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FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

SUMMER UPDATE 2018

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MESSAGE FROM THE CHAIR

Joerg Zimmermann

In my newly-elected position as Chair of Farm Management Canada, I would like to follow the motto of our outgoing Chair, Sterling Hilton: spend your energy on the things you can control and only observe and learn from the things you cannot control. Thank you Sterling, for your dedication to FMC and for being a great mentor and friend. Weather is one of these “uncontrollable” things. Along with politics, trade wars, exchange rates, commodity markets to mention a few on the macro level. And, what about the micro level? From my own experience, if I want to find uncontrollable things to complain about and spend my energy on, the list can be endless. In the end, I get very little done. How about shifting to things we can control?



First and foremost, we can change ourselves and our operations – we are in control! It doesn't have to be a fancy, long-winded business plan, with monthly cash flows, etc. What I have found for myself and in my work with farm clients around the world: keeping it small and simple is the best way to start! And, it is better than not starting at all. You can easily add additional levels of complexity as you move forward. Above all else, you need a plan, and it must be written down.

Once established, you can “play around” with these business tools – or more scientifically speaking: run a sensitivity analysis. One example would be keeping old equipment vs. buy new equipment. A little spreadsheet model allows you to quantify how high the major repairs of the old equipment can be, while still being more feasible than buying new. This becomes one more item to check off on your equipment purchase checklist on top of width, speed, throughput, make and model, colour and personal preference, etc..

There are numerous tools and resources that FMC provides that are available to benefit farmers across Canada and beyond. Please visit us at www.fmc-gac.com to explore further.

I would like to thank our outgoing Board Member Patrice Carle for his strong commitment to the FMC Board over the past 6 years, for his passion for farm management and for his sense of humor. I would also like to thank Anne Marie Ker who served 3 years as our P/T Ministry Representative from Ontario, always bringing incredible insights with light-heartedness to our meetings. I would like to welcome our new and re-elect Board Members, Terry Aberhart of Aberhart Farms Inc., Brad Barton, Provincial/Territorial Ministry Representative from the Yukon, and Larry Martin, Agri-Food Management Excellence Inc. We continue to have a strong Board moving forward and I am looking forward to my new position as Chair. Thanks to all for your confidence and support.

Lastly, I wish all of you a safe and fruitful harvest – after all, good yields remain the major factor for profitability.

A handwritten signature in black ink, appearing to read 'Joerg Zimmermann', with a stylized flourish at the end.

Joerg Zimmermann, Chair

“Plans are nothing; planning is everything.”
~ Dwight D. Eisenhower

MESSAGE FROM THE EXECUTIVE DIRECTOR

Heather Watson

Greetings fellow farm management enthusiasts!

Summer is finally upon us and here in Ontario and other parts of the country we're hoping Mother Nature will send a little rain our way. Oftentimes it feels like we're caught in the story of Goldilocks and the Three Bears – too hot, too cold, just right. Too dry, too wet, just right.

It's important to embrace and celebrate those 'just right' moments, and have contingencies or a 'Plan B' in place when things don't go as expected. Mistakes will be made and failures are inevitable – it is part of the learning process and those who come out on top are those who learn from the past and put measures in place to mitigate the negative and seek opportunity out of uncertainty.



Speaking of contingency planning, while FMC's Board, staff and stakeholders eagerly await news on our application to Agriculture & Agri-Food Canada under the Canadian Agricultural Partnership AgriCompetitiveness Program, we continue to meet with industry stakeholders groups to put plans in place to meet the business skill requirements of their constituents. If getting more involved with FMC interests you, feel free to get in touch!

We see a bright future for agriculture. By turning our attention to the critical role played by farm business skills development, we can position Canada's farmers to confront change with confidence and seize opportunity. Farm business management is Canada's best risk management and growth strategy.

We are encouraged by the outcomes of the FPT Minister's Roundtable that took place in mid-July, focusing on a comprehensive approach to managing risk in agriculture and the critical need for training and education in this fundamental area of farm business management.

Thanks to everyone who attended our Annual General Meeting. It is an occasion for FMC to share its accomplishments with members and stakeholders and mark the path forward to continue to meet the ever-changing demands of the industry with farm business excellence.

We hope to continue to play a critical role as a national champion for farm business management, connecting Canada's farmers with the information, resources, tools and experts to thrive.

