to strengthen Upland Pheasantry's strategic and operations planning, as well as guide the difficult process of succession planning for her family's farm. Sarah is also excited to be able to use the

knowledge and experience she gains through CTEAM to influence her advisory and advocacy work with the Lambton Federation of Agriculture. Ultimately, Sarah hopes to use her experience at CTEAM to shape her farm's future, building a successful business that one day her own daughter could take over, if she wishes.

## WILSON LOREE AWARD

### Congratulations to our 2017 recipient: Darrell Wade

Darrell Wade was announced as the 2017 recipient of the prestigious Wilson Loree Award. Now in its fifteenth year, the Award honours individuals or groups who have made an extraordinary contribution to advancing agricultural business management practices in Canada.

Darrell is the founder of Farm Life Financial Planning Group, which helps clients across Ontario find stability on their farm and ensure the farm can live on for future generations to come.

Darrell grew up on his family farm in Southern Ontario. His father, like so many farmers today, didn't take the time to plan for the "what ifs" with his professional team, and didn't communicate his intentions to the rest of the farm family. With his sudden passing at the age of 65, there was no way to continue the family farm business. Darrell joined the financial services industry where he now dedicates his time to helping other family-owned farms implement customized farm transition plans. His mission is to ensure no other family experiences a loss like his family did.

Wilson Loree personally presented the award to Darrell at the Agricultural Excellence Conference. "Many of our award recipients have been at the end of their careers, but as this is the 25<sup>th</sup> anniversary of Farm Management Canada, it seems very fitting to recognize someone who is making a significant impact in an area of business management early in their career who has many more years to continue to position farmers for success," said Wilson. "It's great to see that there are new folks entering the farm business management family - a sign of renewal and continuity for a prosperous future for Canadian agriculture."

"It is truly an honour to be recognized by Wilson and Farm Management Canada for the work we are doing in educating farm families on the importance of continuity planning," Wade said. "Farm families today are making a commitment to protect their legacy and educate the next generation. I am humbled to be a part of their process."



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 2017 recipients Shanthanu Krishnakumar, Jasmin Bautz and William Lacasse!

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 submissions from agricultural students across Canada and awards three deserving students with \$1,500, \$1,000 and \$500 towards their education.

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:

*Certain segments of the general public question the way food is produced, and have misgivings about the use of new technology. What concrete steps would you, as a future member of the agricultural industry, propose to bridge the information and awareness gap?*

FMC received 16 submissions.

Congratulations to this year's winners!



Shanthanu Krishnakumar  
University of Guelph,  
Vineland Campus, ON



Jasmin Bautz  
University of Saskatchewan, SK



William Lacasse  
Institut de Technologie Agroalimentaire,  
campus de La Pocatière, QC

View the winning videos at [www.fmc-gac.com/excellence-award](http://www.fmc-gac.com/excellence-award)

## AGRI SHIELD® - AN AGRIRISK INITIATIVE PROJECT



In January 2017, FMC began work on a new project called AgriShield®, an online platform accessible to farmers, advisors and groups to identify risks, assess the importance of each risk and provide information on solutions to the key risk areas for an individual farm, group or sector using a comprehensive approach.

**AgriShield**

AgriShield® is the first Canadian platform to offer a 360° view to help assess and manage risks on the farm.

The tool will use a comprehensive approach to risk, to help farmers assess the risks they face, then based on the probability and severity of the risk and their preparedness, create a risk management plan to address these risks. The platform covers 6 risk families including People, Finance, Market, Business Management, Business Environment and Production, and breaks those down into risk categories. Each of these risk categories, including Personal Well-Being, Hired Labour, Money Management, Sourcing, Selling & Trade, Environment & Climate, Pest & Disease Management, is further broken down into risk scenarios with suggested best management practices and helpful resources. These resources include a variety of options, from government programs to industry tools, to processes and procedures for taking a proactive approach to managing risk.

Over the past year, FMC have held countless focus groups and meetings with industry stakeholders to inform the design, function and format of AgriShield®.

The pilot phase of the project began April 1, 2018 and will continue until March 31, 2019, gathering feedback from a select group of users to improve its functionality and form, and to ensure that it meets the risk management needs of the agricultural sector.

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. FMC welcomes those interested in being involved in the project to get in touch directly.

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.

In partnership with:



G R O U P E  
**AGÉCO**

**MNP**  
LLP

## EAGLE

FMC remains the official national supporting partner of *EAGLE*.

*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.



*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.

## AGRI BENCHMARK

*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.



*agri benchmark* aims to:

- identify and understand driving forces for future trends and developments in global agriculture;
- analyze the impact of changing economic, technological and political framework conditions on farming operations, farm structures and agricultural production; and
- provide relevant information for all clients who want to strengthen their position in a global agricultural economy.

FMC worked with *agri benchmark* Cash Crop, the competence Center for global crop production in Braunschweig, Germany to meet with prospective partners and users to expand the *agri benchmark* program in Canada and host a national meeting of the *agri benchmark* network.

