



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

ANNUAL REPORT 2018-2019

*CULTIVATING EXCELLENCE
IN FARM BUSINESS MANAGEMENT*



FARM MANAGEMENT CANADA: AT A GLANCE

- *A national umbrella for Canada's farm business management activity*
- *Connecting multiple, diverse stakeholders to share insights and expertise across regions and production sectors*
- *Delivering programs and services that are national in scope, regional in relevance and replicable by partners*
- *Knowledge delivery channels that evolve to meet the learning preferences and practices of Canada's farmers for maximum reach and impact*
- *Governed by farmers and key stakeholders who set the strategic direction for the organization in response to the evolving agricultural sector*

Farm Management Canada (FMC) is funded in part by Agriculture and Agri-Food Canada (AAFC) under the Canadian Agricultural Partnership AgriCompetitiveness program.

To provide feedback on Farm Management Canada's Annual Report, please contact:

Farm Management Canada
300-250 City Centre Ave.
Ottawa, Ontario K1R 6K7
Telephone: 613 237-9060
Toll-free: 1-888-232-3262
Fax: 1-800-270-8301
Email: info@FMC-GAC.com

 Please consider the environment

This report may also be downloaded from www.fmc-gac.com.

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

MESSAGE FROM THE MINISTER

Minister
Of Agriculture and
Agri-Food



Ministre
De l'Agriculture et de
l'Agroalimentaire

Ottawa, Canada



Congratulations to Farm Management Canada (FMC) on another successful year of supporting farmers and others in the value chain and helping their farm businesses succeed.

For over 25 years, FMC has connected to the industry and built a culture of business management and best practices at the farm level. FMC provides leading-edge resources, information, and tools for success, such as webinars and other digital tools, helping farmers stay up to date on important topics.

The Government of Canada is proud to provide support for your great work through investments under the Canadian Agricultural Partnership. FMC reaches farmers and other agri-businesses through events covering various themes, including financial planning and farm safety, while meeting the

learning preferences and practices of Canada's farmers.

Like FMC, the Government of Canada is working hard to support strong farm businesses. Our trade agreements with key markets in Europe, North America, and the Asia-Pacific Region are creating opportunities for farmers across the country and giving us a competitive edge in two-thirds of the global market. Through the AgriMarketing program, we are helping the industry take advantage of these opportunities through support for market development and promotion. Moreover, our investments in science clusters are driving industry-led research, while the Living Laboratories Initiative will deliver more practical technologies and sustainable farming practices that could be adopted more quickly by Canadian farmers.

Agriculture is a key driver of the Canadian economy. Budget 2019 reaffirms the Government's recognition of the importance of our agriculture sector with various measures to support farm businesses, including regulatory and tax reform and commitments to provide high-speed internet to every Canadian, to better accommodate intergenerational transfers of farm businesses, and to support food processors.

The future is bright for agriculture, and I look forward to working alongside FMC to continue achieving greatness.

Thank you to everyone at FMC for your continuous pursuit of excellence. I wish you all the best for the coming year.

The Honourable Marie-Claude Bibeau, PC, MP
Minister of Agriculture and Agri-Food

MESSAGE FROM THE CHAIR

As Chair of Farm Management Canada, I welcome you to this year's Annual Report. This is a great time of year as we take time to look back on our accomplishments and celebrate our successes.

Coming into the year, we adjusted our business plan to sustain key activities while awaiting news on our funding agreement. Our priorities revolved around maintaining financial stability and garnering industry support, while understanding the new cost-share programming to ensure our farmers have opportunities to succeed through business skills development support.

We secured a 3-year Contribution Agreement with Agriculture & Agri-Food Canada under the Canadian Agricultural Partnership AgriCompetitiveness Program. The new Agreement allows us to continue to provide the farm business management support and resources needed for farm families across Canada to continue to thrive and contribute to Canada's social, economic and environmental excellence.

Although it took some time to secure our Agreement, and this caused a delay in launching activities, we finished the year with pride. We wrapped up another successful Agricultural Excellence Conference where we had great discussions, networking and an amazing turnout including more student attendees than any other year. Jeannette Mongeon (Director), Heather Watson (Executive Director) and Mathieu Lipari (Program Manager) had the pleasure of attending the International Farm Management Congress in Tasmania, where they exchanged insights with fellow farm management enthusiasts across the globe, enabling us to bring valuable lessons and ideas back to Canada. We hosted our Bridging the Gap farm transition workshops, a '7 Practices of Top Farmers' workshop series through Farm Credit Canada, and spent much time sharing best management practices at industry events, meetings and in the media, which I believe is an indication of the quality contributions and positive impact Farm Management Canada is having on the industry.

As we start into the second year of our Agreement, we are excited to be launching AgriShield; a tool for farmers to take a comprehensive approach to assessing and managing all the risks they face. We also look forward to delivering more training in leadership, financial literacy and transition planning as well as developing new tools to aid in these processes.

It is with your support that Farm Management Canada can celebrate another successful year and looks forward to continuing to serve as Canada's only national organization dedicated to cultivating excellence in farm business management. We hope you enjoy our Annual Report.



Joerg Zimmermann, Chair



FMC Past Chairs

Ron Archibald ('92 -'94) | Larry Campbell ('94 -'95) Terry Murray ('95 -'98) | Ann Forbes ('98 -'03)
Bill MacFarquhar ('03 -'06) | Scott Dingwell ('06 -'08) Donald Daigle ('08 -'10) | John Coté ('10 -'11)
Richard Robert ('11 - '13) | Linda Pipke ('13 - '15) | Sterling Hilton ('15 - '18)

MESSAGE FROM THE EXECUTIVE DIRECTOR



Greetings Farm Management Canada Members, Partners and Stakeholders,

It has been a significant year for Farm Management Canada. We are so pleased that our longest standing supporter, Agriculture & Agri-Food Canada (AAFC), has chosen to continue supporting our vital work, cultivating excellence in farm business management to position Canada's farmers for sustainable growth and competitiveness.

We look forward to continuing our flagship learning programs and embarking on a few new adventures on our quest to meet the ever-changing learning needs of our farmers. Look out for additional workshops, toolkits, learning programs and some very important research on the link between mental health and farm business management, the secret to implementing and sustaining management practices, and the management needs of minority groups.

With the first year of our 3-year Contribution Agreement with AAFC under our belt, we reflect back on our accomplishments with pride. We had the pleasure of delivering a number of industry presentations on best management practices across Canada thanks to invitations from our partners and supporters, while showcasing Canada's excellence and exchanging insights with peers from across the globe at the International Farm Management Congress. We hosted a successful Agricultural Excellence Conference and Bridging the Gap workshops.

Farm Management Canada continued to be heavily involved in industry consultations and policy discussions, pushing for a greater emphasis on farm business management as the key to building the underlying capacity for farmers to confront change with confidence and remain resilient in an ever-changing and increasingly complex sector.

We were happy to see increased interest in conversations around risk that reach beyond insurance-based programs towards a comprehensive approach to managing risk in agriculture. We were pleased to co-host a risk management education forum along with AAFC and the Canadian Federation of Agriculture to explore best practices and gaps in risk management education. Our recently-developed AgriShield platform is perfectly positioned to help the sector take a comprehensive approach to managing risk.

By turning our attention to the critical role played by farm business management, we can position Canada's farmers to confront change with confidence and seize opportunity. As such, farm business management is Canada's best risk management and growth strategy.

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

Takin' care of business,

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

Heather Watson, Executive Director

Our Vision:

Canada's Farmers are world leaders for a sustainable future through business management excellence.

Our Mission:

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

WE BELIEVE:

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

In an ever-changing and increasingly complex global marketplace, farmers face intensifying volatility from trade relations, weather, pests and disease and consumer trends, among other factors, and must manage the social, economic and environmental impacts of farming like never before.