Let's plan and prosper, together!



Heather Watson, Executive Director

*"The secret to getting ahead
is getting started."
~ Mark Twain*

FMC ACTIVITY UPDATE

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

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

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 over 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.

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

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

BOARD AND GOVERNANCE

The Board of Directors is sitting tight as we await word on our application under AgriCompetitiveness to the Canadian Agricultural Partnership. The Board conducted its annual review of the Audited Financial Statements in preparation for the AGM and provided input into the Board and ED performance evaluations. Plans are underway for the summer teleconference focused on reviewing Board, Executive Director and organizational performance.

ANNUAL GENERAL MEETING AND ELECTIONS

Farm Management Canada would like to thank everyone who participated in this year's Annual General Meeting (AGM). The AGM was held via video conference June 27th and was a great success, welcoming members and stakeholders from across Canada to celebrate FMC's 2017-18 accomplishments and hear the results of Director elections.

FMC's 2017-18 Annual Report is available from the website at www.fmc-gac.com.

This year, FMC sought nominations for 3 open positions and a representative from the Provincial/Territorial (P/T) Ministries of Agriculture. 13 nominations were received for the 3 open positions. The P/T representative is elected from amongst and by the P/T Ministry Members.

Dr. Larry Martin and Joerg Zimmermann were re-elected to the Board, while FMC welcomed Terry Aberhart, a grain farmer from Saskatchewan and Bradley Barton, agricultural research technician with the Yukon Government Agricultural Branch as the P/T Ministry representative.

FMC, its members and Board would like to extend a sincere thank-you to its out-going Board members Patrice Carle and Anne Marie Ker. Patrice served on the FMC Board for 6 years, representing the Centre d'expertise en gestion agricole, while Anne Marie served for 3 years representing the P/T Ministry network with the Ontario Ministry of Agriculture, Food and Rural Affairs.

Following the Annual Meeting, Joerg Zimmermann, a farm business consultant from Manitoba was elected Chair. Merv Wiseman, a silver fox farmer from Newfoundland and Labrador was elected Vice-Chair, and Jeannette Mongeon-Dignard, a rabbit and crops farmer from Eastern Ontario was elected Secretary/Treasurer.

For a full listing of FMC's Board of Directors, visit www.fmc-gac.com/who-we-are.

FROM THE DESK OF THE BUSINESS DEVELOPMENT MANAGER

CHRIS PENTON

Recent business development efforts have revolved largely around the Ag Excellence Conference.

The agenda for AgEx is all but complete and registration is open. AgEx would simply not be a reality without our dedicated sponsors. Long term sponsors Backswath Management Inc., BMO, FCC and The Cooperators will be joined by sponsors in their second year like Alberta Canola, the Canadian Angus Association and Spirits Canada. New this year and back from previous years are Leadershift and the Canadian Canola Growers Association, respectively. In the media support corner, we are happy to announce that Real Ag, Western Producer, Farm Marketer and Golden West Radio will be helping us spread the word. They will also be on site reporting on the event.

Something new this year is the opportunity to sponsor experiences such as scavenger hunts, a photo booth, and the graphic recordings. Worth a visit to our website fmc-gac.com, please get in touch if any of the experiences strike your fancy as a potential sponsor.

We're also gearing up for Agriwebinar season with partners including RBC and the Canadian Association of Farm Advisors. Accessible from any computer or mobile device, and archived for later viewing, webinars are a great way to connect with your audience within the comfort of their home and office.

Contact us if you'd like to learn more: chris.penton@fmc-gac.com or 613 237 9060 x23

PROJECTS AND PROGRAMS

JOIN US IN WINNIPEG FOR AGEx 2018!



READY? STEADY. Go!

November 26-28, 2018
The Fort Garry Hotel
Winnipeg, Manitoba
#AgExConf2018

Agricultural Excellence 2018 is taking shape with more speakers added, workshops confirmed, and management tools to share with delegates to unleash your farm business potential!

Unleash your potential.

BOGO registration 50% off for a limited time!

YOUR FARM MANAGEMENT RESOURCE CENTRE

AGEX SPOTLIGHT:

Healthy Farmer: Healthy Farm Discussion Panel

Moderated by Janet Smith of Klinik, this panel features presentations from health and wellness experts, who understand the challenges farmers face and wish to provide practical advice and solutions to keep the farmers and farms healthy for generations to come. Sharing their insights on this panel are: Gerry Friesen, The Recovering Farmer (pictured), Sylvia Massinon, Klinik, and Marcel Hacault, Canadian Agricultural Safety Association.