## 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 26 – Improving Beef Genetics and Advanced Record Keeping
- Thursday November 30 – Acquiring Farm Machinery – Is Leasing Better than Buying?
- Thursday January 25 – The Do's and Don'ts of Sugar Bush Management and Direct Marketing
- Thursday February 22 – Government Funding Programs Explained
- Thursday March 29 – Improving Soil Means Improving Margins
- Thursday April 26 – Navigating the Succession Planning Minefield

## 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.

## MANITOBA CANOLA AND ALBERTA WHEAT JOIN ALBERTA CANOLA

Following the lead of Alberta Canola, Manitoba Canola Growers and Alberta Wheat have formed a strategic alliance with FMC. 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.



## FMC's Industry Group Involvement



International Farm Management Association Board of Directors



Canadian Association of Diplomas in Agriculture Program



Agriculture More Than Ever



International Farm Transition Network

## FMC's Consultation Contributions

FMC participated in a number of industry consultations, including:

- Standing Committee on Agriculture & Agri-Food – Debt in the Ag Sector
- 2021 Census
- Tax Reform
- A National Food Policy for Canada
- Growing Forward 2 and the Next Policy Framework
- The Canadian Agricultural Partnership

- Agriculture & Agri-Food Canada BRM Program Review
- Investment Gaps in Canadian Agriculture & Agri-Food
- AgriRisk Forum: Achieving Success under the Canadian Agricultural Partnership
- University of Guelph Beginning Farmer Study
- University of Guelph Succession Planning Study

## FMC's Speaking Engagements

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

- Quebec Farmers' Association Farm Food Forum: Farm Business Management – It Pays!
- International Farm Management Congress: Creating a Recipe for Farm Management Success
- International Farm Management Congress: A Comprehensive Farm Business Management Strategy for Canada
- Farm Transition Advisor Focus Group: Farm Transition in Canada - Findings and Next Steps
- AgriRisk Focus Groups: Managing Risk in Agriculture – a Comprehensive Approach
- Agricultural Excellence Conference: Benchmarking Management Performance – How do you measure up?
- Eastern Ontario Federation of Agriculture Summit: Management Matters
- Provincial/Territorial Ministry Network: Farm Management Canada Priorities, Programs and Services
- Standing Committee on Agriculture & Agri-Food: Management Matters, and the Time is Now
- AgriRisk Forum: A Comprehensive Approach to Managing Risk in Agriculture
- Bridging the Gap Workshops: Farm Transition Learning Opportunities – the Path to Success
- FarmTech: Achieving Farm Management Success – A Panel Discussion
- Manitoba Canola Farm Business Forum: Making Management a Reality on your Farm
- Maritime Beef Conference: Planning for Success
- BC Ministry of Agriculture: Working Together to Create the Capacity to Succeed
- Dairy Australia: Canada's Farm Business Management Programs, Resources and Recommendations
- Canadian Association of Diplomas in Agriculture Programs: Farm Management Canada Priorities, Programs and Services