Much of the solution to deal with these intensifying realities lies in applying proven business practices, and fostering innovative business thinking through skills development and connectivity between agricultural stakeholders.

The business-savvy farmer is positioned to confront change with confidence and seize opportunity, carving out a steady path for sustainable growth and prosperity.

Farm Management Canada is Canada's only national organization devoted exclusively to developing, delivering and connecting farmers with farm management information, tools and resources to give farmers their best chance for success, from coast to coast to coast.

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

Farm Management Canada's reputation extends beyond Canada; we are involved in a number of international conversations to share best practices in the development and delivery of business management information, tools and resources.

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

VALUES

We at Farm Management Canada believe in:

A CULTURE OF **MANAGEMENT**

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

SUCCESSFUL **RELATIONSHIPS**

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

KNOWLEDGE MANAGEMENT, TRANSFER AND TRANSLATION

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

INNOVATION IN FARMING

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

MANAGING **CHANGE**

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

LEADERSHIP IN OUR FIELD

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

PARTICIPATING IN THE **FUTURE** OF AGRICULTURE

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

CORPORATE PROFILE & GOVERNANCE

Incorporated as a not-for-profit organization, Farm Management Canada is governed by a nine-person Board of Directors comprised of producers and representatives from public and private sectors including provincial or territorial government. Directors are elected from among members and set the strategic direction of Farm Management Canada.

As an organization that must maintain flexibility to respond to the changing realities of the agricultural sector, Farm Management Canada will continue to evolve its governance and management practices in response to the needs of industry and its members. The Directors, Staff and Partners of Farm Management Canada are committed to making a difference in Canadian agriculture. We measure our success by our contributions to the success of Canada's farmers.

2018-2019 BOARD OF DIRECTORS



Joerg Zimmermann, Chair
Member at Large (MB)



Merv Wiseman, Vice-Chair
Farmer (NL)



Jeannette Mongeon-Dignard,
Secretary/Treasurer
Farmer (ON)



Terry Aberhart
Farmer (SK)



Bradley Barton
Provincial Government (YT)



Norm Hall
Organization/Association (SK)



Sterling Hilton
Farmer (AB)



Danielle Lee
Young Farmer (AB)



Larry Martin
Member at Large (ON)

PARTNERSHIP DEVELOPMENT & INDUSTRY ENGAGEMENT

Farm Management Canada plays an integral role in connecting farm business management activities and stakeholders across Canada to:

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

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

Farm Management Canada's industry outreach endeavours include:

- ✓ Hosting industry events: conferences, workshops, discussion forums, and roundtables
- ✓ Participating in expert panels and advisory committees
- ✓ Program and project management with industry partners
- ✓ Professional speaking
- ✓ Event participation and attendance
- ✓ Research to inform best practices in business management and extension

Farm Management Canada continues to use its partnership network to tap into regional initiatives, exposing more farmers to and increasing the impact of successful initiatives. Working collaboratively provides a significant opportunity to reach more producers in a way that substantiates the content. The content becomes trusted, reliable and far-reaching.

A Chance to Meet, Engage, and Learn

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

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

2018-19 PERFORMANCE HIGHLIGHTS

- HOSTED THE ANNUAL **AGRICULTURAL EXCELLENCE CONFERENCE** IN WINNIPEG, WELCOMING **289 DELEGATES** FROM ACROSS CANADA
- PARTICIPATED IN THE **22ND INTERNATIONAL FARM MANAGEMENT CONGRESS** IN TASMANIA, PRESENTING **2 PAPERS**, REPRESENTING CANADA ON THE IFMA COUNCIL, AND SHOWCASING CANADA'S EXCELLENCE WITH OVER **300 ATTENDEES** FROM 20 COUNTRIES
- HOSTED 25 **AGRIWEBINARS** AND 2 EVENT BROADCASTS TO **3,935 VIEWERS**, AVERAGING **157 VIEWERS PER WEBINAR**
- HOSTED 2 **BRIDGING THE GAP FARM TRANSITION WORKSHOP FOR FARM FAMILIES**, AND **SUCCESSOR DEVELOPMENT ALUMNI PROGRAM**
- OVER **320 PUBLICATIONS SOLD**, MOST POPULAR: FARM BUSINESS PLANNING
- **WEBSITE** WWW.FMC-GAC.COM WELCOMED **OVER 50,000 VISITORS** - **TWITTER, FACEBOOK, YOUTUBE** GARNERED **2,453 FOLLOWERS**, **11,124 ENGAGEMENTS**, AND **2,867 VIDEO VIEWS**
- **24,700 SUBSCRIBERS** TO OUR NEWSLETTER, EMAIL UPDATES
- FEATURED IN **25 POPULAR PRESS & MEDIA ARTICLES** (EX. NATIONAL POST, TOP CROP MANAGER, COUNTRY GUIDE, BETTER FARMING) REACHING OVER 200,000 SUBSCRIBERS
- CONTRIBUTED TO **7 ADVISORY COMMITTEES**, PARTICIPATED IN **9 INDUSTRY CONSULTATIONS**
- SOUGHT BY INDUSTRY TO PROVIDE **18 INDUSTRY PRESENTATIONS** REACHING **1245 AUDIENCE MEMBERS** WITH BUSINESS MANAGEMENT BEST PRACTICES AND INSIGHTS. REGULAR CONTRIBUTOR TO **6 INDUSTRY AND PARTNER NEWSLETTERS**.
- CONTINUED RECOGNITION OF EXCELLENCE THROUGH THE **EXCELLENCE AWARD FOR AG STUDENTS AND WILSON LOREE AWARD**
- CONTINUED RESEARCH INTO **DRIVERS AND BARRIERS TO IMPLEMENTING FARM BUSINESS MANAGEMENT PRACTICES**

ONLINE RESOURCE CENTRE

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



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

The website also includes a farm business management events calendar.

Farm Management Canada also manages www.FarmBusinessAssessment.com helping farmers assess their business practices, and www.PledgetoPlan.com, dedicated to helping farmers create a planning process for their farm.



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All live presentations are archived and available by podcast.

We are proud to have worked with the following partners:

- FARM CREDIT CANADA
- CANADA'S OUTSTANDING YOUNG FARMERS' PROGRAM
- CANADIAN ASSOCIATION OF FARM ADVISORS
- RBC

	
SPEAKER	TITLE
Jean-Philippe (JP) Gervais, <i>Farm Credit Canada</i>	2018 Farmland Values Report
Jean-Philippe (JP) Gervais, <i>Farm Credit Canada</i>	2018 Trade Rankings: Navigating Trade Disruptions and Volatility
Craig Klemmer, <i>Farm Credit Canada</i>	Top Economic Trends of 2018

 RBC Royal Bank®	
SPEAKER	TITLE
Brent DeKoning <i>Lorkovic Wealth Management, RBC Dominion Securities</i>	Farm Succession Planning – The Kitchen Table Discussion Part I
Brent DeKoning <i>Lorkovic Wealth Management, RBC Dominion Securities</i> Bobby Hinduja <i>High Net Worth Planning Services, RBC Wealth Management</i>	Farm Succession Planning – The Kitchen Table Discussion Part II

	
SPEAKER	TITLE
Gerry Friesen, <i>The Recovering Farmer</i>	Healthy Farmer Series: Part 1 – You
Kelly Dobson, <i>LeaderShift Inc.</i>	Healthy Farmer Series: Part 2 – Your Farm

Live Event Broadcasts

PARTNER	EVENT
	Farm Tax Update
	Canada's Outstanding Young Farmer National Event: Kim McConnell and Adrienne Ivey: Bridging the gap between farmers and consumers to earn public trust Atlantic: Robert Anderson and Jill Ebbett of Glassville, NB Quebec: Philippe Laurendeau and Kristina Roarke of Warwick Ontario: Jordan and Alex McKay of Port Perry Manitoba: Brooks & Jen White of Pearson, Saskatchewan: Jordan and Jennifer Lindgren of Norquay Alberta/NWT: Craig and Jinel Ference of Kirriemuir, AB British Columbia/Yukon: Tyler McNaughton and Sasha Bental of Fort Steele, BC The Motherwell Award

RESOURCES & PUBLICATIONS CATALOGUE

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

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

75% of our resources were purchased by academic institutions for use in curriculum.

