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FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

1992 - 2017 **25** YEARS-ANS

SUMMER UPDATE 2017

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MESSAGE FROM THE CHAIR

Sterling Hilton

I think we can all agree – the only certainty in agriculture is...uncertainty. While our friends in the west deal with raging forest fires, the prairies are trying their best to manage varying drought conditions, while central and eastern Canada deal with flooding. Farmers across Canada are being challenged to manage for success under these very stressful conditions.

While applying farm business management practices cannot prevent forest fires, drought and flooding, it does provide the means to put measures in place to minimize threats and maximize opportunities for the farm...to turn some uncertainty into certainty. For those farmers experiencing adverse weather conditions, is there an opportunity to develop contingency plans, should the same issue arise next year? Perhaps standard operating procedures to evacuate livestock, for example, or investigating tile drainage, cover crops, or irrigation systems?



In July, I had the opportunity to take part in the 21st International Farm Management Congress hosted in Edinburgh, Scotland. I am very proud to have been part of a 40-person Canadian delegation including 20 young farmers from our Bridging the Gap: Step Up to Succession program. We were joined by over 300 participants and gained insights into agriculture in Scotland and around the world. Understandably, Brexit was the topic of choice given the host country. There is so much unknown about post-Brexit agriculture for Scotland and the UK. One thing is for certain, the industry's reliance on subsidies is under close scrutiny and if food policies change there will be a lot of farms in trouble with their current business plans.

Last week, we achieved a milestone for our farm operation – we opened one of the first craft breweries in North America where the malting and brewing will take place under the same roof. This is our first foray into value-added agriculture and vertical integration. So far, it has been a wild ride, and while full of unknowns and surprises, planning has been vital to a successful launch and will be integral to the long-term success of the business (and yes, official taster is a legitimate job title).

As we move into harvest, pay attention to your stress and anxiety levels. Ensure you are taking the right precautions to provide a safe working environment. Remember, even during stressful times, to celebrate the successes. There are no certainties in life.....might as well have a little fun along the way!

Sincerely yours,

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

“Uncertainty is an uncomfortable position.

But certainty is an absurd one.”

~ Voltaire

Sterling Hilton, Chair
Farm Management Canada

MESSAGE FROM THE EXECUTIVE DIRECTOR

Heather Watson



Greetings farm management enthusiasts!

While the summer is typically a bit quieter on the events front, after waiting a long two years, we finally had the opportunity to take part in the 21st International Farm Management Congress hosted by our friends and colleagues in Edinburgh, Scotland. And even better, we were joined by a 40-person Canadian delegation including our young farmer participants from the Bridging the Gap program. I feel extremely privileged and proud to serve as the Canadian representative to the International Farm Management Association Council. I also head up their social media! A brief report on the Congress along with some photos can be found later in our Summer Update. Plan to attend the Agricultural Excellence Conference for a full report! The next Congress is taking place March 3-8 2019 in Tasmania, Australia #IFMA22 www.IFMA22.org.

Following the Congress, we were invited by our good friends at the Canadian Federation of Agriculture to take part in their Federal-Provincial-Territorial Ministry roundtable held in conjunction with the Minister's meeting in St. John's, Newfoundland to ratify the Next Policy Framework. The Roundtable discussion included Minister Morneau's Economic Advisory Council Report, the National Food Policy, the Next Policy Framework and NAFTA. As you would have seen in the news, the Ministers came away with the next policy framework: the Canadian Agricultural Partnership. They have implemented some changes to the BRM programs, and have promised a full review of the programs. It is FMC's hope that such a review will acknowledge the important role of farm business management practices to help our industry manage risk; minimize threats and maximize opportunities, where the BRM programs are one of many risk management strategies farmers can employ.

While in St. John's for the FPT Ministers Roundtable, I had the pleasure of being hosted by the Newfoundland and Labrador Federation of Agriculture and the chance to sit in on a number of meetings with the Atlantic Federations of Agriculture. My sincere thanks to Merv, Paul, Leanne and the team for their hospitality.

This year is a big one for FMC – it's our 25th anniversary and the final year of our current Contribution Agreement with Agriculture & Agri-Food Canada. We hope to see continued support for increasing the adoption of farm business management practices on Canada's farm. We hope that you will help endorse the value of FMC and investing in business skills development to position our farmers for ongoing success.

Here's to another 25 years!

We hope to see you November 21-23 in Ottawa for the Agricultural Excellence Conference and to help us celebrate this milestone! We've got a great lineup of speakers and interactive learning opportunities – this is one Conference you do not want to miss!

A handwritten signature in black ink, appearing to read 'Heather', with a long, sweeping horizontal line extending to the right.

Heather Watson, Executive Director
Farm Management Canada

*"You were born to win, but to be a winner,
you must plan to win, prepare to win,
and expect to win."
~ Zig Ziglar.*

FMC ACTIVITY UPDATE

A national umbrella for Canadian farm business management activity, FMC is the only organization devoted exclusively to the development and delivery of advanced business management information, tools and resources to position Canada's farmers for success.

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

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

As your farm management resource centre, Farm Management Canada is pleased to provide a link to your current tools and resources that relate to business management at the farm level.

Please consider inviting FMC to your events and meetings to share the best management practices of Canada's leading farmers and the resources and programs available and required to position Canada's farms for success.

Do not hesitate to contact us if you are interested in sharing your work – or working together! As a resource centre, we pride ourselves on not only knowing what is happening in farm management across the country, but also sharing that information with others. We're keen to hear from you! Drop us a line at info@fmc-gac.com.

BOARD AND GOVERNANCE

The Board of Directors held its Summer Teleconference on August 18th focused on reviewing Board, Executive Director and organizational performance as well as the 2017-18 Business Plan and Budget derived from the Strategic Planning session.

As the last year of the current Contribution Agreement with Agriculture & Agri-Food Canada, FMC will be concentrating its efforts on relationship-building and gaining industry support as we prepare our proposal for the Canadian Agricultural Partnership.