## Event Attendance

 **STANDING COMMITTEE ON AGRICULTURE**  
MAY 9, OTTAWA, ON

 **EASTERN ONTARIO FARM ADVISOR MEETING**  
MAY 10, EMBRUN, ON

 **IICA ANNUAL MEETING**  
MAY 31, OTTAWA, ON

 **INTERNATIONAL FARM MANAGEMENT CONGRESS**  
JULY 2-7, EDINBURGH, SCOTLAND

 **FPT MINISTER'S MEETING**  
JULY 18-19, ST. JOHN'S, NL

 **AGRI RISK CONFERENCE**  
SEPTEMBER 20-22, OTTAWA, ON

 **CANADIAN ASSOCIATION OF FARM ADVISORS MEETING  
(EASTERN ONTARIO CHAPTER)**  
SEPTEMBER 26, WINCHESTER, ON

 **ONTARIO FARM TAX UPDATE**  
OCTOBER 19, GUELPH, ON

 **ONTARIO FEDERATION OF AGRICULTURE EASTERN ONTARIO SUMMIT**  
NOVEMBER 8, BROCKVILLE, ON

 **SHEEP VALUE CHAIN ROUNDTABLE**  
NOVEMBER 9, OTTAWA, ON

 **FARM TRANSITION ADVISOR FOCUS GROUP**  
NOVEMBER 21, OTTAWA, ON

 **AGRICULTURAL EXCELLENCE CONFERENCE**  
NOVEMBER 21-23, OTTAWA, ON

 **NUFFIELD CANADA ANNUAL MEETING**  
NOVEMBER 23-24, OTTAWA, ON

 **P/T MINISTRY MEETING**  
NOVEMBER 24, OTTAWA, ON

 **AGRI BENCHMARK CANADIAN NETWORK MEETING**  
NOVEMBER 24, OTTAWA, ON



**FCC FORUM**  
NOVEMBER 25, KINGSTON, ON



**CANADA'S OUTSTANDING YOUNG FARMER PROGRAM NATIONAL RECOGNITION EVENT**  
NOVEMBER 29 - DECEMBER 3, PENTICTON, BC



**CROPSPHERE**  
JANUARY 9-10, SASKATOON, SK



**BRIDGING THE GAP: FARM TRANSITION FOR FARM FAMILIES WORKSHOP**  
JANUARY 11, SASKATOON, SK



**KEYSTONE AGRICULTURAL PRODUCERS OF MANITOBA**  
**KAP ANNUAL MEETING**  
JANUARY 24-25, EDMONTON, AB



**FARMTECH**  
JANUARY 29-FEBRUARY 2, EDMONTON, AB



**YOUR FARM BUSINESS IN 2025: SHIFTING DEMOGRAPHICS, MINDSET, AND ASSETS!** FEBRUARY 13, WINNIPEG, MB



**CROPCONNECT**  
FEBRUARY 14-15, WINNIPEG, MB



**CANADIAN YOUNG FARMERS' FORUM ANNUAL CONFERENCE**  
FEBRUARY 23-26, SASKATOON, SK



**CANADIAN FEDERATION OF AGRICULTURE ANNUAL MEETING**  
FEBRUARY 28 - MARCH 2, OTTAWA, ON



**BRIDGING THE GAP: FARM TRANSITION FOR FARM FAMILIES WORKSHOP**  
MARCH 6, ABBOTSFORD, BC & MARCH 19, LONDON, ON



**MARITIME BEEF CONFERENCE**  
MARCH 16-17, MONCTON, NB



**GRAIN FARMERS OF ONTARIO MARCH CLASSIC**  
MARCH 20, LONDON, ON

# REACH & IMPACT: A NATIONAL SUMMARY

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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.

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.

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.

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 7,500 information products resulting in over 400,000 touch points through electronic means such as Agriwebinars and the website and over 4,000 individuals reached through in-person events including the annual Agricultural Excellence Conference, Bridging the Gap: Step Up to Succession program and speaking at industry events.

The results of FMC's 2017-18 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:

- ✓ 88% of Farmers and 95% of Non-Farmers are more aware of beneficial business management strategies and tools
- ✓ 83% of Farmers are adopting beneficial management strategies and tools in their operation
- ✓ 74% of Farmers have advanced their business goals
- ✓ 75% of Farmers are meeting their goals

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

- Financial Plan
- Succession/Transition Plan
- Business Plan

The top beneficial practices adopted\*:

- ✓ Sought advice from industry experts (ex. advisors)

- ✓ Used detailed financial record-keeping to track costs more carefully
- ✓ Monitored markets and market opportunities

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

- ✓ Make better decisions
- ✓ Maintain/increase profitability and keep finances under control
- ✓ Adapt, respond to and manage change
- ✓ Achieve business sustainability, preparing for the next generation
- ✓ Take advantage of opportunities

*\*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

- 69% of Farmers gained over 5% profitability
- 48% of Farmers gained over 5% access to capital
- 71% of Farmers gained over 5% cost savings
- 58% 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. Planning for transition or succession
2. Seeking increased profitability
3. Advice from a farm business consultant
4. Insights gained from learning event
5. Government programs, incentives, regulations

And, the least likely factors influencing changing management practices include:

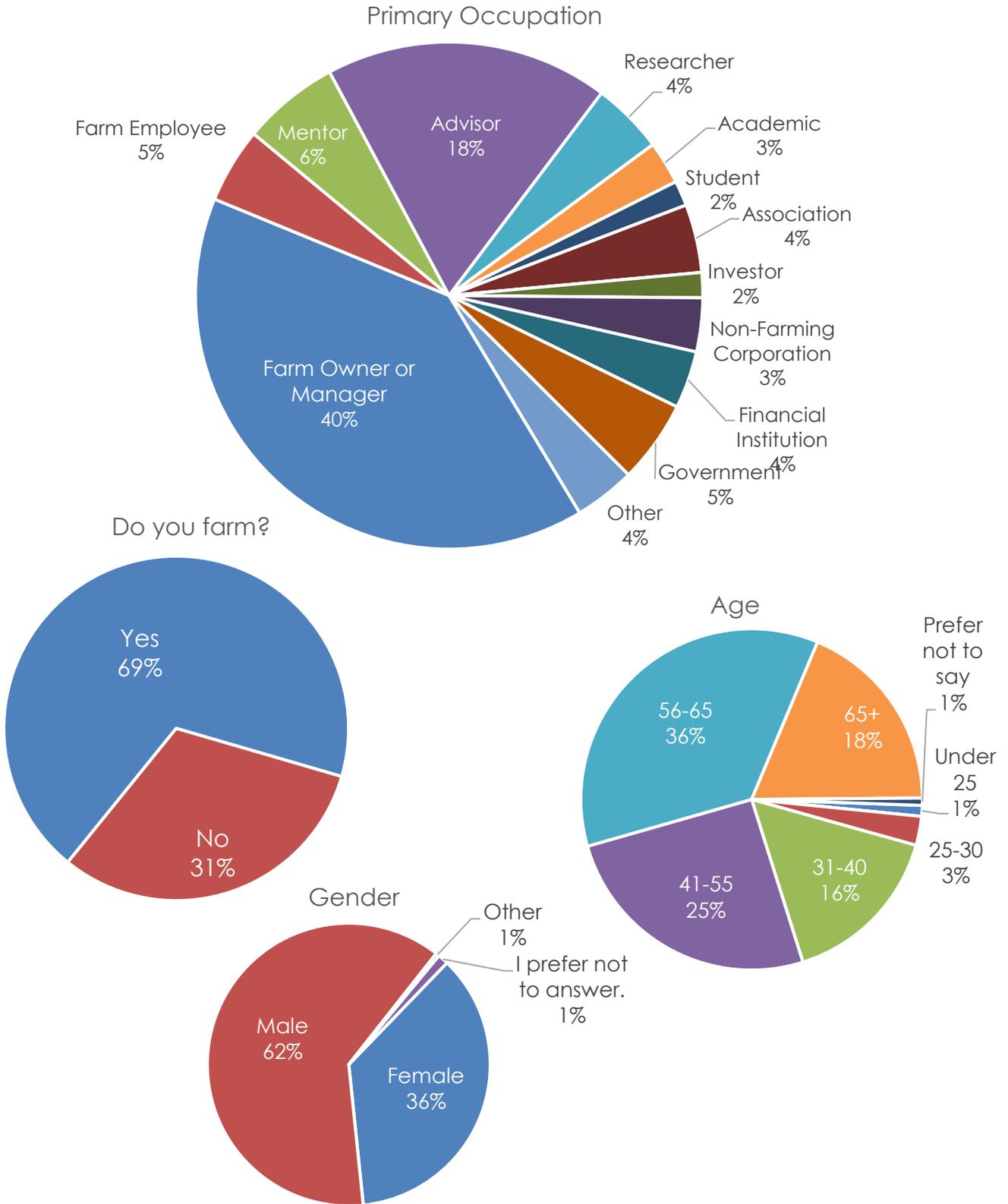
1. Demands from lenders or creditors
2. Planning to reduce farm debt