AGRICULTURAL EXCELLENCE CONFERENCE



Ready? Steady. Go!

November 26-28, 2019

Winnipeg, Manitoba



The 2018 Agricultural Excellence Conference was hosted in Winnipeg, Manitoba November 26-28, welcoming over 280 farm management enthusiasts from across Canada to hear from leading experts and exchange insights on what it takes to succeed in today's increasingly competitive and ever-changing global marketplace. The Conference theme, Ready? Steady. Go! focused on building the capacity of our farmers to confront change with confidence and seize opportunity towards sustainable growth and prosperity. Conference-goers came away from AgEx equipped with practical information and tools to enhance their farm business practices and unleash their potential.

The majority of participants were farmers, representing a variety of production sectors including beef, dairy, grains & oilseeds, horticulture, poultry, hog, and fruit, while the remaining participants were advisors, academia, organizations, government and private industry corporations – all with an interest in advancing farm business management in Canada. 68% of participants were under 40 years of age. 39% of delegates were female.

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

- [The Power of Peer Groups](#)
- [Farming 3.0](#)
- [Unleashing Canada's Growth Potential](#)
- [Healthy Farmer: Healthy Farm Discussion Panel](#)
- [Leadership Effectiveness and Business Performance](#)
- [Building Financial Strength in your Farming Operation](#)
- [The True Cost of Land](#)
- [International Insights: When Cows Fly](#)

International Insights: Value Chain Opportunities for Canada's Craft Brewers
Bridging the Gap: Young Farmers' Bear Pit & Young at Heart Forum
Farm Family Feud
National Farm Business Resource Showcase

Altogether, over 35 presentations and resources were shared with participants.



“I will be recommending other producers attend future Farm Management Canada conferences. I think future farmers will be required to be as good at business management (debt management, cost control, marketing) as production practices. I find it very important to get away from the farm to re-evaluate priorities. They can make the most of their experience by showing up early and staying late. We got a great deal of value out of networking with attendees.” – Mike Schroeder

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

- Bridging the Gap: Successor Development Program Alumni Session
- Nuffield Canada Annual Meeting and Scholarship Orientation
- Canada's Outstanding Young Farmers National Conference
- Provincial/Territorial Ministry of Agriculture Annual Meeting



A graphic facilitator captured some of the conversations:



Some more great memories from AgEx2018:



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

Sponsors



Supporting Partners



Media Partners



Government



WILSON LOREE AWARD

Congratulations to our 2018 recipient: Elaine Froese

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

As a certified farm family business coach, Elaine Froese specializes in helping farm families work through the tough issues to take action. She creates a safe place for families to meet, plan for change and be clear about expectations.

Elaine is an award-winning author of *Planting the Seed of Hope*, *Do the Tough Things Right*, *Farming's In-Law Factor*, and *Building Your Family Legacy*. Her online course *Get Farm Transition Unstuck* helps procrastinating farmers deal with the emotional factors affecting planning. She has been a regular contributor to *Grainews* for over 20 years, and her blog reaches over 7500 subscribers.



She farms with her husband and son in southwestern Manitoba on a certified seed farm.

Wilson Loree personally presented the award to Elaine at the Agricultural Excellence Conference.

"Elaine has turned her lifelong experiences as a coach for over 1000 farm families and personally as a farm owner into pragmatic ways to navigate transition, communication and other sensitive issues on the farm" said Wilson. "And her influence is spreading. She has trained consultants and coaches in Australia, the U.S. and Canada and has become a mentor to new transition coaches - transferring and extending her unique skills and ability. Elaine emanates the spirit of the Award. I am pleased to honour Elaine with the 2018 Wilson Loree Award."

"It's now 2018 and a new generation are building an amazing culture for agriculture across our great country. I'm thrilled to continue to meet them, mentor them, and coach them. And, gently urge their parents to let go, and reinvent their roles," Elaine noted. "An inheritance is what you leave with people; a legacy is what you leave in them - thank you Wilson Loree for this recognition of my passion to empower family, increase profit and secure legacy."

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



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

EXCELLENCE AWARD FOR AGRICULTURAL STUDENTS

Congratulations to our 2018 recipient David MacTaggart, University of Saskatchewan!

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



The Award encourages agricultural students to enhance their communication skills and raises awareness of the importance of farm business management. Each year, Farm Management Canada collects submissions from agricultural students across Canada and awards deserving students with a scholarship towards their education.

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

How can NAFTA be amended to benefit Canadian agriculture?



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

TRANSITION PLANNING WORKSHOP FOR FARM FAMILIES



The Bridging the Gap Workshop welcomed 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 were preventing or hindering succession planning on the farm.



Elaine Froese
Family Farm Coach



Cedric MacLeod
Management Consultant

This year we had the opportunity to host workshops in Moncton, New Brunswick and Langley, British Columbia. Attendees were encouraged to ask questions and discuss their farming situations with the group. The event provided an opportunity for delegates to share insights, transfer knowledge and network.

"This workshop gave us the resources needed to start the farm transition conversation."

"Empowered us to have a hard conversation and make a move."

"The workshop allowed us to see that it is possible to have the family intact with transition occurring."

"We have an Action Plan to move forward."

In partnership with:



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



And funded in part by:



THE 22ND INTERNATIONAL FARM MANAGEMENT CONGRESS



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

The 22nd Congress: Growing Agriculture at 41 Degrees South, was held March 3-8 in Tasmania, welcoming over 300 participants from 20 countries around the world. The Pre-Congress tour led delegates from Hobart to Launceston, while the Post-Congress tour led delegates from Melbourne to Sydney.

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

Farm Management Canada presented two papers:

Check your Blind Spots: Managing Farm Risk
Farming for our Future: Communication is Key to Bridging the Transition Gap

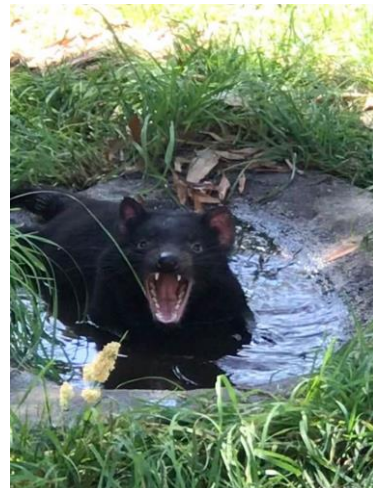
Farm Management Canada also helped host a roundtable discussion on how to grow agriculture, and for the first time, the Congress hosted a Next Gens program to help the next generation of agricultural leaders connect, inspire and be inspired.