FMC's new Key Result Areas are as follows:

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 business planning and management processes.

ANNUAL GENERAL MEETING & ELECTIONS

FMC's Annual General Meeting took place by webinar Tuesday June 27th. Thank you to everyone who joined us to hear about our accomplishments and vision going forward.

By acclamation, Jeannette Mongeon-Dignard will continue to serve on the Board of Directors for a second three-year term. Sterling Hilton was re-elected Chair, Joerg Zimmermann was re-elected Vice-Chair, and Patrice Carle was re-elected Secretary/Treasurer.

THE NEXT POLICY FRAMEWORK: **THE CANADIAN AGRICULTURAL PARTNERSHIP**

The next policy framework 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 or 'core elements':

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

RealAgriculture provides a nice summary of the CAP changes at the link given below.

www.realagriculture.com/2017/07/ag-ministers-reach-deal-on-new-framework-dubbed-the-canadian-agricultural-partnership/

In a nutshell:

- Under AgriStability, all producers are guaranteed at least 70% of their reference margin
- P/T Ministries will have the authority to allow a later participation option in AgriStability with a 20% reduction in coverage
- AgriStability and AgriInvest minimum payments have increased to \$250
- AgriInvest matching payments from government will be capped at \$10,000 per producer and maximum allowable net sales will be reduced to \$1 million
- The BRM (business risk management) programs will undergo a year-long review

What about Farm Business Management?

FMC and partner organizations have been encouraging the Government to consider adding a 7th priority area to address Farm Renewal through Business Development and Labour. This would include such aspects of building capacity and competitiveness as business management, business development, young farmers and new entrants, human resources, safety and business continuance, transition and succession.

Without being a named priority in and of itself, we fear the “more, more, more” mentality will continue to dominate the agricultural sector and farmers will struggle to build the underlying capacity to fully take advantage of the opportunities and thrive in the long-term. Better is better before bigger is better.

And, while Risk Management is recognized as a priority area, it speaks mainly to the BRM programs. Adopting and investing in farm business management practices is the best strategy to manage risk. It takes a proactive approach to identifying risks and building mechanisms to either prevent risk or mitigate the negative effects of risk. BRM programs are just one way to manage risk, and tends to only deal with uncontrollable risks such as price and production loss from markets or weather. Farm business management is about identifying those risks that are in your control and managing them.

We hope that you will join FMC in promoting the value of farm business management in building the capacity for Canada's agricultural sector to not only survive, but thrive.

If you have any questions or concerns or would like more information on FMC's policy recommendations, contact us.

FROM THE DESK OF THE BUSINESS DEVELOPMENT MANAGER:

CHRIS PENTON

As we approach November, the majority of business development efforts have been focused on the Ag Excellence Conference (Ag Ex) in Ottawa. Sponsorship is coming along nicely with a few returning names as well as new industry supporters.

Expecting over 200 delegates this year, the 150th anniversary of Canada will play a part in our annual gathering. Along with a bus load of students from McGill's MacDonald Campus, the young farmer numbers are expected to rise again this year with participants from the Bridging the Gap program. As the next generation recognizes the increasing importance of a savvy business acumen for the farm operation, they know Ag Ex is the place to uncover all the trade secrets!

We have signed an annual partnership with Manitoba Canola Growers Association support the longevity of FMC and increasing the adoption of best farm business practices.

Alberta Canola were the first group to come on board with an annual partnership. Our sincere thanks to Rick and his team for stepping up and encouraging others to do the same!

We welcome other industry associations and corporations to invest in better farm business management practices. As we have done with the above groups, we could tailor an agreement to help you work towards your goals.

For more information on working with FMC please contact me at 613-237-9060 x23 or chris.penton@fmc-gac.com

PROJECTS AND PROGRAMS

21ST INTERNATIONAL FARM MANAGEMENT CONGRESS



FUTURE FARMING SYSTEMS

July 2 – 7 2017

Edinburgh, Scotland

**Over 350 participants from over 30 countries
for a week of learning, enlightenment and laughter.**

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 21st Congress was held July 2-7 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. Well done Hannah!



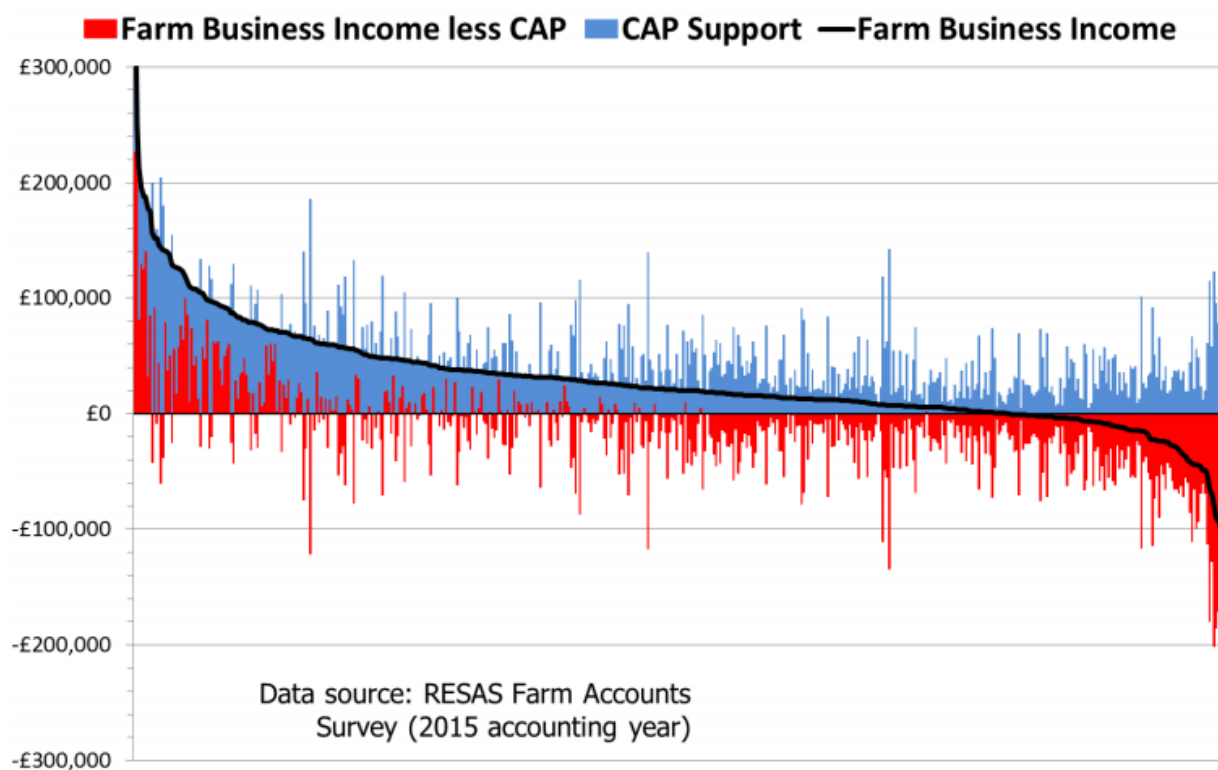
The Congress program offered a variety of learning and networking experiences including:

- ✓ 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.

While details on post-Brexit and its impact on Scottish agriculture remain unknown, government subsidies were a topic of much discussion. The chart below was presented by Steven Thomson of Scotland's Rural College (SRUC) showing the impact of the EU's Common Agricultural Policy support and Farm Business Income in Scotland.

CAP reliance



The following graphic from William Neville of Savills shows the current levels of subsidy support in Britain.

Current Levels of Subsidy Support

Source: Savills Research

savills



Most of the farms we visited and learned about were mixed farming operations with multiple commodities and value-added production, vertical integration and agri-tourism to take advantage of market demands and diversify risk across a number of businesses within the operation. The use of cooperatives was notable, helping processors achieve economies of scale in supplying goods to retailers, while helping farmers bank on a stable buyer. Cooperatives also provided value-added services to their growers including training and skills development opportunities, benchmarking and market analysis.

There seemed to be a recognition by the Scottish government, especially as we got into the Highlands, that agriculture and farming are performing a public service by keeping the countryside beautiful and preserving Scottish traditions such as the highland cows and blackface sheep where the cost of production exceeds market value. Subsidies are offered, it seemed, so that farmers could keep farming. Very interesting.

Farm succession and measures to help new farmers get established was also a topic of much discussion. While access to capital was raised as a barrier to success, time and skills were also a concern. Time in terms of time limitations if an off-farm job is required to supplement income, and skills in terms of business management acumen and the need to innovate for bringing alternative incomes into the operation. It was noted those new to farming might have a steep farming skills learning curve but more business acumen, while young farmers know how to farm, but lack the business acumen to succeed economically. The Scottish government offers starter farms with 10-year tenancy as well as start-up grants from €15,000 to €70,000. Mentorship from advisors, learning workshops, case studies and other extension and outreach such as newsletters are also offered.

The Farming Challenges discussed, will sound familiar:

Economic | Environmental | Societal | Political | Labour/Skills

As will the Global Challenges:

Population Growth | Dietary Change | Food Security | Environmental Impact

Tim Brigstocke, Chairman of the IFMA21 organizing committee offered these Keys to Success:

- Continued technical improvement by farmers
- Continued investment by processors
- Better market focus, responsiveness and equity throughout the supply chain
- Improved consumer engagement, understanding and acceptance of the industry
- Sufficient margins to facilitate capital expenditure, a willingness by the banks to lend for it and its efficient implementation by farmers
- A consistent flow of trained, motivated and competent people throughout the chain
- Greater understanding, acceptance and vision from policymakers

Some soundbites from IFMA21:

'Health is the new wealth' (customers are changing)

'Food is a complex water transport system'

'In 2030 the world will have only 60% of the water it needs'

'Most people consume only 10 meals on a rotational basis' (we are not using the capabilities of the food system or human body)

'Two trillion dollars are spent on trying to cure obesity'

'In western countries, the amount spent on food is similar to that spent on phone communications'

'In Russia the largest Angus cattle herd is 400 000 - the plan is to increase the herd to one million within five years'

And our favourite...

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

Some photos from IFMA21:



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Catch the action online!

Follow and Like **@IFMAOnline** www.facebook.com/ifmaonline for the latest and greatest.

Search for **#IFMA21** to read tweets from Congress participants.

Use **#IFMA** and **#IFMA22** to continue to conversation as we look towards the next Congress.

Join our LinkedIn group: www.linkedin.com/groups/3161741



www.IFMAOnline.org

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

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YOU ARE INVITED!



Feb 24 – Mar 3
Mar 3 – Mar 8
Mar 9 – Mar 15

Join us in Tasmania, Australia March 3 – 8 2019!
22nd International Farm Management Congress
Growing Agriculture at 41 Degrees South
www.IFMA22.org

IMPORTANT DATES:

Pre-Congress Tour: Tasmania
IFMA22 Congress in Tasmania, Australia
Post-Congress Tour: Sydney to Melbourne

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.

**Successor Development
Program**

The Successor Development program provides an opportunity for young farmers to join FMC and take part in key industry events dedicated to farm business management and more importantly, taking over the farm.

Did you know?

*Less than 1/3 of Canada's farmers have a succession plan, yet
75% of Canada's farms will transition over the next 10 years*

FMC was pleased to bring its 2016 and 2017 Successor Development Program participants to the 21st 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!



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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), Sajjan 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).

Some comments received via Facebook:

Last formal learning day at IFMA21 - International Farm Management Congress in Edinburgh, Scotland. What a week! 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 unmeasurable.

