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FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

WINTER UPDATE 2021

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MESSAGE FROM OUR CHAIR

Hello Everyone,

I hope you are all safe and well.

A year ago, I wrote about reflecting on the year past and what areas we can see for improvement and how to achieve those goals. Like many of you, I am sure some of those goals and ideas took a back seat to adapting to the ever-changing environment around us.

I would like to take a moment to recognize the amazing job of our producers and all people involved in the agriculture industry. There were concerns that we would see empty shelves in our grocery stores due to the shut-down of farms and processing plants from COVID-19 outbreaks, and a backlog in supplying these goods. Here we are nearly one year later with little to no interruptions this past year, and that is due to the resiliency and perseverance of those within our industry. You all deserve recognition for the challenges and obstacles you've overcome to achieve this!

For nearly all, this past year has been a learning curve. At Farm Management Canada, we've had to explore new ways to deliver our programming and find out what works well for everyone.

In December, we held our first virtual *Agricultural Excellence Conference: Prosperity with Purpose* with great success. In the past, time spent traveling, being away from farm, and tight budgets have been a barrier to accessing events like this. It has become obvious with the sheer number of participants from our virtual AgEx Conference that the industry is eager to learn and thirsty for information on how to improve their business management acumen. Through these unprecedented times, we have learned something much quicker than perhaps we would have otherwise. One of many silver linings due to these extenuating circumstances.

It appears that 2021 will be very similar to 2020; however, rather than focusing on all of the challenges that lay ahead, I would suggest looking back at the knowledge gained through this pandemic that will help carry your business into a successful future, and to look for the positives and opportunities that this pandemic has revealed. Such as, more time with family and more free time to focus on things that you wouldn't have had time for pre-COVID, and finally tackling some of those business or home improvements that have been on the to-do-list for a long time.

Check out [AgriResponse.ca](https://www.agriresponse.ca) if you have questions about emergency preparedness and contingency planning. It is a great online resource. You can ask questions, access industry experts, resources and tools to plan for whatever lies ahead.

Wishing you a better 2021.

With warm regards,



Joerg Zimmermann
Chair, Farm Management Canada



“Life isn’t about waiting for the storm to pass. It’s about learning how to dance in the rain.”

~ Viviane Greene

MESSAGE FROM OUR EXECUTIVE DIRECTOR

Greetings fellow farm management enthusiasts,

Happy New Year! Here at Farm Management Canada, we are so grateful and overwhelmed with everyone who took the time to support and participate in our 2020 Agricultural Excellence Conference! We welcomed over 1100 farm management enthusiasts from across Canada and around the world to hear from 35 incredible speakers. Want more? Be sure to sign up for our AgExtras sessions for in-depth conversations with our experts.

We're excited to ring in the New Year with exciting new programming as our 2021 National Farm Leadership Program kicks off, we celebrate the first ever Farm Transition Appreciation Day and launch our Farm Transition Toolkit! We're also planning a mental health virtual learning sessions and of course continue to offer our Roots to Success risk management training, and keep our National Farm Business Management Resource Centre full of the latest and greatest resources, tools and information to help you cultivate excellence in farm business management.



What does the New Year mean to you? With 365 new days, there are 365 new opportunities. How will you make 2021 a year for the record books?

Of course, COVID-19 continues to challenge us all as we seek to find new paths to success. But with challenges also comes the opportunity for innovation and new ideas.

With our friends over at Aberhart Ag Solutions, we hosted a live broadcast called The Strategic Farmer featuring 4 prairie farmers who let us peek behind the curtain, so to speak, to understand how they are taking lessons learned and triumphs from the past year and creating their plan for 2021 and beyond. With meetings and industry events going virtual, now is a great time to think about putting some business practices in place on the farm, or perhaps polishing up on your business and leadership skills to confront change with confidence and seize opportunity!

While we wind down our programming under the current Contribution Agreement with AAFC, we look forward to embarking on new programming and activities on April 1st and welcome our partners to continue with us on our journey.

As a non-profit industry organization, working together is vital to our success. Consider becoming a partner with Farm Management Canada and help us continue to build the business acumen of Canada's farmers to achieve sustainable growth and success.

Let's make sure we continue to take care of ourselves, and each other during these uncertain times.

A handwritten signature in black ink, appearing to read 'Heather'.

Heather Watson
Executive Director. Farm Management Canada

“The secret of change is to focus all of your energy not on fighting the old, but on building the new.”

~ Socrates

FARM MANAGEMENT CANADA AT A GLANCE

A national umbrella for farm business management activity, Farm Management Canada 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.

