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**FARM MANAGEMENT CANADA**  
**GESTION AGRICOLE DU CANADA**



# **MEMBER NEWSLETTER**

## **SPRING 2017**

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## MESSAGE FROM THE CHAIR

Sterling Hilton

I find this time of year is usually greeted with a mix of optimism for a new beginning and an overwhelming feeling of anxiety over the increased work load.

While stress, anxiety and mental health is gaining more recognition in the general public eye, it's not something that gets talked about very often in primary agriculture.

Stress levels on the farm are high every spring, but perhaps even more so this year. In my province of Alberta, there remains a reported million acres unharvested from last fall. These salvage operations are being held back by a cool wet spring that is now pushing into the normal planting timeframe.

These extreme situations can cause farmers to question the value of planning as even the most robust business plans are pushed to the limit.

However, at FMC, we believe that it is through the planning process and having a business plan that provides a guiding light through these tough times. Plans are there to remind us of our vision, our dreams and the support we have to get us there – they are our roadmap to success, taking into account the bumps we may encounter along the way and yes, perhaps even some redirection in getting to our desired destination. Business planning provides the opportunity to be proactive – to anticipate possible outcomes and have the plans in place to mitigate negative circumstances and seize opportunity. As we navigate through some of the rough waters life throws at us, business plans provide the mechanism to come up for air and take the opportunity to make sure we are still going in the right direction!

Good luck to everyone this spring, especially those facing unusually difficult obstacles. Take extra time to sit around the table and communicate with your partners. You very likely will feel better and might even come up with some new solutions just by having the conversation.

Sincerely yours,



Sterling Hilton, Chair  
Farm Management Canada



*“Strength and growth come only through  
continuous effort and struggle.”  
~ Napoleon Hill*

## MESSAGE FROM THE EXECUTIVE DIRECTOR

Heather Watson

Greetings everyone,

They say April showers bring May flowers, however I am not so sure what to expect this year.

Even though Mother Nature may not be cooperating, there are plenty of things that are in your control such as ensuring everyone on the team knows their job and has the appropriate resources and tools to excel. Think about having a start-up meeting where you get the farm team together to review this year's goals, path forward, and perhaps, alternatives or what-ifs. Remember, it's alright if the plan has to change along the way – the important thing is everyone's on board, knows what to do and can signal if circumstances and plans must change.

Here at FMC, we're looking back at a great year. We launched a number of exciting new initiatives including our Bridging the Gap: Step Up to Succession program and AgriShield: Comprehensive Risk Management Initiative under the AgriRisk Initiatives program. We also welcomed a number of new partners including Alberta Canola, Backswath, and agri benchmark. Thanks to each and every one of you who have supported us along the way.

Looking at the year ahead, this is an important one – 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're looking forward to a great line up at this year's Agricultural Excellence Conference November 21-23 in Ottawa including Purdue's world-renowned farm management expert Michael Boehlje. Come help us celebrate FMC's 25<sup>th</sup> anniversary and Canada's 150<sup>th</sup>!

The International Farm Management Congress is just around the corner, taking place July 2-7 in Edinburgh, Scotland. Canada will be represented by a record 41 delegates including young farmers participating in the Successor Development Program. We're taking Scotland by storm!

Have you thought about what information and skills could benefit your farm? Remember, you can reference our [Dollars and Sense](#) report for the 7 practices driving farm financial success.

Roll on #plant17 and please stay safe out there!



Heather Watson, Executive Director  
Farm Management Canada



*“The best preparation for tomorrow  
is doing your best today.”  
H. Jackson Brown, Jr.*

## **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 25<sup>th</sup> 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.

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](mailto:info@fmc-gac.com).

## **BOARD AND GOVERNANCE**

The Board of Directors held a 2-day meeting in February focused on determining FMC's strategic direction as we look towards the next 5-year Agricultural Policy Framework.

The Board determined FMC will concentrate on:

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

FMC will focus on activities that help farmers implement business management processes.

## **ANNUAL GENERAL MEETING & ELECTIONS**

FMC's annual general meeting will take place by webinar Tuesday June 27<sup>th</sup> 1pm – 3pm ET.



Join us online Tuesday June 27<sup>th</sup> 1-3pm ET!

### **Congratulations Jeannette!**

FMC is happy to declare that by acclamation, Jeannette Mongeon-Dignard will continue to serve on the Board of Directors for a second three-year term.

Please join us to celebrate FMC's successes and provide your input on how the organization is performing to meet the business management skills development needs of Canada's farmers.