- Jill Azanza, Chicken and Turkey Farmer, Canada

Today was a life-changing experience! I want to thank Bridging the Gap Program for selecting me to come out to Scotland and have an experience of a lifetime! #BTG #berrygood #Mandairfarms #Scotland #hightunnelproduction #yearoftheharvest Get ready because I'm coming back with a mind full of knowledge and we're gonna have some berry good strawberries for a long time!! 🍓

- Sajjan Mandair, Berry Farmer, Canada

Next, these young farmers will take part in FMC's Agricultural Excellence Conference (November 2017) followed by Canada's Outstanding Young Farmer National Event (November 2017) and the Canadian Young Farmers' Forum National Conference (February 2018).

Succession & Transition Planning Workshops* for Farm Families!

The **Bridging the Gap Workshops** welcome 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.



Elaine Froese
Farm Family Coach



Cedric MacLeod
Management Consultant

We are looking for 20 farm families (parent-successor) to sign up to each workshop. Stay tuned for workshop locations and dates!

For more information on the Bridging the Gap program, please visit fmc-gac.com/programs-services/btg

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
ÉDUCATEUR | ÉNERGISÉ | EMPLOIÉ | ÉCONOMISÉ | ÉTUDIANT | EMPLOYÉ



*Workshops are only taking place in British Columbia, Saskatchewan, and Ontario for the 2017-18 program.

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AGRICULTURAL EXCELLENCE CONFERENCE: AG EX

Plan to attend...



**Farming For Our
Future: Canada's 150th**

November 21-23, 2017

Ottawa, Ontario



The Agricultural Excellence Conference is a one-of-a-kind event in Canada that brings diverse industry experts and stakeholders together from across disciplines, regions and production sectors to share and explore beneficial farm management practices and insights with leading farm business thinkers.

For a limited time, BOGO 50% off registration!

This offer is available as an early bird incentive, so don't delay!

Some of our Featured Speakers:



**Benchmarking Management Performance:
How Do You Measure Up?**

Heather Watson, Farm Management Canada
Emcee, Host and Co-Presenter:



Terry Betker, Backswath Management Inc.

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Resilience and Agility: How to Create a Best in Class Farm Business!

Michael Boehlje, Purdue University



Culture Beats Strategy: Finding the Bets Roles for Your Farm Team

Elaine Froese, Farm Family Coach

+ Coach on Call in the Hall

Book 30 minutes for a private coaching session with Farm Family Coach Elaine Froese. She will listen, guide, and empower you to create the next steps for better clarity of expectations and certainty of timelines for your role on your farm.

**The Great Debate:
Supply Management: Win, Lose, or Draw?**

Dr. Sylvain Charlebois,
Dean of the Faculty of
Management,
University of Dalhousie



Dr. Bruce Muirhead,
Vice President, External
Research,
University of Waterloo



**Panel Discussion:
The Greatest Risk Facing the Family Farm**

Moderator:
Maggie Van Camp, Country Guide



Producer Perspective

Brenda Metcalf,
Ontario Farmer



Producer Perspective

David Beking,
Beking Eggs



Industry Perspective

Len Davies, Davies Legacy
Planning Group Inc.



Industry Perspective

Hugh O'Neill, O'Farrell
Financial Services



International Insights: Positioning Canada for Success in the Global Marketplace

Clair Doan, Nuffield Scholar

And Many More!

In addition to expert plenary speakers, AgEx offers a number of unique, interactive features:

- **BRIDGING THE GAP: Young Farmers' Bear Pit & Young at Heart Forum**
- **NATIONAL FARM BUSINESS MANAGEMENT RESOURCE SHOWCASE**
- **CONCURRENT WORKSHOPS**

More information: <https://fmc-gac.com/programs-services/agricultural-excellence-conference/>

WILSON LOREE AWARD- NOW ACCEPTING NOMINATIONS!



Farm Management Canada is seeking to honour individuals or groups with the 2017 Wilson Loree Award. This prestigious award was established over fifteen years ago, to honour those that have made an extraordinary contribution to developing and promoting new and positive change in agricultural business management practices and expertise in Canada.

Do you know someone who has made an extraordinary contribution to developing and promoting new and positive change in agricultural business management practices and expertise in Canada?

Nominate them for the Wilson Loree Award today!

FMC encourages the nomination of individuals or groups that:

- have made significant contributions in the area of business management regionally or nationally;
- have demonstrated innovation in areas such as turning research into practical management tools, adapting best practices from other sectors to agriculture, and finding new ways to deliver training, information and resources to farm managers;
- have served as a role model and a mentor to colleagues, partners and clients, inspiring them to achieve their full potential;

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- have demonstrated the ability to network and develop partnerships to include others in furthering the shared goals and vision of the agriculture industry

Nominations are required by **October 13, 2017**. FMC Staff and Board members are not eligible for the award. The winner will be revealed during the Agricultural Excellence Conference on Wednesday November 22nd. All are welcome to attend.

Visit www.fmc-gac.com for more information on the Award or email info@fmc-gac.com.