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

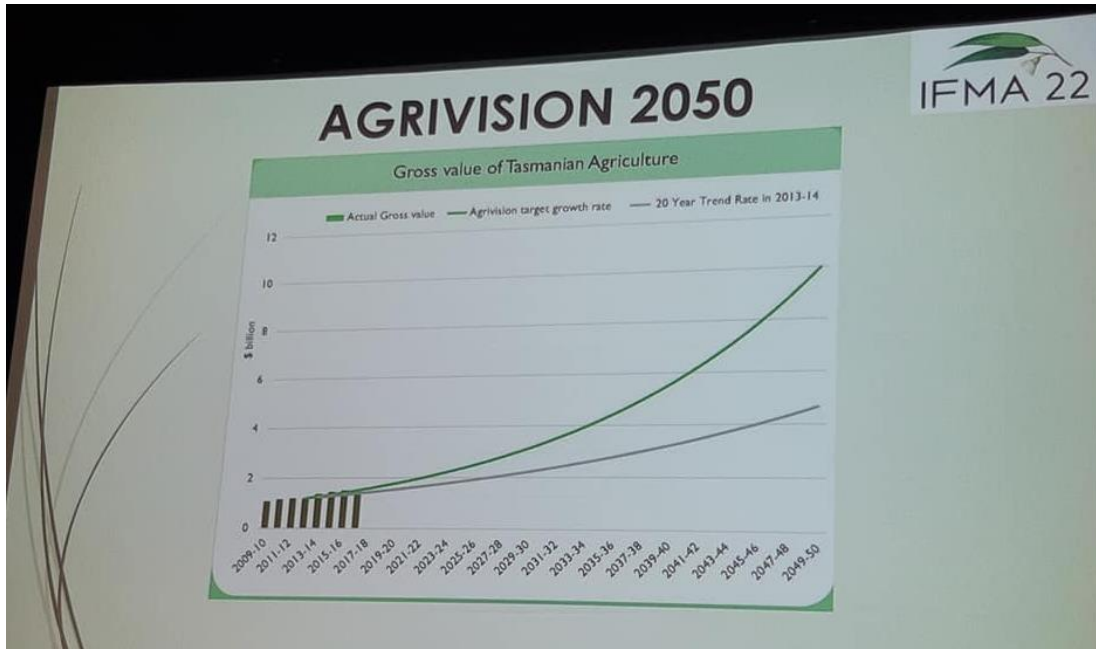
- ✓ Plenary Sessions (20)
- ✓ Contributed Papers (93)
- ✓ Contributed Posters (16)
- ✓ Field Trips (8)

Over 100 new learning resources were shared with delegates.

IFMA22 in pictures:







- ### What the government is doing
- Agri Growth Loans
 - Biosecurity at an island level , protection, control, eradication
 - Capacity building and skills development – rural youth, rural women, agri skills plan
 - Horticulture export facilitation
 - Infrastructural growth through infrastructure Tasmania , freight strategy , forestry development initiatives
 - Regional support initiatives

- ### What the government is doing
- R and D across many industries with industry and TIAR - poppies, water, vineyards, on farm productivity – precision agriculture
 - Rural community support
 - Safety initiatives
 - Tasmanian Brand development
 - Trade strategy – announced this week
 - Water for Profit , irrigation initiatives , water resource management



Top questions (4)

Donna Lucas: Some tools might be not fully ready for adoption, but we still need businesses to trial them. What's in it for people who adopt early?

Donna Lucas: Has any work been done on technologies that detect what's going on below the soil surface eg root growth which could indicate soil borne disease?

Anonymous: How is this technology commercialised disseminating your work to farmers?

Latest question

Molly: Are there more plans with your group to do work with livestock agriculture? I see huge potential for animal welfare implications.



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

PROVINCIAL-TERRITORIAL MINISTRY NETWORK

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

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

The 2018-2019 Annual Meeting took place November 29 in conjunction with the Agricultural Excellence Conference in Winnipeg, Manitoba.



AGRI SHIELD®



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

AgriShield® is an online platform accessible to farmers, advisors and farm groups. Through a series of questionnaires, farmers will establish risk profiles based on the six key areas of risk: people, production, business environment, finances, markets, and management. These risk profiles are then used to generate detailed and prioritized action plans, creating a roadmap to continued success.

The platform covers 6 risk families including People, Finance, Market, Business Management, Business Environment and Production, and breaks those down into risk categories. Each of these risk categories is further broken down into risk scenarios with suggested best management practices and helpful resources. These resources include a variety of options, from government programs to industry tools, to processes and procedures for taking a proactive approach to managing risk.

Over the past year, Farm Management Canada has been pilot testing the platform with stakeholders across Canada. The platform is set to launch in April 2019.

In partnership with:



NEW STUDY: EXPLORING THE CONNECTION BETWEEN MENTAL HEALTH AND FARM BUSINESS MANAGEMENT

We know our farmers are incredibly stressed, and we know that stress and fatigue can have negative effects on making informed business decisions. Through ground-breaking research, Farm Management Canada seeks to further explore factors influencing mental health, and how we can support mental health through business management, support business management through mental health, and the critical path forward. We further seek to explore whether demographic differences exist between regions, production sectors, gender and age, and steps we can take to meet these individual needs.



The study commenced with a Call for Expressions of Interest and securing partner support followed by soliciting proposals to conduct the study. Research will commence in the summer of 2019 and the project will be complete in April 2020.

STANDARDIZED FINANCIAL BENCHMARKS FOR FARM FINANCIAL STATEMENTS LAUNCHED



In Canada, there exists no authoritative standard on financial statements for agriculture. The lack of comparability between financial statements is making it difficult to truly assess performance, and as a result there is a noticeable disconnect between financial performance and making strategic decisions.

With support from Farm Management Canada, Agri-Food Management Excellence developed a format for farm financial statements built around unique aspects of agricultural production and on the principle that management of operations is different than management of financing. The new standardized operating statement gives financial benchmarks that help identify opportunities for improvements in operations (production), human resource, and marketing management as well as finance.

Over the past year, BDO has been testing the new standard with its farm customers.

The full project report is available online, including new ratios for agricultural production. The resulting financial ratios give benchmarks that will provide valuable management information to farmers. This work will continue, analyzing financial ratios across regions and production sectors to help the sector with benchmarking.

The next step is to create a Farm Financial Toolkit for farmers and industry professionals to readily use the new standard.

AGRI BENCHMARK

agri benchmark uses an internationally-recognized and harmonized method to gather farm data from participating countries to compare farms (production systems, production costs and competitiveness) on an international scale to determine competitive positions and identify opportunities for improved performance.



Farm Management Canada is a proud partner with *agri benchmark*, helping to coordinate the Canadian network, and hosting the 2019 International Cash Crop Conference in Winnipeg, Manitoba.



STRATEGIC PARTNERSHIPS



Farm Management Canada is working in partnership with Glacier FarmMedia to promote business skills development opportunities.



**Alberta
Barley**



Following the lead of Alberta Canola, Manitoba Canola Growers and Alberta Wheat and Barley continue their strategic alliance with Farm Management Canada. The goal of the strategic alliance is to support Farm Management Canada as a national resource for farm business management information and learning opportunities for growers and encourage others to support Farm Management Canada.