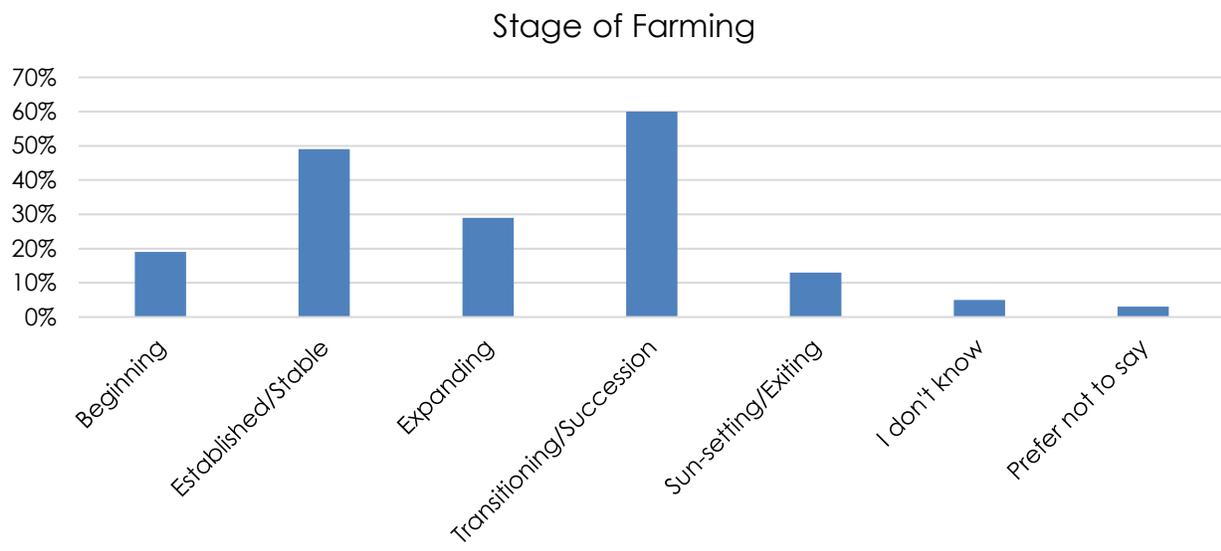
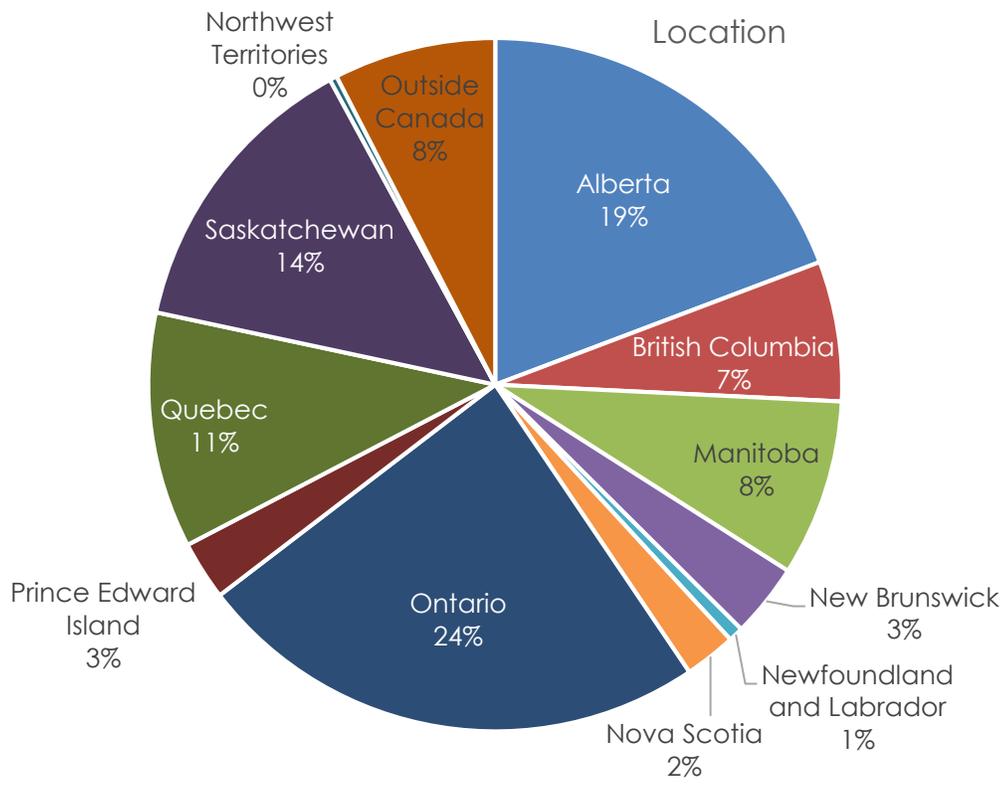
Farmers were also asked their biggest challenge in implementing farm business practices:

1. Having a planning process to keep momentum going
2. Getting partners on board with changes
3. Organizing information to make informed decisions
4. Finding time to work on the business
5. Working with the next generation

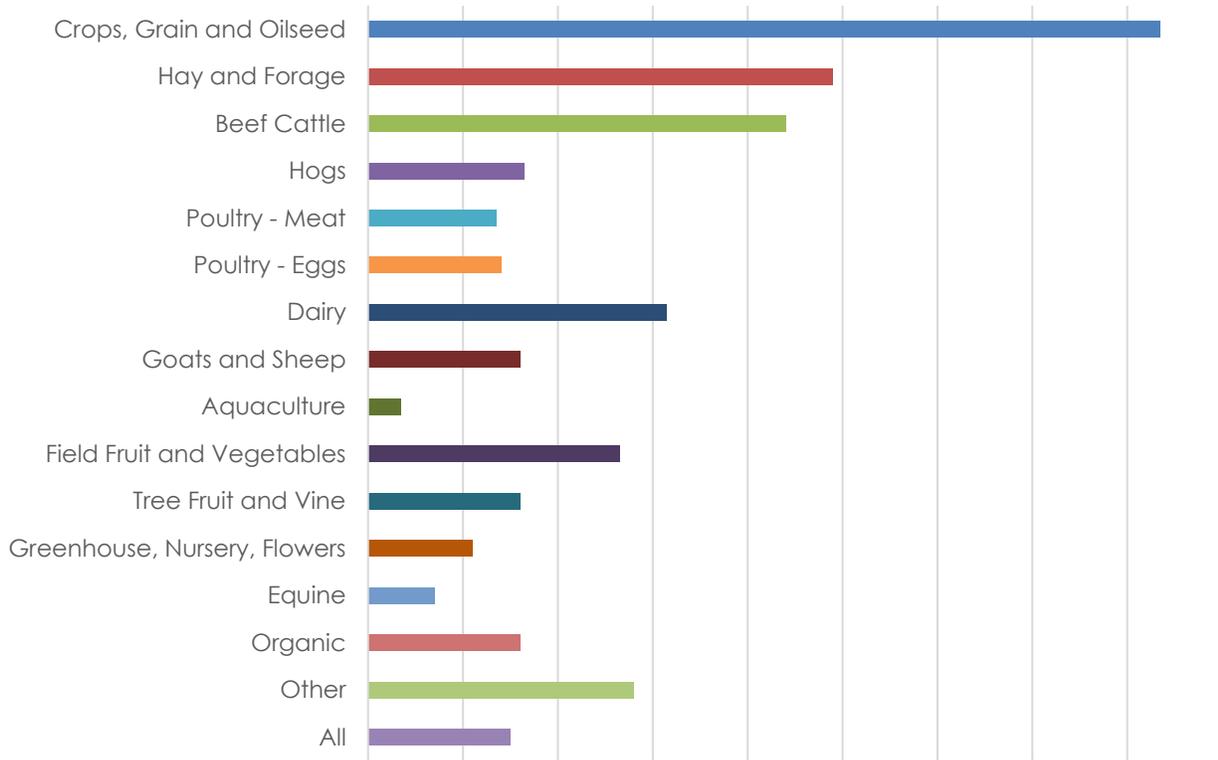
Farm Management Canada continues to calculate year-over-year demographic information to observe trends and target activities to continue to meet the needs of specific target groups.