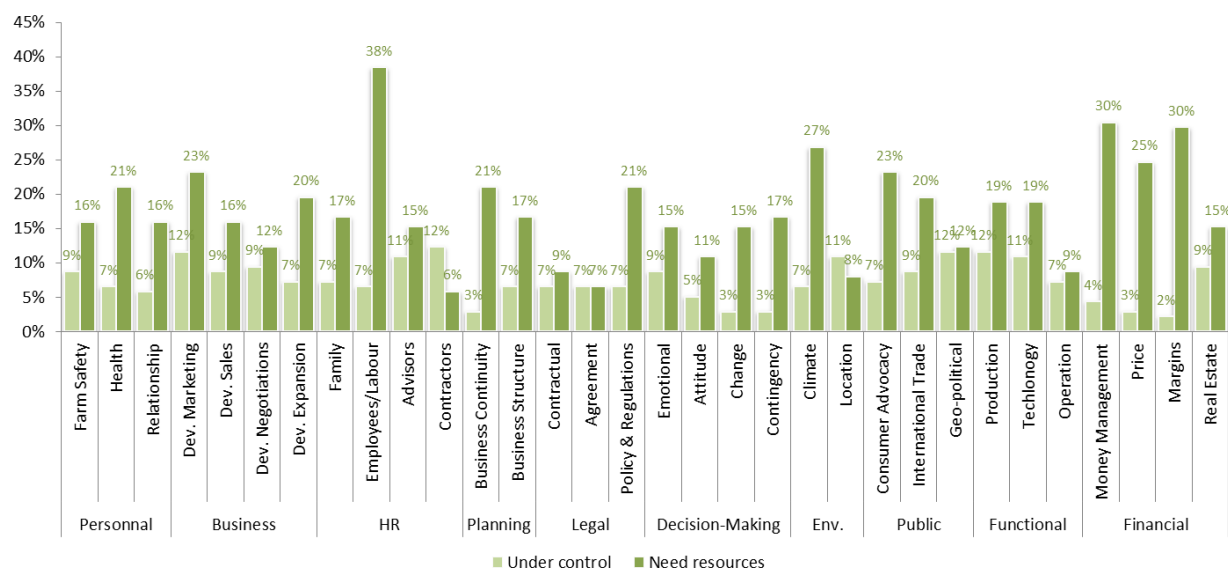
FMC'S NEW COMPREHENSIVE RISK MANAGEMENT TOOL - AGRISHIELD

Last January FMC began work 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. This project will also provide insight into identified gaps in risk management tools based upon industry needs.

During the last few months, FMC, working with partners including the Canadian Federation of Agriculture and MNP, conducted a series of public consultations across the country to determine the needs and current practices of Canadian farmers in regards to risk management and assessment. The topics addressed during the consultations include:

- Types of risks deemed under control or needing more resources
- Tools used to manage various risks
- Design, functionalities and applications of AgriShield
- Success factors & barriers to adoption

Overall, none of the risks identified in agriculture were deemed 'under control' and participants expressed a need for more resources to manage all types of risks.



Although over 200 risk management resources were identified, none were deemed complete enough to cover most types of risk faced by the agricultural sector. There is a clear need for a comprehensive approach to risk assessment and management.

Participants in the consultations outlined the need for an online risk management platform that would allow farmers and advisors to:

- Find resources and solutions to deal with specific, immediate situations or risks
- Assess exposure to risks for individual businesses and for specific producer groups
- Create plans to mitigate and manage risks at the farm level

Thanks to the results of these public consultations, which were later confirmed by the AgriShield Advisory Committee, the framework for the AgriShield online software is currently under development. More information about AgriShield will become available in the coming months. The pilot is scheduled to launch in April 2018.

This project is made possible 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.

FARM TRANSITION ADVISORS' NETWORK FOCUS GROUP

Farm Management Canada and the Agri-Food Management Institute have partnered once again to host a meeting of the minds November 21, 2017 just prior to the Agricultural Excellence Conference.

A group of farm transition advisors met in Ottawa in March to start a discussion on how we can best meet industry needs when it comes to farm transfer and succession. The meeting resulted in 14 Key Result Areas (KRAs), which have been categorized into 4 Priority Action Areas.



Now, we are looking for input, advice and guidance from the larger farm advisory community to reflect on this preliminary thinking to see how we can improve the farm transition process and planning in Canada.

As farm advisors, working directly with the farming community, your input is vital.

Farm advisors, please join us Tuesday November 21st in Ottawa as we present our findings and look to ways to ensure advisors and farmers have the resources they need to succeed.

The Agenda, at a glance...

- Participant Roundtable & Introductions
- Presentation & Discussion - Priority Action Area #1:
Communications and Branding: Resetting the Terminology around 'Transition Planning'
- Presentation & Discussion - Priority Action Area #2:
Using the "Three Circle Model"
- Presentation & Discussion - Priority Action Area #3:
The Farm Transition Planning Process and Components
- Presentation & Discussion Priority Action Area #4:
Engaging and Training the Next Generation of Transition Planners/Advisors/Facilitators
- General Discussion
- Next Steps
- Closing Remarks



JOIN THE INTERNATIONAL AGRI BENCHMARK NETWORK!

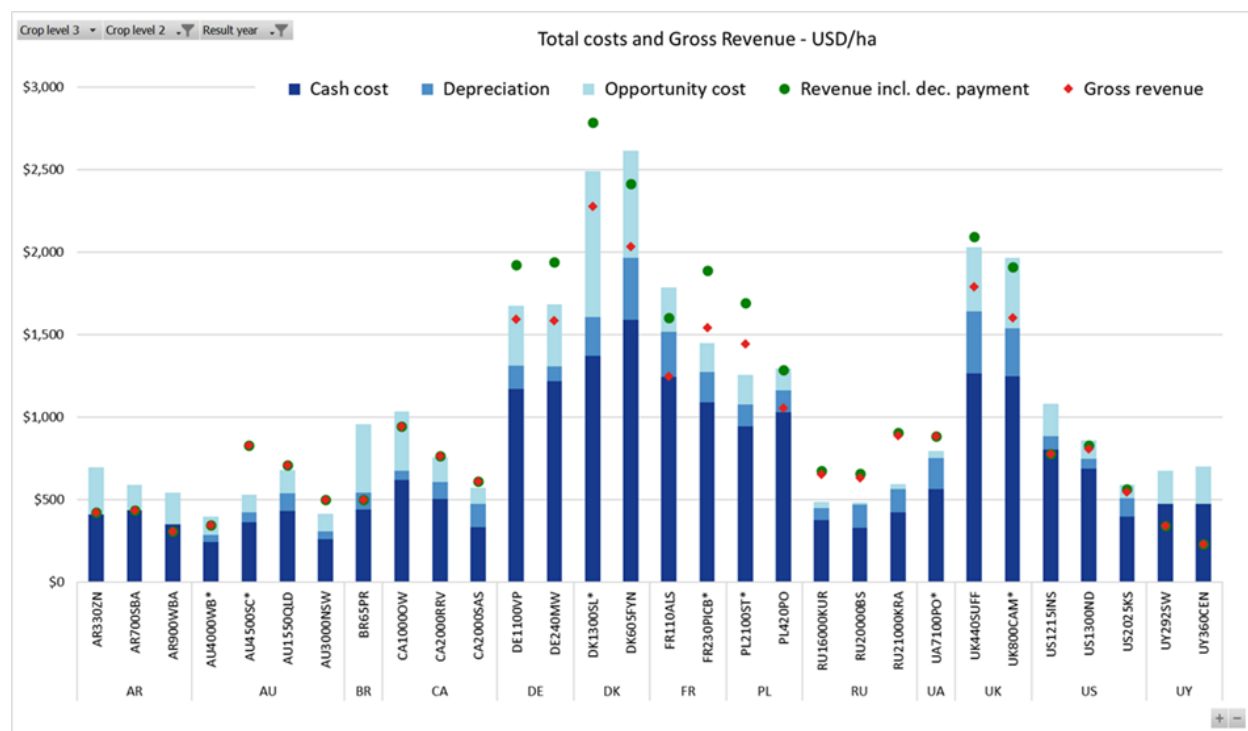
We're looking for partners to help expand our Canadian farm data set.