## **THE NEXT POLICY FRAMEWORK**

The FPT Calgary Statement that emerged from the Minister's meeting in Calgary last summer identified the following 6 priority areas for the Next Policy Framework:

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

FMC and partner organizations have been encouraging the Government to consider adding a 7<sup>th</sup> priority area to address Farm Renewal through business management, business development, young farmers and new entrants, labour, safety and business continuance, transition and succession.

While it has been reasoned that these topics are inherently included in the 6 priority areas and did not warrant a distinct priority, for too long farm business management, development and renewal have been undervalued for their contribution to the sector, as foundations for long term success and sustainable growth.

The capacity to succeed comes down to farmers adopting farm business management practices whereby they have a mechanism in place to assess the risks and opportunities presented by the sector, and put a plan in place position the farm for ongoing success. It is also inherently linked with farm renewal (young and beginning farmers), labour and human resource management, and managing risk (ex. farm safety). Without farm business management as a priority in and of itself, production and the "more, more, more" mentality will 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.

The NPF 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.

We hope that you will join FMC in promoting the value of labour, business development and competitiveness as a distinct priority in the NPF.

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

Heather Watson, Executive Director  
[heather.watson@fmc-gac.com](mailto:heather.watson@fmc-gac.com)

## **FROM THE DESK OF THE BUSINESS DEVELOPMENT MANAGER:**

### **CHRIS PENTON**

The last few months have been focused on this fall's Ag Excellence Conference in the nation's capital. A few sponsors have been on board for some time now. First was the continued support of Backswath Management Inc. and Alberta Canola, then the Canadian Angus Association, followed quickly by Bonnefield and FCC. After my trip to Southern Ontario, our friends at BDO and BMO have joined in. Grain Farmers of Ontario have also thrown their hats into the ring. And, most recently, the Cooperators will treat everyone to a coffee break.

There are still a few sponsorship spots open. The promo drive has begun, so don't wait too long!

There is indeed also room for Supporting Partners. This is a role open to organizations that wish to show their support of farm business management. These spots are based around promotional help and/or product donation.

**YOUR FARM MANAGEMENT RESOURCE CENTRE**

Over the last little while, we have also struck up a few long term partnerships with various organizations. Composed of a few pieces like an Ag Ex sponsorship spot, Agriwebinar presentation, the partnerships are geared to highlight each organization's ongoing support of business management in farming and FMC as a whole. We are certainly in the business of working with you to tailor partnerships to your organization's goals.

Getting involved with FMC will demonstrate to your stakeholders that you are invested in the future of their farm businesses. Drop me a line to discuss how.

Chris Penton  
613-237-9060 x23 [chris.penton@fmc-gac.com](mailto:chris.penton@fmc-gac.com)

## **PROJECTS AND PROGRAMS**

### **FARM MANAGEMENT CANADA LAUNCHES \$1.2M PROJECT TO BUILD NEW COMPREHENSIVE RISK MANAGEMENT TOOL - AGRISHIELD**

FMC is pleased to announce the launch of a project that will provide the Canadian agricultural sector with a new risk management tool using a comprehensive approach to identify, assess, prioritize, mitigate and manage risk to individual farms, commodity groups, and the agricultural sector at large. The Government of Canada will provide 65% of the funding for the project, cost-shared with FMC and project partners.

The project will provide an online software tool accessible to farmers, advisors and groups that confront agricultural risk to identify, assess, prioritize and create risk management plans to mitigate and manage the potential negative effects of risk. It will use a comprehensive approach to risk, taking into account Personal Risk, Operational Risk, Financial Risk, Business Development Risk, Human Resource Risk, Planning Risk, Legal Risk, Decision-Making Risk, Environmental Risk and Public Risk.

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

"Less than 1/3 of Canada's farmers have a risk management plan," says Heather Watson, Executive Director of Farm Management Canada. "Our ultimate goal is to increase the awareness and adoption of risk management practices and planning as part of the farm management process and cultivate a more comprehensive understanding and approach to assessing and managing risk within 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.



## FARM TRANSITION ADVISORS' NETWORK

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

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

## 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% registration!**

**YOUR FARM MANAGEMENT RESOURCE CENTRE**

## 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.



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

**Michael Boehlje**, Purdue University



### **Working With Your Banker** **Adam Vervoort**, BMO

### **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**

**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'Neil**, O'Farrell  
Financial Services





## 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/>

### **BRIDGING THE GAP:** **STEP UP TO SUCCESSION**

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.