The **DEMOGRAPHIC PROFILE OF FMC'S 2017-18 AUDIENCE** is summarized as follows:

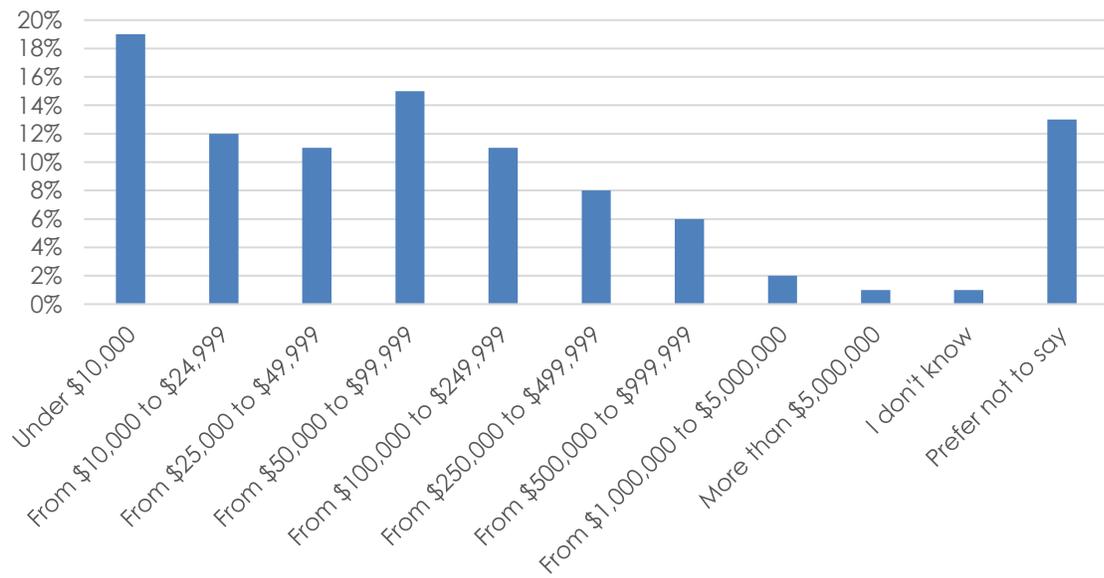




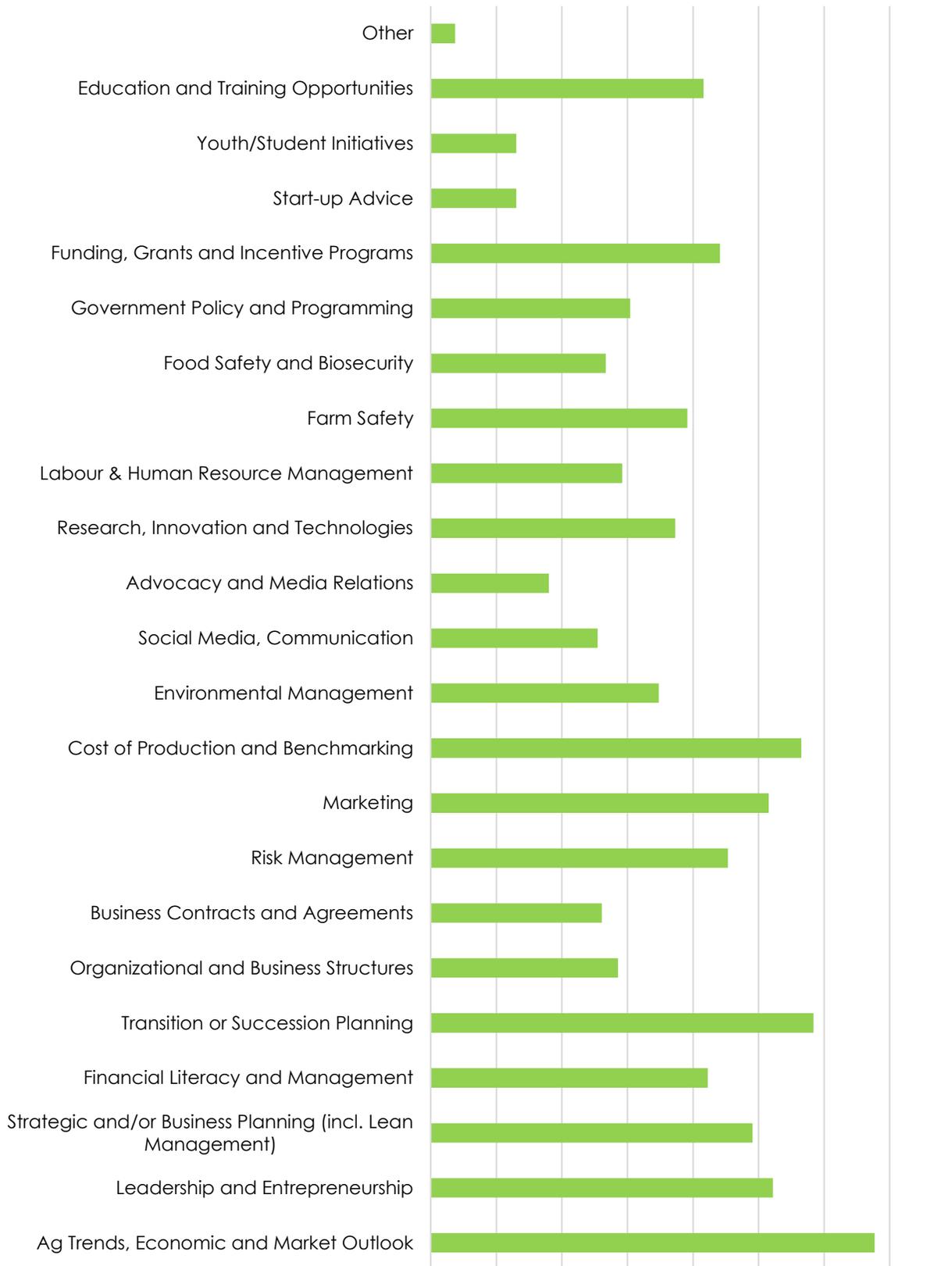
### Commodity/Production Sector



### 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

*\*DESIGNATES A NEW MEMBER!*

### CORPORATE MEMBERS

- BACKSWATH
- 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.
- WESTERN PRODUCER