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 advantage and identify opportunities for improved performance.

agri benchmark aims to:

- identify and understand driving forces for future trends and developments in global agriculture
- analyse 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.

Below is a sample of one of the reports derived from *agri benchmark* outlining support levels in different countries. Running a very quick analysis on wheat, you can see the revenues with (green) and without (red) government payments vs. the cost. This data is available for all of the major commodities and we can aggregate it in various ways between countries.



For more information about *agri benchmark*, how it could benefit you or how you can become involved, please contact Farm Management Canada or visit www.agribenchmark.org/home.html.

EAGLE – NATIONAL FINANCIAL ANALYSIS AND BENCHMARKING PROGRAM FOR CANADIAN AGRICULTURE

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.

Comparative analysis through benchmarking provides the agricultural industry with insight into how different farm types and farm sectors are performing, down to the level of individual farm operations. This insight is key in determining what factors are most influencing success for the sector and how competitive advantage can be achieved and maintained.



EAGLE provides a way for farmers and their advisors to compare business management practices to financial outcomes going beyond classic benchmarking tools. Farmers and advisors, check out EAGLE today!

Visit www.backswath.com and www.fmc-gac.com for more information.

TAKE THE MANAGING RISK IN AGRICULTURE ONLINE LEARNING MODULE!

FMC and the Canadian Farm Learning Centre are pleased to offer 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.

Register for the course, and see all of the modules offered by CFLC at:
<http://canadianfarmlarningcentre.com/>



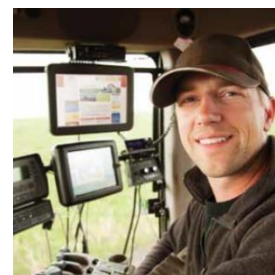
ONLINE RESOURCE PORTAL: FMC-GAC.COM

FMC-GAC.com is the central online database for any and all information, resources and tools related to farm business management. **Check out our new and improved, user-friendly website!**

From articles to publications, videos, podcasts and information resources, the website allows you to search for information related to any area of farm business management – from strategic planning to marketing and succession.

Also available on the website:

- National Farm Business Management Events Calendar
- Beginning and Young Farmers Resource Database
- Agricultural Scholarships Database





Visit the Upcoming Webinars section on Agriwebinar.com to stay tuned on Agriwebinar® presentations coming to a computer or mobile phone near you!

Miss out on an Agriwebinar® presentation? No worries – you can view the recordings on Agriwebinar.com!

RECENT WEBINARS

[RBC Presents: Your Farm – Your Future, What’s the plan: A Farm Succession Planning Conversation](#)

This session will review what the topics of succession, retirement, transition and planning, mean to individuals and farming families.

[RBC Presents: Balancing Business and Financial Risk](#)

Join Michael Langemeier, Professor, Department of Agricultural Economics, Purdue University for a look at the relationship between business risk, financial risk and total risk. Learn how business risk differs from financial risk and how the total risk of your farm operation is impacted by a rising interest rates or when taking on more leverage.

[FCC Presents: 2016 Farmland Values Report](#)

Join J.P. Gervais, FCC vice-president and chief agricultural economist as he shares the results of the 2016 Farmland Values Report and explores how those values compare to 2015. He'll also give insight on what the results and the current global economic trends could mean for your business.

[Management matters: the results are in for Ontario farmers!](#)

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

[The Drivers and Barriers of Planning for Ontario Agri-Food Processors](#)

In 2016 the Agri-food Management Institute undertook an Ontario wide study to understand business management planning activities of Ontario food & beverage processors, including the drivers and barriers to implementing planning activities.

[Agriculture in the Classroom Presents: Trashing Food Waste with Technology](#)

This presentation will look at food waste throughout the supply chain, and the technology that is helping reduce the food waste trend.

[Agriculture More Than Ever Presents: Canada AgDay 2017](#)

This broadcast includes:

- Fireside chat with Youth - They will discuss the global food challenge of feeding a growing population in a sustainable way and how youth, agriculture and innovation will come together. Cameron Choquette (moderator). Panelists: Tanvi Pandya, Andrea Soesbergen and Thirteen: A Social Enterprise.
- Fireside chat featuring McDonald's Canada CEO, John Betts along with producers Lane Stockbrugger and Denis Desjardins. Moderated by Rosie Templeton, this panel will explore their commitment to sustainability and desire to tell a positive story about Canadian agriculture.
- Zenia Tata, Executive Director, Global Expansion, XPRIZE (an organization that incentivizes solutions to global challenges by holding innovation competitions). As an accomplished international speaker who is passionate about agriculture and food, Ms. Tata will inspire and share her thoughts on the essential role that innovation and youth play in agriculture.