We were established 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, we have 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.

As your farm management resource centre, Farm Management Canada is pleased to provide a link to your current tools and resources in support of fostering farm business management.

Please consider inviting Farm Management Canada 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

Farm Management Canada's Board of Directors continues to make progress on the strategic priorities outlined in the 2020-23 Strategic Plan, meeting quarterly to review progress and keep performance targets on track.

Our Strategic Priorities:

1. Validate the impact of farm business management
2. Develop an esteemed brand
3. Build strong partnerships
4. Improve our financial resiliency

Our tactics include:

- Gather existing research on the value and impact of farm business management skills development and practices to share with industry and inform marketing/promotional materials
- Find an effective method to curate, create and exchange research with industry and academic institutions
- Curate or develop case studies on the impact of investing in farm business management
- Develop a plan to maintain and grow a positive relationship with Agriculture & Agri-Food Canada
- Identify other government funding opportunities (\$500,000)
- Identify additional non-government revenue sources (\$500,000)
- Create partnership packages, identify top 25 potential partners and seek partnership
- Build a network of farm business management champions across Canada
- Create a communication strategy to improve brand awareness and visibility
- Evaluate membership structure and related benefits
- Continue to enhance flagship programs and resources

The Board will be meeting in February to review and approve the 2021-22 Business Plan.

The 5-year Canadian Agricultural Partnership (CAP) program commenced April 1, 2018.

The Provinces and Territories are offering cost-share funding to support fostering business development via:

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

We have compiled a list of P/T cost-share opportunities supporting business development [available here](#).

Farm Management Canada secured a 3-year Contribution Agreement (2018-21) under AgriCompetitiveness. Agriculture & Agri-Food Canada announced a call for funding applications that opened July 1st. We have applied for our 4th and 5th year of programming under the AgriCompetitiveness program.

We hope to continue to be a champion for farm business management and offer our flagship programming including the annual Agricultural Excellence Conference, National Farm Leadership Program and exciting new initiatives.

We look forward to embarking on the following new activities in 2021:

- Expanding the National Farm Business Management Resource Centre
- Studying the Support Needs of Canada's Farmers, Post-COVID
- Studying the Economic Impact of the Current Low Adoption Rates for Business Management Practices
- Studying the Needs of Female Farmers

Under CAP, we have also secured a 4-year Contribution Agreement (2019-23) under AgriRisk to enhance farm risk management education.

Partnerships and collaboration are vital to Farm Management Canada's success. A complete list of partnership opportunities is available on our [website](#). If getting more involved with Farm Management Canada interests you, feel free to get in touch! We are seeking cash and in-kind contributions.

PROJECTS AND PROGRAMS

THE 2020 WILSON LOREE AWARD

Manitoba's Marcel L. Hacault Recognized for his Contribution to Farm Management Excellence



Farm Management Canada recently held its national annual Agricultural Excellence Conference virtually where Marcel L. Hacault was announced as the 2020 recipient of the prestigious Wilson Loree Award. Now in its eighteenth year, the Award honours individuals or groups who have made an extraordinary contribution to advancing agricultural business management practices in Canada.

Marcel has dedicated his life's work to Canada's agricultural sector, starting in the 1980s as the owner-operator of a farrow to finish hog farm in Niverville, Manitoba. He then became involved in agricultural advocacy, becoming Vice President of the Keystone Agricultural Producers from 1997-1999 and Chair of the Manitoba Pork Council from 1999 to 2004.



Since 2004, Marcel L. Hacault has served as Executive Director of the Canadian Agricultural Safety Association (CASA), spearheading the organization's transformation from a safety grant administrator, to an organization that leads national efforts to improve agricultural safety across Canada. Today, the Canadian Agricultural Safety Association is a national, non-profit organization dedicated to improving the health and safety of farmers, their families and agricultural workers. Since 2012, Marcel has also served as Executive Director of the FarmSafe Foundation, the charitable arm of CASA.

Marcel is also an ex-officio Board member for the Progressive Agricultural Foundation and past Board member of the Manitoba Institute of Agrologists and International Society for Agricultural Safety and Health.

Marcel has a Bachelor of Science Degree in Agriculture, a Plant Science Degree and MBA from the University of Manitoba.

Marcel will be retiring from his role at CASA in March, 2021.

Marcel was nominated by Michele Rogalsky, Wendy Bennett, Carolyn Van den Heuvel and Karl Klotzbach to receive the 2020 Wilson Loree Award.