### ASSOCIATION/ORGANIZATION MEMBERS

- AGRICULTURAL PRODUCERS ASSOCIATION OF SASKATCHEWAN
- ALBERTA CANOLA
- ALBERTA WHEAT
- BEEF FARMERS OF ONTARIO
- CANADA'S OUTSTANDING YOUNG FARMERS
- CANADIAN 4-H COUNCIL

- CANADIAN AGRICULTURAL SAFETY ASSOCIATION
- CANADIAN ASSOCIATION OF DIPLOMAS IN AGRICULTURE PROGRAMS
- CANADIAN ASSOCIATION OF FARM ADVISORS
- CANADIAN FEDERATION OF AGRICULTURE
- CANADIAN YOUNG FARMERS' FORUM
- CENTER FIELD SOLUTIONS
- CENTRE D'EXPERTISE EN GESTION AGRICOLE (CEGA)
- CENTRE DE RÉFÉRENCE EN AGRICULTURE ET AGROALIMENTAIRE DU QUÉBEC
- GLOBAL NETWORKS
- INTERNATIONAL FARM MANAGEMENT ASSOCIATION
- 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                 | Herman Simons               |
| Saskatchewan            | Jaycee Peutert              |
| Manitoba                | Shane Dobson                |
| Ontario                 | Anne Marie Ker              |
| Quebec                  | Patrice Carle               |
| New Brunswick           | Sylvain Gadbois             |
| Nova Scotia             | Gary Koziel                 |
| Newfoundland & Labrador | Afton Madore                |
| Prince Edward Island    | Lynda MacSwain              |
| Northwest Territories   | Debbie Watsyk/Loren Cou tts |
| Yukon                   | Brad Barton                 |

## INDIVIDUAL MEMBERS

### BRITISH COLUMBIA

George Geldart

Jo Ann Sandhu\*

Tamra and Tom Davison

### ALBERTA

Art Lange  
Bill MacFarquhar  
Brian Wittal  
Danielle Lee  
Dora Simonin  
Graham Gilchrist

Humphrey Banack  
John Hopkins  
Joe Rowbottom\*  
Judy & Norm Wilson\*  
Kent Sereda\*  
Laura Bechard

Mike Kalisvaart\*  
Patrick Ackerman  
Reg Shandro  
Sterling Hilton  
Trish Henderson  
Wilson Loree

### SASKATCHEWAN

Brandt Carter\*  
John Spencer  
Merle Byrnes

Ryan Maurer\*  
Tamara Carter\*  
Terry Aberhart\*

Terry Kremeniuk  
William McPhadden

### MANITOBA

Colin Hudon  
Donald Pratt\*  
Elaine Froese  
Jason Hodson

Joerg Zimmermann  
Paul Loeppky  
Steve Dziver

Terry Betker  
Ty Kehrig

### ONTARIO

Alain Leduc  
Barbara Parker  
Barbara Taylor  
Bonnie Vallentyne  
Don Cyr  
Donald Good\*

Gerry Wieck  
Jeannette Mongeon-Dignard  
Jeff Davies  
Joanne & Tony Hogervorst  
Larry Martin  
Len Davies

Michel Dignard  
Nancy Ross  
Rick Lekx  
Salahuddin Saiyed  
Wilfred Kapasa

### QUEBEC

Mathieu Rouleau\*

Suzanne Laplante

### NOVA SCOTIA

Sandra Sabourin

### NEWFOUNDLAND AND LABRADOR

Gerard Walsh\*

Mervin Wiseman

### PRINCE EDWARD ISLAND

Colleen Younie  
Gerard Fitzpatrick\*

John Griffin\*

Tim Ogilvie\*

### NEW BRUNSWICK

Andrew Lovell \*

Donald Daigle

# GOVERNANCE, MANAGEMENT AND SUSTAINABILITY:

## POSITIONING FMC FOR THE FUTURE

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FMC has had a very busy year as the final year of its 5-year Contribution Agreement with Agriculture & Agri-Food Canada (AAFC) and 25<sup>th</sup> anniversary of the organization. Partnership development and collaboration continues to be a top priority for FMC. FMC has continued to work diligently to position its activities to bring financial sustainability for the organization, while working with industry partners to garner the additional support required to meet the changing needs of industry stakeholders. We're thrilled to see Alberta Wheat and Manitoba Canola Growers following the lead of Alberta Canola with a strategic alliance to support FMC as a resource centre and umbrella for farm business management activity in Canada.