FCC Presents: Top Economic Drivers of 2017

Join J.P. Gervais, FCC Vice President and Chief Agricultural Economist for a look at the top economic trends that could influence your business decisions and long-term strategies in the year ahead.

Fertilizer Canada Across Canada Tour of 4R Nutrient Stewardship Series

This series webinars gives an overview of 4R Research across Canada, including projects under the 4R Research Network, with each webinar focusing on a specific region of Canada.

For more information about the Agriwebinar® program and how to participate, visit the Agriwebinar.com FAQ section at <http://agriwebinar.com/FAQ.aspx> or contact us by email agriwebinar@fmc-gac.com or by phone at 1-888-232-3262.



CTEAM UPDATE

(CANADIAN TOTAL EXCELLENCE IN AGRICULTURAL MANAGEMENT)

Canada's only national farm management training program.

CTEAM (Canadian Total Excellence in Agricultural Management) is Canada's only national Executive Management course for farm managers, and continues to gain popularity. The program takes place in four sessions over 16 months. The 2017-18 course started in Abbotsford this past January, with 30 participants from 15 farms in Canada, as well as an international participant from Sweden. Its second module was held in Calgary in late March.



CTEAM participants come from cash grain, vegetable, beef, hog, dairy and fruit operations. Many are engaged in value-added activities as well as primary production. CTEAM addresses the business management issues that are common to all businesses, regardless of commodity. It is presented as a mini-MBA with emphasis on strategy, strategic planning, financial management, human resource management, succession and estate planning, and various aspects of marketing, operations management and various aspects of business leadership.

Participants develop and implement a strategic and operating plan for their farm as part of the course requirement. Based on what we've seen so far, Canadian agriculture is going to be in good hands going forward!

CTEAM is presented by Agrifood Management Excellence, Inc (AME) and proudly supported by Farm Management Canada.

The next course will start in December 2017 in Abbotsford BC. More information is available on the AME website www.agrifoodtraining.com.

ROBERT (BOB) L. ROSS SCHOLARSHIP

In 2014, as a tribute to his passion, leadership and legacy, the Robert L. Ross Memorial Scholarship program was established by Agri-Food Management Excellence, Farm Management Canada and the Ross Family.

The Scholarship will be awarded to a deserving farmer who emanate and demonstrate Bob's lifework through their passion and devotion to excellence and leadership within the agricultural community.

The successful recipient will have the chance to take part in a life-changing learning opportunity. The Scholarship is valued at over \$10,000CAD to be applied towards tuition and travel expenses for the CTEAM program.



Eligible applicants must demonstrate:

- A progressive operation and entrepreneurial spirit
- Passion for the industry – community or industry involvement
- How the value gained from the program will be used

Deadline for applications is September 15, 2017!

For more information and to apply, visit www.agrifoodtraining.com.

The scholarship is offered by Agri-Food Management Excellence (AME) in collaboration with Farm Management Canada, Family Farms Group and the Ross Family.



& THE ROSS FAMILY

YOUR FARM MANAGEMENT RESOURCE CENTRE

NEW! INVESTING IN MACHINERY AND EQUIPMENT COURSE



In recent years, machinery costs have crept up and now rank among the biggest cost items on farms. They often fluctuate significantly even between farms in the same region because farmers have a wide range of options in managing their machinery portfolios. In past years with high commodity prices and good margins, it was relatively easy to finance machinery, wants sometimes surpassed needs, and detailed financial analysis was only sparsely performed.

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.

Objective of the Course:

The major objective is to give farmers the tools needed to construct and implement the optimum machinery management strategy for their farms, based on sound management decisions. A machinery management strategy includes 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.

This program is planned as a hands on workshop. Participants will receive a spread sheet to support their ongoing investment decisions.

Instructors

Dr. Joerg Zimmermann, GobaAgAdvisors Ltd.

Dr. Larry Martin, Agrifood Management Excellence Inc.

Locations and Registration

Guelph, ON - September 18-19, 2017

Lindsay, ON - September 20-21, 2017

Halifax, NS - September 22-23, 2017

Brandon, MB - November 27-28, 2017

Winnipeg, MB - November 29-30, 2017

Red Deer, AB - January 15-16, 2018

Saskatoon, SK - January 17-18, 2018

Regina, SK - January 19-20, 2018

Stay tuned for more dates and locations.

Registration

\$750 and will include course materials and a spread sheet that participants can take home to use after the course. Participants will also have access to Instructors on-line after the course.

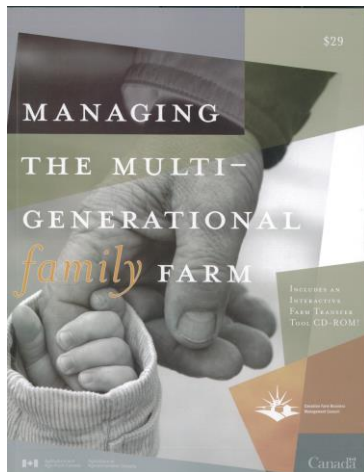
Course Outline

Decision-making to develop an optimum strategy will depend on the effects of alternatives on net farm income, cash flow, and the balance sheet. These considerations form the basis for the course outline, which is:

1. Defining Equipment Strategy: What Does it Entail? (early AM 1st day)
 - How much equipment?
 - Replacements
 - Additions
 - New technology
 - What is the optimal machinery strategy?
 - Some guidelines
2. Financial Principles, Concepts and Tools (late AM 1st day)
 - Equipment Cost: Some Examples - Buy vs. finance vs. lease vs. rent vs. custom
 - Financing Principles
 - The Time Value of Money Concept
 - Presentation of Machinery Spreadsheet, Case Studies and Individual "Cases" (PM 1st day / AM 2nd day)
3. Explanation of Spread Sheet (Afternoon First Day and Morning Second Day)
 - Group Exercise: Case Studies
 - Group Exercise: Addressing Participants' Living Cases
4. Bearpit Q&A (evening 1st day, late AM 2nd day)

FEATURE PUBLICATION:

MANAGING THE MULTI-GENERATIONAL FAMILY FARM



The material in the book is organized in building blocks, and is best viewed in order so each section builds on the previous one. The first few sections deal with the management of the all-important 'family component' followed by the management of the business component and ending with the management of the succession process. Each section provides strategies that will facilitate the activities in the subsequent sections.