ALSO FEATURING:



Courtesy of gerryfriesen.ca



WORLD-RENOUNDED FUTURIST: NIKOLAS BADMINTON

THE FUTURE OF AGRICULTURE

Badminton will use his expertise to speak about the emerging technologies that are going to shape the agriculture industry and way we eat. This is a can't-miss opportunity to learn how to confront a rapidly changing sector!

EMCEE AND HOST



HEATHER WATSON
FARM MANAGEMENT
CANADA

CANADA'S COMPREHENSIVE GROWTH STRATEGY PANEL



MODERATOR:
DON BUCKINGHAM
CANADIAN AGRI-FOOD
POLICY INSTITUTE

FARM BUSINESS MANAGEMENT RESOURCE SHOWCASE



THE POWER OF PEER GROUPS



TERRY BETKER
BACKSWATH
MANAGEMENT INC.

INTERNATIONAL INSIGHTS: BEST PRACTICES IN BARLEY VALUE CHAIN MANAGEMENT



MATT HAMILL
NUFFIELD CANADA
SCHOLAR

WANT MORE?

Bridging the Gap Forum
Concurrent Workshops
Industry Awards
Taste of Manitoba
and more!

AGEX ACCOMPANYING EVENTS:

FMC is pleased to be working with a number of partners to bring additional learning opportunities to Canada's farm management enthusiasts, including:

- Nuffield Canada Annual Meeting
- Global Networks: Agri benchmark Canadian Network Meeting
- Provincial/Territorial Ministries of Agriculture Annual Meeting
- Canada's Outstanding Young Farmer National Conference

www.FMC-GAC.com

YOUR FARM MANAGEMENT RESOURCE CENTRE



Proudly supported by:



VIDEO COMPETITION

Young farmers, start filming now!

**You could win an all-expense paid trip
to AgEx2018 in Winnipeg!**

In a short 1-minute video, we're asking young farmers from across Canada to answer the following question:

**If you could tell a consumer one thing
– what would it be?**

Your video could be 1 of 3 winners!

The 3 winners will have an all-expenses paid trip to the **Agricultural Excellence Conference** happening November 26-28, 2018 in Winnipeg.

Winners will be selected based on the following criteria:

- Quality and creativity of the video submitted
- Logic and coherent flow of ideas
- Relevance to the questions posed
- Delivery of presentation
- Compliance with eligibility criteria

Eligibility criteria

- Contestant must be at least 20 and under 40 years of age as of January 1, 2018;
- Contestant must complete the video application form;
- Contestant must be involved in the Canadian agricultural industry;
- Contestant must reside in Canada and be a Canadian citizen;
- Contestant must submit a video, 1 minute in length, responding to the contest question;
- Contestant must make an appearance in their video submission;
- Video must include "Y WE FARM Competition" in the title

Farm Management Canada must receive the completed application form and video submission no later than October 19, 2018.

For more information, please visit www.fmc-gac.com.

Winning videos will be featured on FMC's social media channels and showcased at AgEx2018!



JOIN US FOR THE 22ND
INTERNATIONAL FARM MANAGEMENT CONGRESS IN TASMANIA!



Growing Agriculture @ 41 Degrees South

March 3 – 8 2019

Tasmania, Australia

www.IFMA22.org

The International Farm Management Congress takes place every two years in host countries around the world. The theme of the 22nd Congress hosted by Tasmania, Australia is 'Growing Agriculture @ 41 Degrees South - excellence in farm management through innovation, diversification and integration with tourism'. Growing agricultural output will help to feed the world, and improve rural economies. Delegates attending the Congress will hear from farm managers, consultants and academics from around the world, as they discuss the challenges facing farm managers as they work to increase output.

The Congress will include presentations, roundtable discussions and farm visits with a focus on farming in Tasmania, a state with mostly smaller diversified farms, producing mainly for export markets.

Registration is **NOW OPEN!**

Register by January 25th for the early bird discount!

Accompanying persons program also available.

Call for Papers, Posters and Workshops **NOW OPEN!**

Submit your Papers, Posters and Workshops by October 31st!