Farm Management Canada's Industry Group Involvement



International Farm Management Association Board of Directors



Canadian Association of Diplomas in Agriculture Program



Agriculture More Than Ever



International Farm Transition Network



National Agricultural Occupational Framework Advisory Committee



LeaderShift Advisory Cohort



Brigid Rivoire Memorial Award for Champions of Agricultural Mental Health Selection Committee

Farm Management Canada's Consultation Contributions

Farm Management Canada participated in a number of industry consultations, including:

- Standing Committee on Agriculture & Agri-Food – Innovation and Technology Driving Market Development
- Standing Committee on Agriculture & Agri-Food – Mental Health Challenges Facing Canadian Farmers
- Agriculture & Agri-Food Canada BRM National Engagement Session
- Agriculture & Agri-Food Canada Canadian Agricultural Loans Act
- Agriculture & Agri-Food Canada's Risk Management Education Forum
- Agriculture & Agri-Food Canada's Farm Financial Survey
- Canadian Agricultural Policy Institute National Conversation on the Barton Report
- FCC – The Future of Canadian Agriculture
- International Farm Management Association – Growing Agriculture

Farm Management Canada's Speaking Engagements

Farm Management Canada provided a number of presentations at industry events, including:

- FCC Ag Knowledge Series – The 7 Practices of Canada's Top Farmers
- Agri-Visions – The 7 Practices of Canada's Top Farmers
- International Farm Management Congress: Check your Blind Spots: Managing Farm Risk
- International Farm Management Congress: Farming for our Future: Communication is Key to Bridging the Transition Gap
- Risk Management Education Forum: Managing Risk in Agriculture – a Comprehensive Approach
- Provincial/Territorial Ministry Network: Farm Management Canada Priorities, Programs and Services
- Bridging the Gap Workshops: Farm Transition Learning Opportunities – the Path to Success
- FarmTech: Bridging the Gap – A Transition Planning Panel Discussion
- BC Ministry of Agriculture – The 7 Practices of Canada's Top Farmers
- BC Ministry of Agriculture – Making Management a Reality on Your Farm
- Canadian Association of Diplomas in Agriculture Programs: Farm Management Canada Priorities, Programs and Services

Event Attendance



NATIONAL CONVERSATION ON THE BARTON REPORT
MAY 10, OTTAWA, ON



CANADIAN ASSOCIATION OF DIPLOMAS IN AGRICULTURE PROGRAM
JUNE 10-13, LETHBRIDGE, AB



ANNUAL GENERAL MEETING
JUNE 27 1PM – 3PM EDT (ONLINE)



Agriculture and
Agri-Food Canada

Agriculture et
Agroalimentaire Canada

FPT MINISTER'S MEETING
JULY 18, VANCOUVER, BC



BREAKFAST ON THE FARM
SEPTEMBER 8, OTTAWA, ON



CANADIAN ASSOCIATION OF FARM ADVISORS FARM MANAGEMENT UPDATE
SEPTEMBER 25, OTTAWA, ON



STANDING COMMITTEE ON AGRICULTURE
OCTOBER 19, OTTAWA, ON



AGRICULTURAL EXCELLENCE CONFERENCE
NOVEMBER 26-28, WINNIPEG, MB



NUFFIELD CANADA ANNUAL MEETING
NOVEMBER 27-29, WINNIPEG, MB



P/T MINISTRY MEETING
NOVEMBER 29, WINNIPEG, MB



AGRI BENCHMARK CANADIAN NETWORK MEETING
NOVEMBER 29, WINNIPEG, MB



CANADA'S OUTSTANDING YOUNG FARMERS' NATIONAL EVENT
NOVEMBER 29 – DECEMBER 2, WINNIPEG, MB



WORKSHOP: THE 7 PRACTICES DRIVING FARM SUCCESS
DECEMBER 7, NORTH GOWER, ON



WORKSHOP: THE 7 PRACTICES DRIVING FARM SUCCESS
DECEMBER 11, DAWSON CREEK, BC



WORKSHOP: THE 7 PRACTICES DRIVING FARM SUCCESS
DECEMBER 14, WINNIPEG, MB



WORKSHOP: THE 7 PRACTICES DRIVING FARM SUCCESS
JANUARY 14, STRATFORD, ON



PACIFIC AGRICULTURE SHOW
JANUARY 24-26, ABBOTSFORD, BC



FARMTECH
JANUARY 29-31, EDMONTON, AB



STANDING COMMITTEE ON AGRICULTURE
JANUARY 31, OTTAWA, ON



CANADA'S AGRICULTURE DAY
FEBRUARY 12, OTTAWA, ON



AGRI-VISIONS
FEBRUARY 13-14, LLOYDMINSTER, AB



WORKSHOP: THE 7 PRACTICES DRIVING FARM SUCCESS
FEBRUARY 19, ROSETOWN, SK



WORKSHOP: THE 7 PRACTICES DRIVING FARM SUCCESS
FEBRUARY 21, PORTAGE LA PRAIRIE, MB



ANNUAL GENERAL MEETING
FEBRUARY 27-28, OTTAWA, ON



INTERNATIONAL FARM MANAGEMENT CONGRESS
MARCH 3 – 8 2019, TASMANIA



BRIDGING THE GAP: FARM TRANSITION FOR FARM FAMILIES WORKSHOP
MARCH 8-9, MONCTON, NB



RISK MANAGEMENT EDUCATION WORKSHOP
MARCH 18-19, OTTAWA



BRIDGING THE GAP: FARM TRANSITION FOR FARM FAMILIES WORKSHOP
MARCH 20-21, LANGLEY, BC

REACH & IMPACT: A NATIONAL SUMMARY

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

While Farm Management Canada's ultimate target is Canada's farmers, Farm Management Canada also works with service providers including the Ministries of agriculture, advisors, academia, corporations and fellow organizations to positively influence business success for Canada's farmers.

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

Farm Management Canada uses a multi-medium approach to meet the learning preferences and practices of industry stakeholders, thereby increasing participation in the programming. Farm Management Canada distributed over 1,700 information products resulting in over 500,000 touch points through electronic means such as Agriwebinars and the website and over 2,200 individuals reached through in-person events including the annual Agricultural Excellence Conference, Bridging the Gap workshop and speaking at industry events.

The results of Farm Management Canada's 2018-19 Performance Survey confirm that Farm Management Canada's project activities have contributed to increasing knowledge and awareness of beneficial management practices, while also changing management behaviour at the farm level, leading to the advancement and achievement of business goals, and overall, making positive contributions to the farm business and farm family.

As a result of Farm Management Canada's activities:

- ✓ 82% of Farmers are more aware of beneficial business management strategies and tools
- ✓ 79% of Farmers are adopting beneficial management strategies and tools in their operation
- ✓ 65% of Farmers have advanced their business goals

Plan farmers adopted* through Farm Management Canada programs, resources, and/or tools:

- Financial Plan
- Operational Plan
- Transition/Succession Plan

The top beneficial practices adopted*:

- ✓ Established a clear vision and strategic goals for my farm
- ✓ Used detailed financial record-keeping to track costs more carefully
- ✓ Created or updated our business plan

The top ways Farm Management Canada has contributed to business success*:

- ✓ Make better decisions
- ✓ Capture opportunities and innovate
- ✓ Maintain/increase profitability and keep finances under control

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

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

- 78% of Farmers gained over 5% profitability
- 78% of Farmers gained over 5% in well-being (personal/family health, mental state, stress)
- 51% of Farmers gained over 5% cost savings
- 56% of Farmers gained over 5% access to capital