#### *Did you know?*

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

### **Succession & Transition Planning Workshops\* for Farm Families!**

The **Bridging the Gap Workshop** welcomes farm families to work with renowned farm family coach Elaine Froese and farm management consultant Cedric MacLeod to address some of the elephants in the room that are preventing or hindering succession planning back on the farm.



**Elaine Froese**  
Farm Family Coach



**Cedric MacLeod**  
Management Consultant

We are looking for 20 farm families (parent-successor) to sign up to each workshop!

**YOUR FARM MANAGEMENT RESOURCE CENTRE**

Stay tuned for workshop location and dates!

## Successor Development Program

Farm Management Canada (FMC) is pleased to announce the 10 Young Farmers who have been selected to participate in the 2017 Successor Development Program, as part of the Bridging the Gap: Step Up to Succession initiative.

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. FMC will be working with renowned farm family coach Elaine Froese and business management consultant Cedric MacLeod to help coach participants throughout their journey.

FMC received an astounding 43 applications to the program.

### Congratulations to these 10 Young Farmers!

Brandt Carter - Saskatchewan	Lance Walker - Saskatchewan
Gursajan Mandair - British Columbia	Melinda McArthur - Ontario
Hilary Huisman - Ontario	Olivia Sederberg - Saskatchewan
Jillian Azanza - British Columbia	Ross Springford - British Columbia
Kara Enright - Ontario	Travis Jansen - Ontario

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.

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.

For more information on the program, please visit <https://fmc-gac.com/programs-services/btg/>

In partnership with:



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



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

\*\*2016-17 applications were accepted from Nova Scotia, Manitoba and Alberta young farmers.



## **JOIN THE INTERNATIONAL AGRICULTURAL 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.

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](http://www.agribenchmark.org/home.html).

### **EAGLE – NATIONAL FINANCIAL ANALYSIS AND BENCHMARKING PROGRAM FOR CANADIAN AGRICULTURE**

For the past year, FMC has been the official national supporting partner of *EAGLE* – a cloud-based, agricultural financial analysis software program, created by Backswath.

*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.

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

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

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.

FMC plans to continue to support Backswath in increasing the utilization of EAGLE by increasing awareness about the program and its benefits. Look forward to new developments for the program in the coming year.

Visit [www.backswath.com](http://www.backswath.com) and [www.fmc-gac.com](http://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 present 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://canadianfarmlearningcentre.com/>



**21<sup>st</sup> IFMA**  
INTERNATIONAL FARM MANAGEMENT

**THE 21<sup>ST</sup> INTERNATIONAL FARM MANAGEMENT CONGRESS:  
FUTURE FARMING SYSTEMS**  
July 2 – 7 2017 Edinburgh, Scotland  
[www.IFMA21.org](http://www.IFMA21.org)

The International Farm Management Congress is held every 2 years in a different country around the world. The 21st Congress is taking place in Edinburgh, Scotland and includes 6 days of plenary sessions, farm/industry tours, concurrent sessions and tonnes of networking. It's a chance to not only see what's going on in UK agriculture, but to share insights with farm management enthusiasts, leaders and experts ranging from farmers to advisors, organizations and academics from across the globe.

### **IMPORTANT DATES:**

- June 25 – July 1** Pre-Congress Tour: Agriculture from Windsor to Edinburgh
- July 2 – July 7** IFMA21 Congress in Edinburgh, Scotland
- July 8 – July 14** Post-Congress Tour: Agriculture in the Highlands & Islands of Scotland



[Find us on Twitter!](#) Follow [@IFMAOnline](#) and [#IFMA21](#) for the latest and greatest from IFMA.



[Find us on Facebook! Sign up to our Events Page](#)



[Join our LinkedIN group](#)



For more information about the International Farm Management Association, visit [www.IFMAOnline.org](http://www.IFMAOnline.org)

## **FMC HAS A NEW WEBSITE!**

If you haven't had a chance to visit the FMC website lately, you may be in for a surprise. The entire site has been revamped to provide easier access to FMC's online resources.

The site features all of FMC's programs and services, including:

- ✓ Awards and Scholarships
- ✓ Agriwebinars
- ✓ Publications
- ✓ Benchmarking Programs
- ✓ Training Programs
- ✓ Succession Programs
- ✓ Info and Registration for AgEx



By browsing the site, you'll also be provided information about FMC as an organization and how you can become more involved in its activities, through membership, partnership or special projects, or simply by joining the FMC mailing lists.

Take a moment to browse through what FMC has to offer at [www.fmc-gac.com](http://www.fmc-gac.com).



Visit the Upcoming Webinars section on [Agriwebinar.com](http://Agriwebinar.com) to stay tuned on Agriwebinar® presentations coming to a computer or mobile phone near you!