Applied and Academic Papers accepted

SPECIAL ANNOUNCEMENT: IFMA22 'NEXT GENS' PROGRAM

The Next Gens supplement starts at midday Saturday March 2nd and runs to early afternoon the following day (the main Congress starts on Sunday evening). The program includes visits to two farms managed by younger farmers, facilitated discussions about the farming businesses, and assessment of strengths and weaknesses with the help of IFMA members from around the world. There will be an opportunity for the Next Gens to provide a review of one of the businesses during the Congress.

The program is a great opportunity for early career agriculture managers to see and learn about Tasmanian agriculture and farm management, develop their skills, and expand their networks.

The program will be facilitated by Adam Mostogl, the 2015 Tasmanian Young Australian of the Year. Adam is the founder and inspirer of illuminate Education and Consulting, a business completely focussed on empowering our young people - and making it fun too.

Participation in the Next Gens program comes with extra benefits:

- Discounted registration fee for IFMA 22 and two years complimentary membership of IFMA
- Hosted farm accommodation (Approximately 10 spots only)

Please note that the Next Gen Program is restricted to 35 delegates.

Applications close 30 September 2018.

For more information, visit www.IFMA22.org.

YOUR FARM MANAGEMENT RESOURCE CENTRE

Pre- and Post-Congress Tours are Available!

Pre-Congress Tour February 24 - March 3

Prior to the IFMA22 Congress, take the opportunity to visit Hobart and the surrounding agriculturally-diverse regions. Meet leading producers with enterprises including prime lamb, superfine Merinos, beef cattle, seed breeding, fruit and vegetable production, viticulture, aquaculture and land management. See Tasmania's wild and spectacular east coast and enjoy the world class food and wine of our island state.

Post-Congress Tour March 9 - March 15

7 Day Escorted Post-Congress Tour. Travel to some of south-eastern mainland Australia's leading agricultural regions. Inspect a range of farming and livestock enterprises. Plus sightseeing highlights.

IMPORTANT DATES:



Sept 30

Oct 31

Jan 25

Feb 24 – Mar 3

Mar 2-3

Mar 3 – Mar 8

Mar 9 – Mar 15

Next Gen Applications Due

Papers Due

Early Bird Registration Closes

Pre-Congress Tour: Tasmania

Next Gens Program

IFMA22 Congress in Tasmania, Australia

Post-Congress Tour: Sydney to Melbourne



Catch the action online!

Follow and Like @IFMAOnline www.facebook.com/ifmaonline and #IFMA22 for the latest and greatest leading up to the next Congress.

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



Are you using EAGLE –FINANCIAL ANALYSIS AND BENCHMARKING PROGRAM?

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

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

EAGLE provides a way for farmers and their advisors to compare business management practices to financial outcomes going beyond classic benchmarking tools.

Visit www.backswath.com or www.fmc-gac.com to get started!



AGRI BENCHMARK INTERNATIONAL
CASH CROP CONFERENCE:
KEY OUTCOMES



Crop production often a tight margin business – but: Argentine, Canadian and Eastern European farms found rather profitable. Chinese crop production very intensive and heavily subsidized.

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.

From June 4th to 7th, 50 international agricultural economists met in Beijing for the annual agri benchmark Cash Crop Conference which was co-hosted by the Chinese Academy of Agricultural Sciences.

All in all, crop production remains a tight margin business, some – mainly EU farms – even struggle to cover their cash and depreciation costs. Hence, reducing cost is of upmost importance for many producers. The overall development in crop farm profitability is somewhat divided: in 2017, many typical EU farms as well as others performed below the 2014-2016 average, while many farms in the Americas slightly improved against the trend. In particular, most typical farms in Argentina, Canada, Russia and Ukraine were profitable in 2017. Sugar cane and sugar beet production is suffering substantially because of the sharp and ongoing decline in global prices. Thomas de Witte from *agri benchmark* Center: “In the EU, sugar beet margins are down by 60 to 80 % compared to previous years.”

Despite tight margins, output has not been reduced so far. On the contrary, the newcomers in global commodity markets in Eastern Europe and Latin America boosted their output in recent years. Consequently, global commodity markets are growing at a remarkable pace: since 2012, the top 10 soybean producers increased exports by about 8.2 % p.a.; in corn the annual growth rate was 7.4 % and in wheat 4.9 %. Since OECD/FAO are projecting a sharp decline in growth of demand for grains and oilseed it should be just a matter of time until we see a further drop in global commodity prices. The coordinator of *agri benchmark* Cash Crop, Yelto Zimmer, concludes: “We will invest to explore how growers will adjust in case this change will indeed happen”.