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

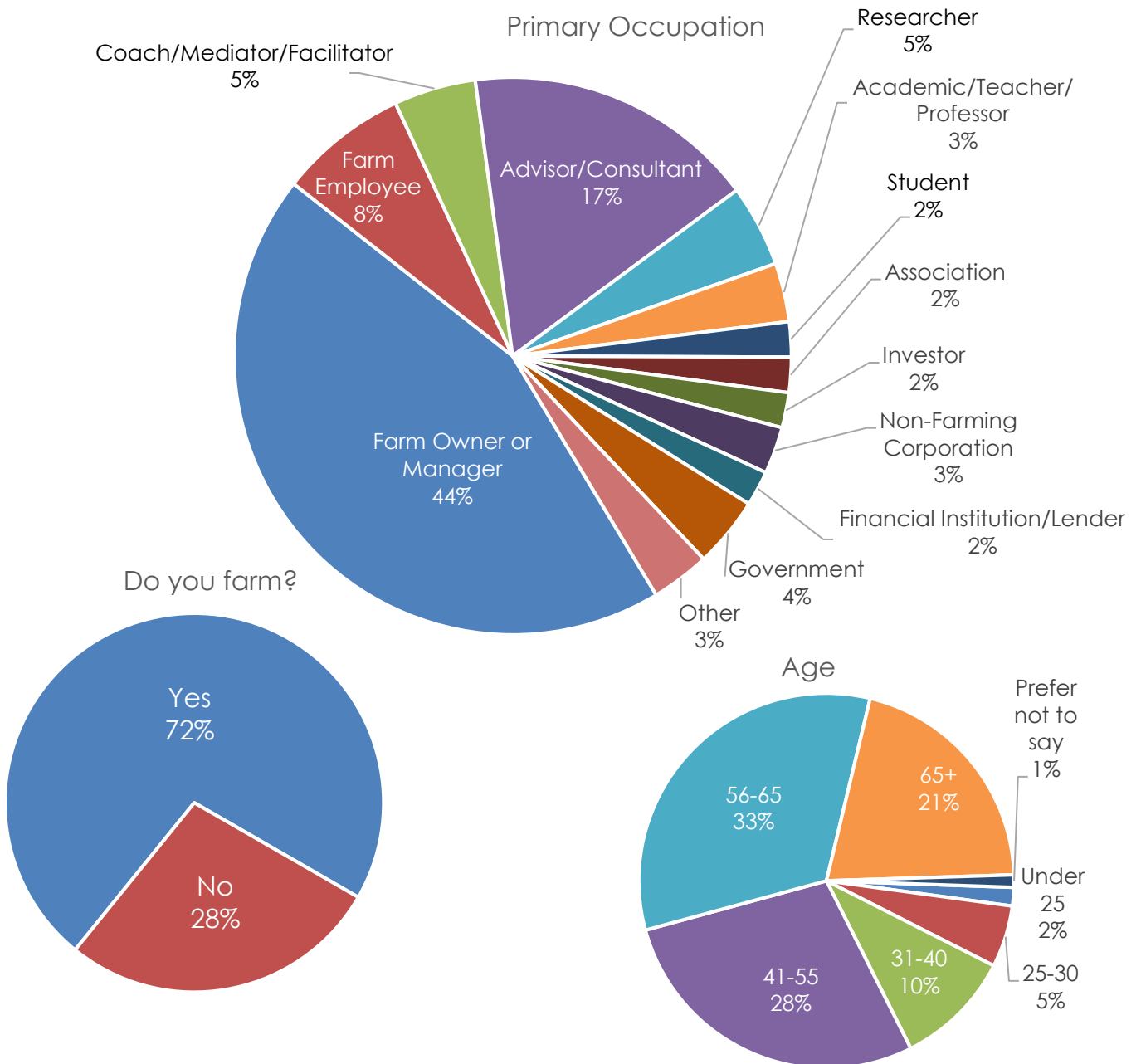
1. Planning for transition or succession
2. Seeking increased profitability
3. Market changes influencing sales
4. Planning to reduce farm debt

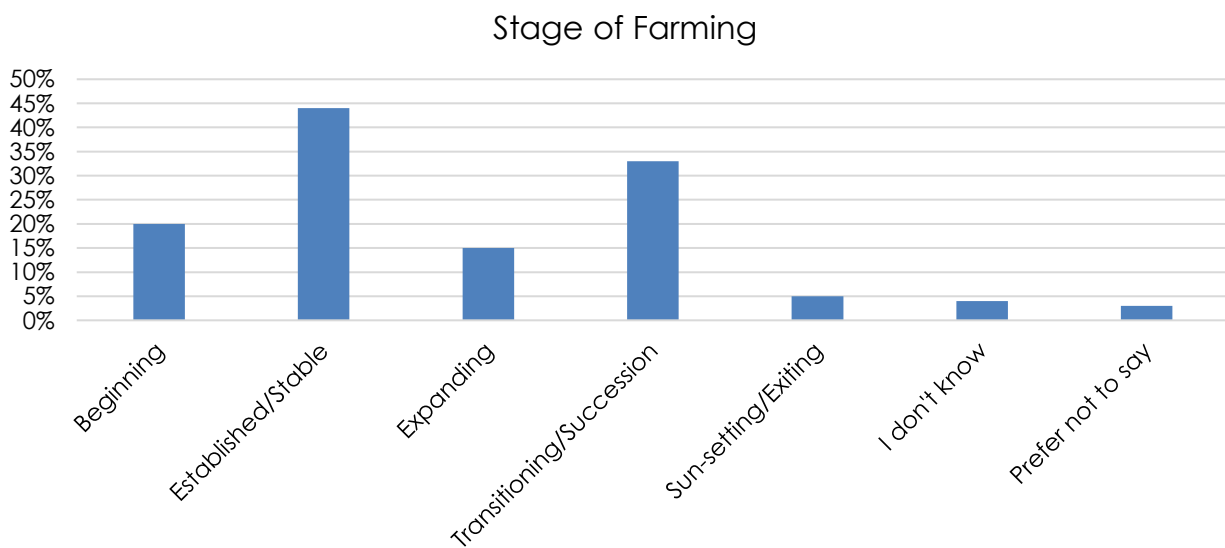
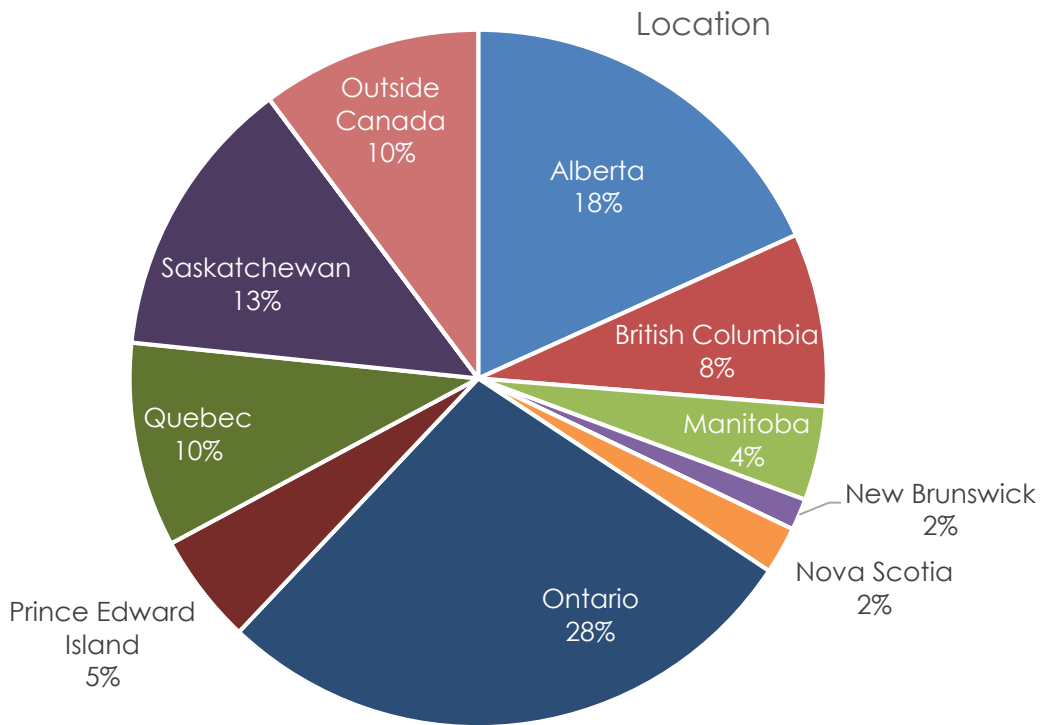
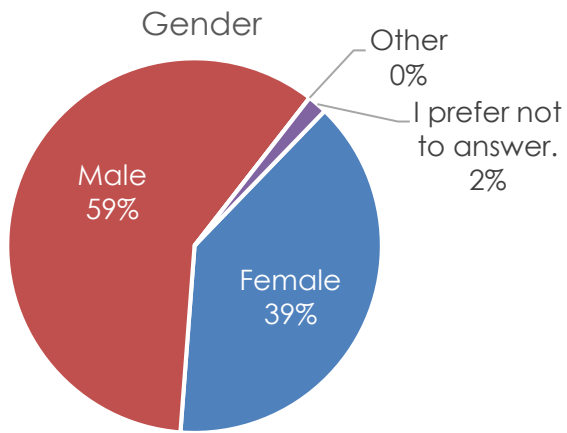
Farmers were also asked their biggest challenge in implementing farm business practices:

1. Capacity to expand
2. Getting family on board with change
3. Knowing where to start
4. Finding time to work on the business

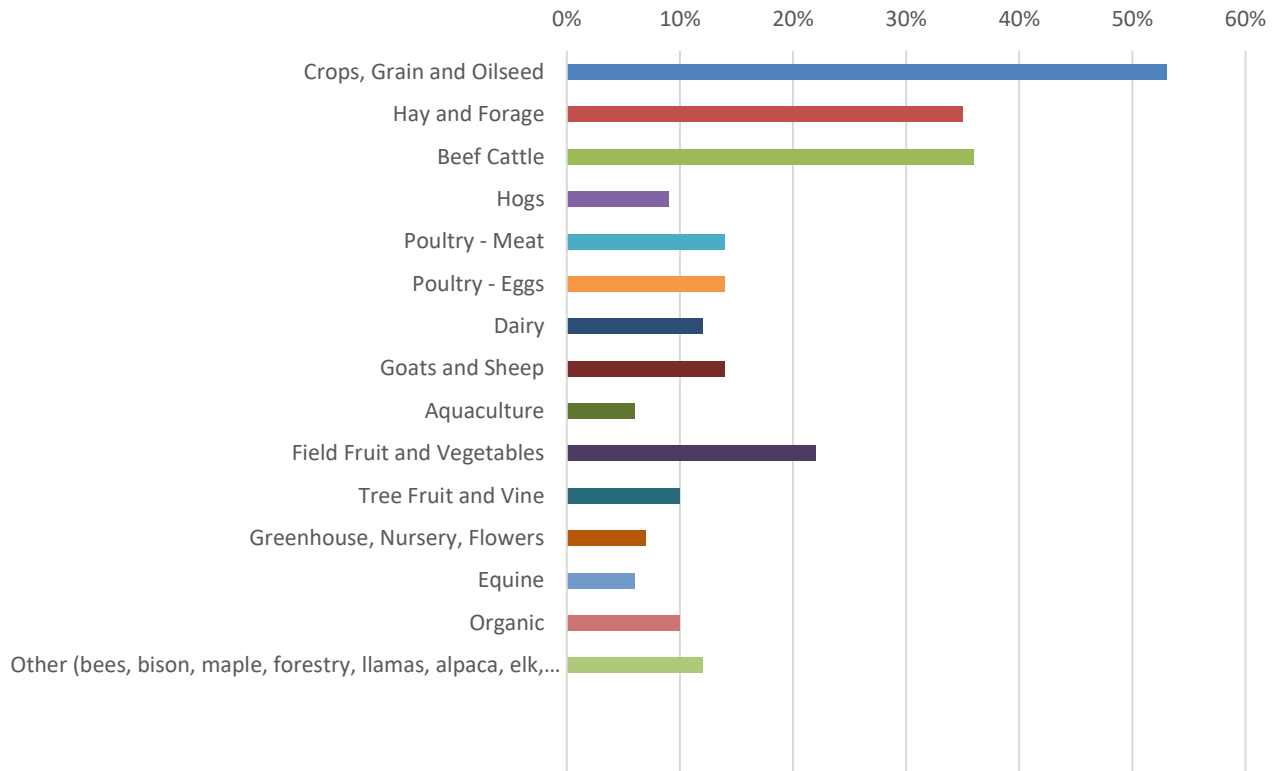
Farm Management Canada continues to calculate year-over-year demographic information to observe trends and target activities to continue to meet the needs of specific target groups.

The **DEMOGRAPHIC PROFILE OF FARM MANAGEMENT CANADA'S 2018-19 AUDIENCE** is summarized as follows:

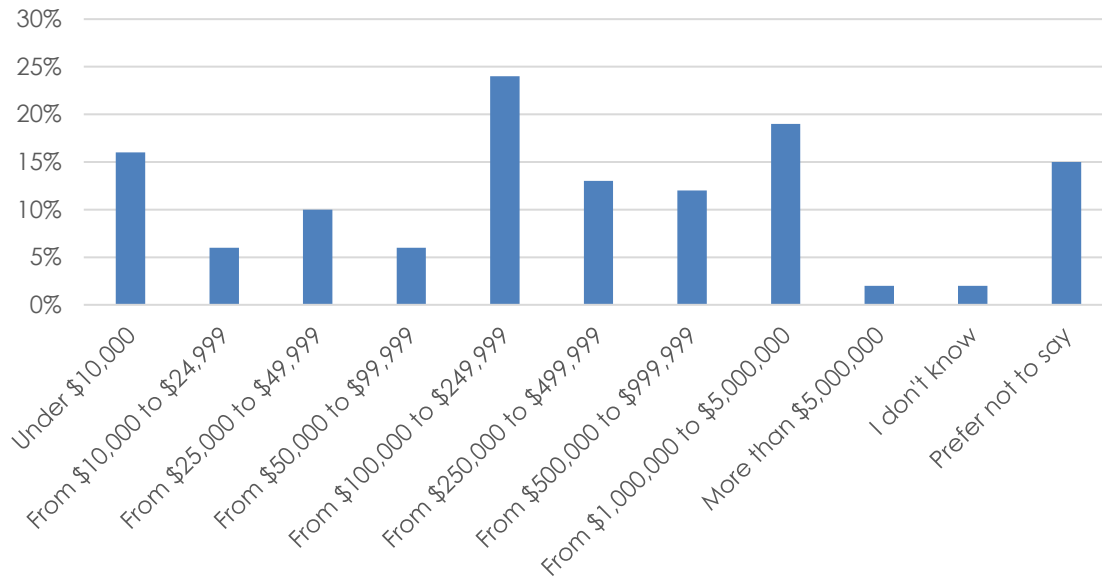




Commodity/Production Sector



Gross Farm Income



Learning Topics of Interest



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

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

Farm Management Canada's members:

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

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

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

Farm Management Canada encourages and utilizes reciprocal membership opportunities to collectively advance national and international efforts.

60% of new and renewing Individual Memberships choose the 3-year option over the 1-year option.