Our focus under Growing Forward 2 has been to farmers implement a business planning process for the farm in order to confront change with confidence, seize opportunity and keep farms healthy for generations to come. This remains our focus going forward as we see our programs providing the building block for a foundation for success.

The Agricultural Excellence Conference provides 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. It remains a unique learning experience and we're thrilled to see industry partners taking advantage of AgEx to host accompanying events.

The CTEAM program remains the only national farm business management planning program exclusively for farmers while the Bridging the Gap: Step Up to Succession program continues to provide valuable insights into the needs of today's farmers for successful farm transitions to our future farmers, and has helped shape our proposed programming over the next 5 years immensely. We're keen to continue our work with farm transition advisors to ensure we have the expertise available to farmers through this very crucial time for the farm business.

And, we're excited to launch the AgriShield® pilot project, gaining valuable industry feedback on how the platform can help farmers identify, assess, prioritize and take a comprehensive approach to managing risk.

FMC will continue to be the voice, and champions for cultivating excellence through farm business management.

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.

## Investing in Farm Business Management: Canada's Best Risk Management and Growth Strategy

FMC was established as the Canadian Farm Business Management Council in 1992 following the financial crisis of the 1980s where interest rates spiked and commodity prices bottomed out, leaving some farmers high and dry. For 25 years, FMC has worked to increase awareness and adoption of farm business management practices to equip Canada's farmers with the tools to weather the storm, confront change with confidence and seize opportunity.

Our mandate is our greatest challenge, and our greatest strength.

2017 marks our 25th anniversary, and our work continues as we enter into a new era of farm policy.

By 2050, farmers must produce 70% more food to feed 9 billion people around the world<sup>1</sup>. Further, Canada has set an ambitious target for agriculture to become Canada's key economic driver, moving from the world's 5<sup>th</sup> to 2<sup>nd</sup> largest exporter, increasing exports \$20 billion by 2025<sup>2</sup>. At the same time, 75% of Canada's farms will change hands over the next 10 years<sup>3</sup>. Canada's farmers require a solid foundation for sustainable economic growth. However, currently less than 25% of Canada's farmers have a plan<sup>4</sup>. We know that farmers who invest in improving their management practices can increase profitability by up to 525%, taking the sector from a vulnerable to a strong economic position<sup>5</sup>. We must empower future and current farmers with the capacity to succeed for today, and generations to come.

**Investing in farm business management is Canada's  
only sustainable long-term competitive advantage.**

The next agricultural policy framework, the Canadian Agricultural Partnership, provides a significant opportunity to position farm business management in its rightful place as a fundamental contributor to farm business success and continued prosperity and economic growth for Canadian farmers, the agricultural sector and Canada as a whole.

The Canadian Agricultural Partnership (CAP) that emerged from the July Minister's meeting in St. John's confirmed the following 6 priority areas:

1. Science, Research and Innovation
2. Markets and Trade
3. Environmental Sustainability and Climate Change
4. Value-Added Agriculture and Processing
5. Public Trust
6. Risk Management

FMC and partner organizations encouraged Government to consider adding a 7<sup>th</sup> priority area to address Farm Renewal through Business and Human Resource Development. Without being a named priority in and of itself, we fear production will continue to dominate the agricultural sector. Where much confusion surrounds the concept of farm business management and its link to managing risk, Canada needs to improve its efforts to promote the value and benefits of farm business management practices and build the underlying capacity to confront change with confidence and seize opportunities for sustainable growth in meeting global demands.

An immense opportunity for growth for the Canadian agricultural sector will come from shifting attitudes towards business management practices to increase adoption rates.

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<sup>1</sup> FAO. 2009. *How to Feed the World in 2050*

<sup>2</sup> Department of Finance Canada. 2017. Report from the Advisory Council on Economic Growth – “The Barton Report”

<sup>3</sup> BDO Tax Bulletin: Succession Planning for the Transition of a Family Farm November 2014.

<sup>4</sup> Dollars and Sense: Measuring the Tangible Impact of Farm Business Management Practices on Canada's Farms. 2015. Commissioned by Farm Management Canada and the Agri-Food Management Institute.

<sup>5</sup> Ibid.

## STAYING CONNECTED

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

- ✓ Visit our Website and share our Social Media
- ✓ Watch live and archived Agriwebinars
- ✓ Attend the Agricultural Excellence Conference and other events
- ✓ Become an expert: speaker, writer, resource
- ✓ Host learning sessions with FMC and 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 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: 2018-19

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2018-19 promises to be an engaging year as we await news from Agriculture & Agri-Food Canada regarding our application under the Canadian Agricultural Partnership.

In an ever-changing and increasingly complex global marketplace, the business-savvy farmer is positioned to confront change with confidence and seize opportunity, carving out a steady path for sustainable growth and prosperity.

FMC will concentrate on:

1. Promoting the importance and value of farm business management
2. Cultivating the business management acumen of Canada's farmers, increasing their management capacity
3. Studying best practices and new approaches to meet the changing needs of Canada's farmers and underrepresented groups
4. Organizational efficiency and financial sustainability

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*



"You can succeed best and quickest by helping others succeed."

*~Napoleon Hill*