EU Wheat: poor performance and challenged by environmental issues

A special analysis of wheat production revealed that in the more developed countries very often wheat performs poorly compared to other crops in the rotations. Consequently, when possible, growers in countries such as the USA or Canada are reducing their wheat acreage. However, very often it is not easy to significantly expand other crops because of disease pressure and/or low margins of alternative crops.

However, due to tighter environmental regulation and increasing resistance issues in weeds and pests, EU farmers are forced to diversify their rotations. The French *agri benchmark* partner Baptiste Dubois states: “On-farm research reveals that wider rotations and changes in tillage systems can not only save crop care products and reduce the likelihood of new resistances but also increase profits.” In the years to come, *agri benchmark* will be part of the scientific community working on the feasibility and profitability of more diverse production systems that are able to cope with the new challenges.

China – with high subsidies towards cooperative farming

The farm tours in China and the scientific exchange with Chinese economists revealed the strong and increasing financial support for crop production: import tariffs, minimum prices, area payments and input subsidies are very important for wheat, rice and corn. This leads to domestic grain prices being up to 60 %

above world market prices. Furthermore, cooperatives investing in machinery and installation investments such as irrigation are subsidized by up to 80 %. The downside from this development: land rents are very high, which makes it hard for producers to grow their business. The Chinese government puts a lot of effort into the creation and growth of cooperatives and so-called conglomerates which are basically private companies: in 2016 more than 44 million farmers were members of a cooperative – up from 1.3 million in 2008 (+ 3,200%). Cooperatives can be everything from purchasing inputs and selling outputs to joint production. The business model of the latter is based on two pillars: either individual growers stop producing themselves and just rent out the land to the cooperative; alternatively, they remain operators and outsource some key operations such as seeding and harvesting to the cooperative. The management of a cooperative can be partially organized like a private company.

Crop production in the north of China is very intensive: more than 200 kg N/ha for 8 t/ha of corn are very common. Due to the short growing season and cool springs, potato ridges are often covered with plastic sheeting. With regards to mitigation of greenhouse gas emissions, it appears that China has huge potential by adjusting fertilization to actual crop needs. This was the conclusion from a presentation that Daniel Tudela from the German *agri benchmark* Center gave.

USA vs. China conflict on soy – little impact on cropping patterns in the USA

Michael Langemeier, *agri benchmark* partner from Indiana, USA, presented his analysis on the competitiveness of corn vs. soy in the US corn belt. It turns out that current price ratios very much favor the corn-soy rotation in that part of the world. Only if US soybean prices were hit by more than 10 % (app. 35 USD/t) - and corn prices remain unchanged – would farmers possibly consider moving to a corn-corn-soy rotation. As Langemeier states, “As of now, such a sharp drop in relative prices seems to be unlikely. Hence, I don’t foresee major changes in cropping patterns even with turmoil in global soy trade.”

Please reach out to Canadian partner, Joerg Zimmermann at joz@globalagadvisors.com or visit www.agribenchmark.org for more information about agri benchmark.

AGRI SHIELD® PILOT LAUNCH

The term “business risk management” (BRM) has been adopted as the term of choice to represent farm support programs. While this is raising the profile of risk management, it has led to limiting our concept of risk management to price and production insurance. Last January, FMC began work a new project called AgriShield®, an online platform accessible to farmers, advisors and groups to identify risks, assess the importance of each risk and provide information on solutions to the key risk areas for an individual farm, group or sector using a comprehensive approach.



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

The pilot phase of AgriShield launched on April 1st and FMC continued to meet with industry stakeholders to share the platform.

The platform covers 6 risk families including People, Finance, Market, Business Management, Business Environment and Production, and breaks those down into 19 risk categories. Each of these risk categories, including Personal Well-Being, Hired Labour, Money Management, Sourcing, Selling & Trade, Environment & Climate, Pest & Disease Management, is further broken down into risk scenarios with 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.

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

The categorization and rating of risk provides not only a tool for farmers and service providers, but also a platform to conduct a comprehensive review of risk for the sector as part of the BRM program review.