## UPCOMING WEBINARS

**Wednesday, June 21<sup>st</sup> @ Noon EDT**

### [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.

**Miss out on an Agriwebinar® presentation? No worries – you can view the recordings on [Agriwebinar.com!](#)**

## RECENT WEBINARS

### [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.

### [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.

### [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.

### [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.

#### [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.

#### [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.

#### [Across Canada Tour of 4R Nutrient Stewardship Research: Atlantic](#)

This webinar will give an overview of 4R Nutrient Stewardship research and extension in the Maritimes, with objectives to improve fertilizer use to achieve agricultural sustainability.

#### [Fertilizer Canada Presents: Across Canada Tour of 4R Nutrient Stewardship Research: Ontario](#)

The Canadian 4R Research Network is advancing the industry-led 4R Nutrient Stewardship program with cutting-edge research from the top scientists in the field.

#### [Fertilizer Canada Presents: Across Canada Tour of 4R Nutrient Stewardship Research: Manitoba](#)

This webinar will give an overview of 4R Research and extension in Manitoba.

#### [Fertilizer Canada Presents: Across Canada Tour of 4R Nutrient Stewardship Research: Saskatchewan](#)

This webinar will give an overview of 4R Research in Saskatchewan, including projects under the 4R Research Network.

#### [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.

#### [2016 OYF National Event Agriwebinar® Broadcast](#)

The 2016 Outstanding Young Farmers of Canada National Event took place from Tuesday, November 29th to Sunday, December 4th, 2016. Farm Management Canada broadcasted the events of Friday, December 2nd via Agriwebinar®.

#### [Social license and public trust...connecting the dots from farm gates to dinner plates](#)

Join Crystal Mackay for a look into the new Canadian Centre for Food Integrity public trust in food research with insights from moms, millennials and foodies.

#### [CAFA Farm Tax Update 2016](#)

Learn from industry leading professionals on the latest developments in farm tax.

**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](mailto:agriwebinar@fmc-gac.com) or by phone at 1-888-232-3262.

## EXCELLENCE AWARD FOR AG STUDENTS

Farm Management Canada (FMC), in partnership with the Canadian Association of Diploma in Agriculture Programs (CADAP) are proud to offer this award designed to encourage students to improve their communication and leadership skills through national competition.



### **Excellent Award for Ag Students**

FMC and CADAP have collected submissions from agricultural students across Canada and will award three winners with scholarships towards furthering their education in agriculture. First place stands to win \$1,500!

The award is designed to help students develop their communication skills by having the opportunity to voice their opinion on a on a subject related to farm management.

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?**



**The deadline for submissions has now passed and the winners will be announced in June. For more information about the competition, please visit the FMC website: [www.fmc-gac.com](http://www.fmc-gac.com)**

**CADAP** is an association of post-secondary educational institutions offering diploma programs in agriculture whose purpose is to promote excellence in agricultural education.



## 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.

**YOUR FARM MANAGEMENT RESOURCE CENTRE**





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](http://www.agrifoodtraining.com).

## FEATURE RESOURCE:

### **PLEDGE TO PLAN!**

### **PLANNING FOR FARM BUSINESS SUCCESS WEBSITE POTRAL**

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?

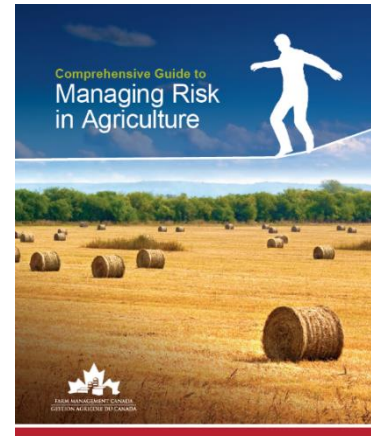
With this in mind, FMC and the Agri-Food Management Institute partnered to create the Pledge to Plan web portal.

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

## **FEATURE PUBLICATION:** **COMPREHENSIVE GUIDE TO MANAGING RISK IN AGRICULTURE**

- ✓ Do you know all the risks facing your farm and farm family?
- ✓ Do you wish there was a way to identify and mitigate the negative impact of risk?
- ✓ Are you interested in turning risk into your competitive advantage?

Farm Management Canada has launched a new resource guide designed to address those questions, with the purpose of identifying, assessing, mitigating and managing risk on Canadian farms. The launch took place in November 21<sup>st</sup>, during the Farm Management Canada Excellence Conference in Winnipeg, Manitoba.