Our Members

**DESIGNATES A NEW MEMBER!*

CORPORATE MEMBERS

- BACKSWATH
- BDO CANADA LLP
- BMO BANK OF MONTRÉAL
- FARM CREDIT CANADA
- INTELLIFARM*
- MNP LLP
- RBC ROYAL BANK
- GLACIER FARMEDIA

ASSOCIATION/ORGANIZATION MEMBERS

- AGRICULTURAL PRODUCERS ASSOCIATION OF SASKATCHEWAN
- ALBERTA CANOLA
- ALBERTA WHEAT AND BARLEY
- CANADIAN FEDERATION OF AGRICULTURE

- CANADA'S OUTSTANDING YOUNG FARMERS
- CANADIAN 4-H COUNCIL
- CANADIAN AGRICULTURAL SAFETY ASSOCIATION
- CANADIAN ASSOCIATION OF DIPLOMAS IN AGRICULTURE PROGRAMS
- CANADIAN ASSOCIATION OF FARM ADVISORS
- CANADIAN YOUNG FARMERS' FORUM
- CENTRE D'EXPERTISE EN GESTION AGRICOLE (CEGA)
- GLOBAL NETWORKS
- INTERNATIONAL FARM MANAGEMENT ASSOCIATION
- LES GROUPES CONSEILS AGRICOLES DU QUÉBEC
- MANITOBA CANOLA GROWERS ASSOCIATION

ACADEMIC INSTITUTION MEMBERS

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

GOVERNMENT

- BRITISH COLUMBIA MINISTRY OF AGRICULTURE AND LANDS – TRISH LAUGHARNE
- ALBERTA AGRICULTURE AND RURAL DEVELOPMENT – DEAN DYCK
- SASKATCHEWAN MINISTRY OF AGRICULTURE – JAYCEE PEUTERT
- MANITOBA AGRICULTURE, FOOD AND RURAL DEVELOPMENT – WENDY DURAND
- ONTARIO MINISTRY OF AGRICULTURE AND FOOD – ROBERT WAGNER
- MINISTÈRE DE L'AGRICULTURE, DES PÊCHERIES ET DE L'ALIMENTATION DU QUÉBEC – PATRICE CARLE
- NEW BRUNSWICK DEPARTMENT OF AGRICULTURE AND AQUACULTURE – SYLVAIN GADBOIS
- NOVA SCOTIA DEPARTMENT OF AGRICULTURE – WERNER MULLER
- NEWFOUNDLAND AND LABRADOR DEPARTMENT OF NATURAL RESOURCES, FORESTRY AND AGRIFOODS AGENCY – AFTON MADORE
- PRINCE EDWARD ISLAND DEPARTMENT OF AGRICULTURE LYNDIA MACSWAIN
- YUKON GOVERNMENT, DEPARTMENT OF ENERGY, MINES AND RESOURCES, AGRICULTURE BRANCH – BRAD BARTON
- NORTHWEST TERRITORIES AGRICULTURE, AGRIFOODS AND COMMERCIAL WILDLIFE DEVELOPMENT – DEBBIE WATSYK

INDIVIDUAL MEMBERS

BRITISH COLUMBIA

George Geldart

Jo Ann Sandhu*

ALBERTA

Annessa Good*
Art Lange
Bill MacFarquhar
Brian Wittal
Danielle Lee

Graham Gilchrist
Holly White*
Humphrey Banack
Joe Rowbottom*
Kent Sereda*

Peggy Heuven*
Reg Shandro
Sterling Hilton
Wilson Loree

SASKATCHEWAN

Agbor Ndona Agbor*
Brandt Carter
John Spencer

Lance Walker*
Ryan & Lauren Maurer
Tamara Carter

Terry Aberhart*
Terry Kremeniuk

MANITOBA

Elaine Froese

Joerg Zimmermann

Paul Loeppky

ONTARIO

Andy De Vries*
Barbara Parker
Donald Good
Jeannette Mongeon
Jeff Davies

Joanne & Tony Hogervorst
Larry Martin
Len Davies
Michel Dignard

Nancy Ross
Rick Lekx
Salahuddin Saiyed
Steve McCabe*

QUEBEC

Mathieu Rouleau

NEWFOUNDLAND AND LABRADOR

Mervin Wiseman

PRINCE EDWARD ISLAND

Ashton Perry*
Colleen Younie

Gerard Fitzpatrick
John Griffin*

Dr. Timothy Ogilvie*

NEW BRUNSWICK

Aaron M. Law*

Andrew Lovell*

GOVERNANCE, MANAGEMENT AND SUSTAINABILITY: POSITIONING FARM MANAGEMENT CANADA FOR THE FUTURE

Coming into this year and knowing it would take time to secure our funding, we adjusted our business plan to account for a pending future: how we sustain ourselves with a delay in funding or without funding. We planned for the good, the bad and the ugly.

We were pleased to secure a Contribution Agreement with Agriculture & Agri-Food Canada under the Canadian Agricultural Partnership AgriCompetitiveness Program. The new Agreement will allow us to continue to provide the support and resources needed to farm families across Canada.

Admittedly, the unexpected continuance of the 50-50 cost-share requirements and shorter-term Agreement are challenging, which is why Farm Management Canada continues to seek opportunities to diversify sources of revenue and financial risk.

Partnership development and collaboration continues to be a top priority for Farm Management Canada, while we continue to offer our flagship programming along with new tools to help make farm business management a reality.

We are hoping for continued opportunities to raise the profile of the vital role of farm business management within the renewed focus on risk. The BRM review 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.

By turning our attention to the critical role played by farm business management, we can position Canada's farmers to confront change with confidence and seize opportunity. An immense opportunity for growth for the Canadian agricultural sector will come from shifting attitudes towards business management practices to increase adoption rates.

Investing in Farm Business Management: Canada's Best Opportunity for Sustainable Growth and Risk Management

Farm Management Canada 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 over 25 years, Farm Management Canada has worked to increase awareness and adoption of farm business management practices to equip Canada's farmers with the tools to weather the storm, confront change with confidence and seize opportunity.

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

Farm Management Canada retains a much-needed place as a national coordinating body and umbrella for business management activities.

By 2050, farmers must produce 70% more food to feed 9 billion people around the world¹. Further, Canada has set an ambitious target for agriculture to become Canada's key economic driver, moving from the world's 5th to 2nd largest exporter, increasing exports \$20 billion by 2025². At the same time, 75% of Canada's farms will change hands over the next 10 years³. Canada's farmers require a solid foundation for sustainable economic growth. However, currently less than 25% of Canada's farmers have a plan⁴. We know that farmers who invest in improving their management practices can increase profitability by up to 525%, taking the sector from a vulnerable to a strong economic position⁵. We must empower future and current farmers with the capacity to succeed for today, and generations to come.

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

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

STAYING CONNECTED

There are a number of ways to engage with and stay connected to Farm Management Canada.

- ✓ Visit our Website and share our Social Media
- ✓ Watch live and archived Agriwebinars
- ✓ Attend the Agricultural Excellence Conference and other events
- ✓ Become an expert: speaker, writer, resource
- ✓ Host learning sessions with Farm Management Canada and its resources
- ✓ Promote and/or distribute copies of material and resources to colleagues and contacts

¹ FAO. 2009. *How to Feed the World in 2050*

² Department of Finance Canada. 2017. Report from the Advisory Council on Economic Growth – ‘The Barton Report’

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

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

⁵ Ibid.

- ✓ Involve Farm Management Canada in consultations, surveys and needs assessments
- ✓ Provide website content and links
- ✓ Share best practices and resources
- ✓ Share your successes for national reach and international recognition
- ✓ Help us stay informed of your activities!

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

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

LOOKING AHEAD: 2019-20

Farm Management Canada will continue to be the voice, and champion for cultivating excellence through farm business management by:

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

While Farm Management Canada will continue to offer its flagship programming including the annual AgEx Conference, Agriwebinars, Bridging the Gap program, resource networks, and publications, we are looking forward to the official launch of AgriShield®, an online risk assessment and planning platform that offers farmers a comprehensive approach to managing risk. And, we'll continue to explore the barriers and drivers of adopting best management practices, along with the connection between mental health and farm management to cultivate healthy farmers, and healthy farms.

Over the next year, we are excited to embark on new initiatives, including:

- A Leader Effectiveness Development Program for Farmers
- Farm Business Management Promotional Campaign
- Farm Business Management Toolkit
- Farm Transition Toolkit
- Farm Financial Toolkit

2019-20 promises to be an incredible year as we hit the ground running with a renewed Contribution Agreement and growing number of industry partners and supporters.

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

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

Sincerely yours,

Farm Management Canada



"Don't wait for opportunity. Create it"

~Anon.