If you are interested in participating in this project, please contact the Program Manager, Mathieu Lipari: mathieu@fmc-gac.com

FMC would like to thank its supporters for their key contributions to this project. We are pleased to work with project partners including the Canadian Federation of Agriculture and MNP.

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

In partnership with:



ONLINE RESOURCE PORTAL: FMC-GAC.COM

www.FMC-GAC.com is the central online database for any and all information, resources and tools related to farm business management.

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



Visit the [Upcoming Webinars](#) section on Agriwebinar.com or [sign up to our newsletter](#) to stay advised of Agriwebinar® presentations coming to a computer or mobile phone near you!

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

RECENT WEBINARS

FCC Presents: [2017 Farmland Values Report](#)

What caused the rise of farmland values in 2017? J.P. Gervais, FCC Vice-President and Chief Agricultural Economist explores the numbers across Canada and the economic and global factors driving them.

YOUR FARM MANAGEMENT RESOURCE CENTRE

AME Presents: [Financial Benchmarks for Profitable Farms: A New Approach](#)

Many farmers have trouble selling during price rallies because they fear that they may sell too soon.

Unfortunately, this often results in a lower price once the rally ends. This webinar will introduce potential trading guidelines, through the use of futures, forward contracts and options, as tools for financial discipline and success.

AME Presents: [A Trusted Framework for Developing Strategy and Strategic Planning on Canada's Farms](#)

This webinar presents the framework used in the Canadian Total Excellence in Agricultural Management (CTEAM) program to help find the strategic focus that makes a farm successful. The combination of the CTEAM framework and the innovative approach to financial performance measures (from Part 1 of the series) will be used to demonstrate how participating farmers set the right goals for their own farms and implement management practices to achieve them.

AME Presents: [Overcoming Greed and Fear in Commodity Markets](#)

Many farmers have trouble selling during price rallies because they fear that they may sell too soon.

Unfortunately, this often results in a lower price once the rally ends. This webinar will introduce potential trading guidelines, through the use of futures, forward contracts and options, as tools for financial discipline and success.

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



CTEAM UPDATE

(CANADIAN TOTAL EXCELLENCE IN AGRICULTURAL MANAGEMENT)

Canada's only national farm management training program.

CTEAM (Canadian Total Excellence in Agricultural Management) is Canada's only national Executive Management course for farm managers, and continues to gain popularity. The program takes place in four sessions over 16 months.

CTEAM participants come from all sorts of production sectors including 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 Agri-Food Management Excellence, Inc (AME) and proudly supported by Farm Management Canada.



The Next Class begins:

Module 1 December 3-7, 2018, Vancouver, BC

Module 2 March 18-22, 2019 Calgary, AB

Module 3 December 2-6, 2019, Niagara Falls, ON

Module 4 March 2-6, 2020 Montreal, QC / Ottawa, ON

Tuition

\$8500 (+applicable tax) first participants

\$8,075 (+applicable tax) second participant

Save on Tuition!

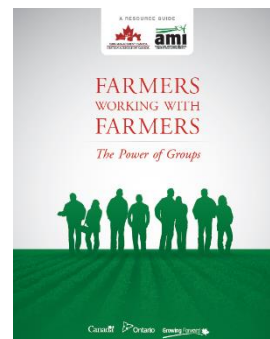
For more details please click [here](#) or check with your provincial Ministry of Agriculture for eligibility requirements.

More information is available on the AME website www.agrifoodtraining.com.

FEATURE PUBLICATION:

FEATURE RESOURCE: FARMERS WORKING WITH FARMERS: THE POWER OF GROUPS

This Resource Guide deals with farm management groups as an effective approach to management. It is recommended reading for professionals who advise farmers and any farmer who wishes to know more about how group work can help them. The Guide is a collection of ideas, suggestions, and tools for producers who are thinking of starting a group, want to sustain an existing group, or are simply interested in learning about the power of groups.



Price: \$29.00 CDN

Visit Farm Management Canada's website to order this book: www.fmc-gac.com/publications/farmers-working-farmers-power-groups. Place your order by phone: 1 888 232 3262.

ADVISORY COMMITTEE & BOARD INVOLVEMENT

BRIGID RIVOIRE MEMORIAL AWARD FOR BEST PRACTICES IN MENTAL HEALTH

FMC is proud to be a part of this Committee to recognize those individuals and groups making a positive contribution to mental health in the Canadian agricultural sector.