The book includes the "Interactive Farm Transfer Tool", a CD designed specifically to help users prepare to transfer their farm business. This multi-media tool includes an interactive questionnaire, a list of resources and programs available for each region, testimonials from farm families, and a review of the steps involved in a transfer in order to facilitate the preparation of an action plan.

Managing the Multi-Generational Family Farm is available for purchase from www.fmc-gac.com.

ADVISORY COMMITTEE & BOARD INVOLVEMENT

NATIONAL AGRICULTURAL OCCUPATIONAL FRAMEWORK & LABOUR MARKET RESEARCH AND SUPPORT PROJECT

FMC is taking part in the Advisory Committees for the aforementioned projects to help clarify a variety of much-needed information about core jobs in agriculture, and leverage that information to build meaningful support tools to assist the sector to address its labour requirements and ensure the skills development opportunities for a robust and sustainable agricultural industry in Canada. The final project meetings will take place in early November.



INTERNATIONAL FARM MANAGEMENT ASSOCIATION

Heather Watson, FMC's Executive Director represents Canada on the IFMA Council.



INDUSTRY & PARTNER MEETINGS/EVENT PARTICIPATION



NATIONAL FOOD POLICY CONFERENCE
JUNE 22-23, OTTAWA, ON



CADAP ANNUAL MEETING
JUNE 11-13, TRURO, NS



EASTERN ONTARIO FARM ADVISOR MEETING
JUNE 27, WINCHESTER, ON



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



FPT MINISTERS' MEETING ROUNDTABLE
JULY 19, ST. JOHN'S, NL

UPCOMING INDUSTRY & PARTNER MEETINGS/EVENT PARTICIPATION



INVESTING IN FARM MACHINERY COURSE
SEPTEMBER 18-19, GUELPH, ON
SEPTEMBER 20-21, LINDSAY, ON



AGRI RISK CONFERENCE
SEPTEMBER 20-22, OTTAWA, ON



ONTARIO FARM TAX UPDATE
OCTOBER 19, GUELPH, ON



FARM TRANSITION ADVISOR FOCUS GROUP
NOVEMBER 21, OTTAWA, ON



INVESTING IN FARM MACHINERY MINI-COURSE
NOVEMBER 21, OTTAWA, ON



AGRICULTURAL EXCELLENCE CONFERENCE
NOVEMBER 21-23, OTTAWA, ON

YOUR FARM MANAGEMENT RESOURCE CENTRE



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

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



AGRI BENCHMARK CANADIAN NETWORK MEETING
NOVEMBER 24, OTTAWA, ON



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



FARM WOMEN'S UPDATE
NOVEMBER 30, STRATFORD, ON



FARMTECH
JANUARY 23-25, EDMONTON, AB



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



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



POWERING YOUR PROFITS
NOVEMBER 14 – 23, VARIOUS AB LOCATIONS

PROVINCIAL/TERRITORIAL MINISTRY REPRESENTATIVE UPDATE

FMC will host the next Provincial/Territorial Ministry Representatives quarterly teleconference in September. The annual Face-to-Face Meeting will take place on November 24 in Ottawa, Ontario, immediately following the Agricultural Excellence Conference. The Provincial/Territorial Representatives will share current activities relating to business management initiatives and Growing Forward 2 programs.

NEW AND RENEWED MEMBERS

WELCOME & WELCOME BACK TO OUR NEW & RENEWED MEMBERS

BILL MACFARQUHAR
COLLEEN YOUNIE
DONALD DAIGLE

JOHN HOPKINS
RYAN MAURER
TERRY KREMENIUK

YOUR FARM MANAGEMENT RESOURCE CENTRE

ELAINE FROESE
HUMPHREY BANACK
JASON HODSON

WILSON LOREE
FARM CREDIT CANADA

Farm Management Canada would like to thank you for your continued membership and support of Farm Management Canada and its activities.

In an effort to increase organizational efficiency, Farm Management Canada decided to implement a fixed-term membership whereby starting April 1 2017, all memberships will expire at the end of March in coordination with our fiscal year end. FMC has sent renewal letters to those who purchased memberships in 2016. For the members who purchased in 2017, your membership will carry over to the new fiscal year 2017-18.

Your membership with FMC allows you to stay connected to farm business management initiatives across Canada, and positions FMC to play a leading role in the growth and profitability of the industry.

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

We hope to receive your continued support as your membership helps us fulfill our mission in providing leading edge resources to enable Canadian farmers to make sound management decisions.

To renew your membership, please contact:
Camellia Asbreuk
Farm Management Canada
1-888-232-3262,
admin@fmc-gac.com

STAY CONNECTED

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

We also encourage you to provide a link to our website, www.fmc-gac.com, on your personal or company website, to help visitors connect with the information, resources and tools they seek.

KEEP US INFORMED

Please feel free to inform FMC of any upcoming events or new resources that would be of interest to our other members for promotion on our website. Don't be afraid to subscribe us (info@fmc-gac.com) to your newsletter and other information bulletins so that we can help promote all the wonderful farm business management initiatives happening across Canada!



#cropcheck17

FMC's programs and activities are made possible through support from generous sponsors, supporters and partners. The success of FMC depends upon garnering support from industry partners.

Contact us:

Farm Management Canada

300-250 City Centre Avenue Ottawa, Ontario K1R 6K7

Tel: 1-888-232-3262

info@fmc-gac.com

www.fmc-gac.com

Funded in part by:



YOUR FARM MANAGEMENT RESOURCE CENTRE