The guide is designed to help producers to become more aware of all the risks that their business faces and to give producers the right tools to make the shift from just 'handling' risks to implementing a strategic approach to risk management. This comprehensive approach to risk management will both mitigate possible negative impacts of risk and position farm managers to benefit from potential opportunities and gain the competitive advantage. The resource guide is also practical for training and education on risk management in various agricultural contexts (academia, government and workshop facilitators) including not only concrete methods of dealing with various elements of risk management at the farm level, but tools and strategies that go beyond the standard financial aspects (insurance, income protection, etc.) and include environmental issues, food safety issues, weather and climate related issues, global markets, human resources, consumer pressures, changes to government policy, to name a few.

The *Comprehensive Guide to Managing Risk in Agriculture* is available for purchase on the FMC website ([www.fmc-gac.com](http://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**



CANADIAN TOTAL EXCELLENCE IN AGRICULTURE MANAGEMENT (CTEAM) PROGRAM  
MARCH 9, OTTAWA, ON

**YOUR FARM MANAGEMENT RESOURCE CENTRE**



FARM TRANSITION ADVISOR FOCUS GROUP  
MARCH 21-22, OTTAWA, ON



FARM SUCCESSION UPDATE  
MARCH 23, OTTAWA, ON



AGRICULTURAL SUMMIT  
MARCH 24, BOWMANVILLE, ON



QUEBEC FARMERS' ASSOCIATION FARM FOOD FORUM  
MARCH 27, LOW, QC



STANDING COMMITTEE ON AGRICULTURE  
MAY 9, OTTAWA, ON



EASTERN ONTARIO FARM ADVISOR MEETING  
MAY 10, EMBRUN, ON



IICA ANNUAL MEETING  
MAY 31, OTTAWA, ON

## UPCOMING INDUSTRY & PARTNER MEETINGS/EVENT PARTICIPATION



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



AGRIRISK CONFERENCE  
SEPTEMBER 20-22, OTTAWA, ON



ONTARIO FARM TAX UPDATE  
OCTOBER 9, GUELPH, ON



AGRICULTURAL EXCELLENCE CONFERENCE  
NOVEMBER 21-23, OTTAWA, ON



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

## PROVINCIAL/TERRITORIAL MINISTRY REPRESENTATIVE UPDATE

FMC hosted the Provincial/Territorial Ministry Representatives quarterly teleconference for 2016/17 on April 5<sup>th</sup>.

The Provincial/Territorial Representatives shared current activities relating to business management initiatives and Growing Forward 2 programs. Some discussion also focused around the Next Policy Framework, prompting for an additional teleconference in May dedicated to NPF.

## **NEW AND RENEWED MEMBERS**

### **WELCOME & WELCOME BACK TO OUR NEW & RENEWED MEMBERS**

LAURA BECHARD	DALHOUSIE UNIVERSITY, AGRICULTURAL CAMPUS
NANCY ROSS	CANADIAN FEDERATION OF AGRICULTURE
GEORGE GELDHART	BDO
JOERG ZIMMERMANN	ROYAL BANK OF CANADA
REG SHANDRO	UNIVERSITY OF MANITOBA
SALAHUDDIN SAIYED	MNP LLP
MATHIEU ROULEAU	OLDS COLLEGE
JUDY & NORM WILSON	APAS
JEANNETTE MONGEON-DIGNARD	CANADIAN YOUNG FARMERS' FORUM
MICHEL DIGNARD	LES GROUPES CONSEILS AGRICOLES DU QUÉBEC
RICK LEKX	RURAL ONTARIO INSTITUTE
LARRY MARTIN	CANADIAN AGRICULTURAL SAFETY ASSOCIATION
DON CYR	CENTRE DE RÉFÉRENCE EN AGRICULTURE ET AGROALIMENTAIRE DU QUÉBEC
DONALD PRATT	CANADA'S OUTSTANDING YOUNG FARMERS' PROGRAM
DONALD GOOD	INTERNATIONAL FARM MANAGEMENT ASSOCIATION
STERLING HILTON	CANADIAN 4-H COUNCIL
GRAHAM GILCHRIST	CANADIAN ASSOCIATION OF FARM ADVISORS

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.

**YOUR FARM MANAGEMENT RESOURCE CENTRE**

To renew your membership online, please visit <https://fmc-gac.com/sign-up#become-member>. If you have any questions in regards to your membership, or if you wish to renew by phone or email, please contact:

Camellia Asbreuk  
Farm Management Canada  
1-888-232-3262,  
[admin@fmc-gac.com](mailto: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](http://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](mailto: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!



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**

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

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