INTERNATIONAL FARM MANAGEMENT ASSOCIATION

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



INDUSTRY CONSULTATIONS



Agriculture and
Agri-Food Canada

Agriculture et
Agroalimentaire Canada

**BRM REVIEW: NATIONAL ENGAGEMENT
SESSION**



STANDING COMMITTEE ON AGRICULTURE: TECH & INNOVATION



Agriculture and
Agri-Food Canada

Agriculture et
Agroalimentaire Canada

**THE CANADIAN AGRICULTURAL LOANS ACT
REVIEW**

INDUSTRY & PARTNER MEETINGS/EVENT PARTICIPATION



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)

UPCOMING INDUSTRY & PARTNER MEETINGS/EVENT PARTICIPATION



Agriculture and
Agri-Food Canada

Agriculture et
Agroalimentaire Canada

FPT MINISTER'S MEETING
JULY 18, VANCOUVER, BC



INTERNATIONAL CONFERENCE OF AGRICULTURAL ECONOMISTS
JULY 28 – AUGUST 2, VANCOUVER, BC



CANADIAN ASSOCIATION OF FARM ADVISORS FARM MANAGEMENT UPDATE
SEPTEMBER 25, 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

YOUR FARM MANAGEMENT RESOURCE CENTRE



AGRI BENCHMARK CANADIAN NETWORK MEETING
NOVEMBER 29, WINNIPEG, MB



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

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



FarmTech™

FARMTECH

JANUARY 29-31, EDMONTON, AB



INTERNATIONAL FARM MANAGEMENT CONGRESS

MARCH 3 – 8 2019, TASMANIA

PROVINCIAL/TERRITORIAL MINISTRY REPRESENTATIVE UPDATE

FMC hosted its quarterly teleconference on February 15th. The Provincial/Territorial Representatives shared activities relating to business management programming, new initiatives, resources and plans under the Canadian Agricultural Partnership (CAP). Topics of discussion included working with advisors, working with academia, feedback from client surveys of extension services and conducting a survey on learning topics, formats and marketing thereof going forward. The Network is also discussing a national Dollars and Sense follow-up study.

We are starting to see the Provinces and Territories roll-out their programming in terms of cost-share funding for:

- Advisory services (individual farmers)
- Training and skills development (individual farmers)
- Training and skills development (organizations and associations)

We are posting information specific to farm business management as it becomes available. [Check it out.](#)

More information on the CAP policy framework and priority areas is available at www.agr.gc.ca/eng/about-us/key-departmental-initiatives/canadian-agricultural-partnership.

MEMBERSHIP

WELCOME & WELCOME BACK TO OUR NEW & RENEWED MEMBERS

AARON M. LAW

JOHN SPENCER

COLLEEN YOUNIE

LANCE WALKER

DALHOUSIE UNIVERSITY

LEN DAVIES

HUMPHREY BANACK

MICHEL DIGNARD

JEANNETTE MONGEON

MNP LLP

JOANNE & TONY HOGERVORST

OLDS COLLEGE

PAUL LEOPPKY



3 Year Memberships now available with a 15% discount!

YOUR FARM MANAGEMENT RESOURCE CENTRE

Farm Management Canada is passionate about farm business management and we invite you to join us in our commitment to developing and distributing leading-edge farm business management information and products to help facilitate successful farm management.

Companies, associations and individuals across Canada are joining Farm Management Canada. Our members form a vital alliance of groups interested in better farm management.

Here's your opportunity to be part of the team. 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.

**To become a member or renew your membership for 1 or 3 years, please contact
Camellia Asbreuk at 1-888-232-3262 or admin@fmc-gac.com**

STAY CONNECTED

Farm Management Canada focuses its efforts on keeping members informed of its activities to ensure the strategic direction, while identifying new and collaborative opportunities to improve programs and services to meet the changing demands of the industry. We also encourage you to provide a link to our website, www.fmc-gac.com, on your personal or company website, to help visitors connect with the information, resources and tools they seek.

KEEP US INFORMED

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



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:

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Canada 

Growing Forward 2 

*FMC's Contribution Agreement with the Government of Canada under the Growing Forward 2 program officially ended March 31, 2018. FMC has submitted an application for continued support under the Canadian Agricultural Partnership, beginning April 1, 2018.

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