PROSPERITY WITH PURPOSE

DECEMBER 8-10, 2020

In the midst of the global COVID-19 pandemic, Farm Management Canada held its annual National Agricultural Excellence Conference using a state-of-the-art virtual platform and welcoming over 1,100 registrants from across Canada and even around the world.

In addition to 12 Keynote presentations, the Conference included 6 Panel discussions with 23 Panelists and Moderators. 50% of speakers were female, and 50% of speakers were farmers. Participants could also connect with one another through the Networking Lounge, Exhibitor Showcase and National Resource Showcase.

The Conference theme, ***Prosperity with Purpose***, focused on taking a proactive approach to farm business management – to build the confidence and underlying capacity to weather any storm and seize opportunities, positioning farms for continued success. Industry experts provided unique insights into agricultural trends across Canada and around the world, and the best management practices farmers can use to move their businesses forward. Conference-goers came away from AgEx equipped with practical information and tools to enhance their farm business practices and position their farms for continued success.

From farmers to advisors, consultants, students, academia, government, private industry and associations, AgEx welcomed a diverse group of industry stakeholders who provided incredible energy and engagement.

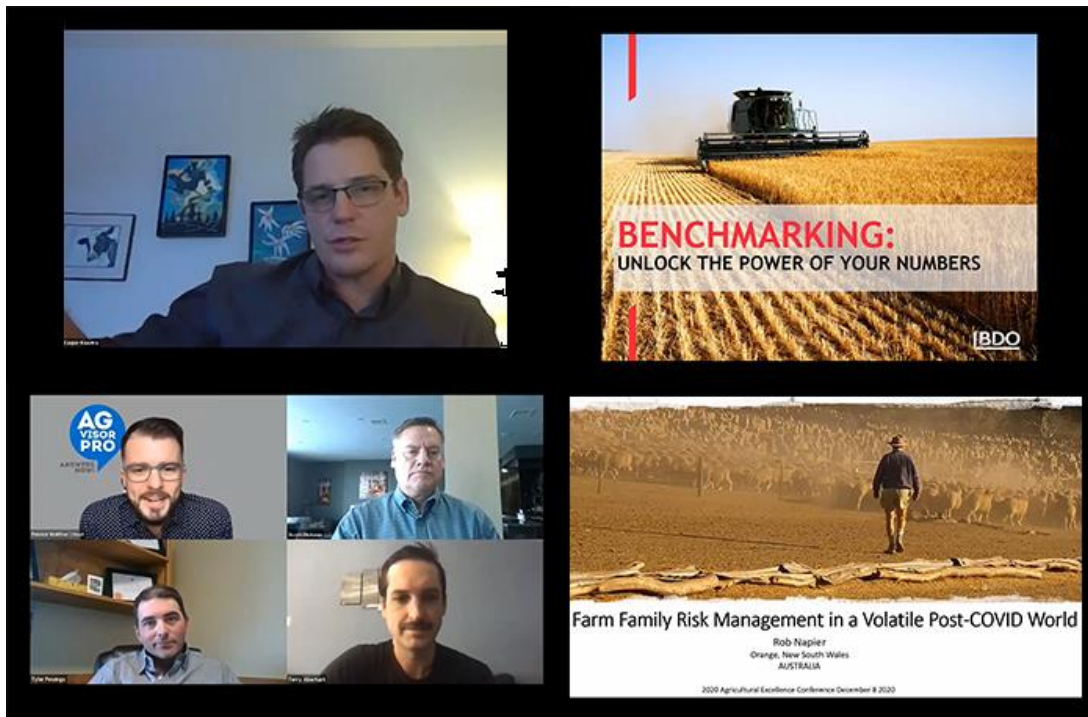
The Conference opened on Tuesday with greetings from **The Honourable Marie-Claude Bibeau**, Minister of Agriculture and Agri-Food Canada, **The Honourable Senator Robert Black**, as well as Farm Management Canada Chair, **Joerg Zimmermann**. Conference presentations started with **Heather Watson's Prosperity with Purpose: Navigating the Path**. This was followed by **Colleen Stuart's Storytelling for Uncertain Times**. **The Discussion Panel: Filling the Management Gap through Mentorship and Peer Advisors**, featured **Tyler Fewings**, **Terry Aberhart** and **Scott Dickson**, sponsored by MNP, explored two avenues Canada's farmers are using to support getting outside help to maintain excellence; mentorship and peer advisory groups, along with technological solutions that are helping farmers build their network of industry experts.



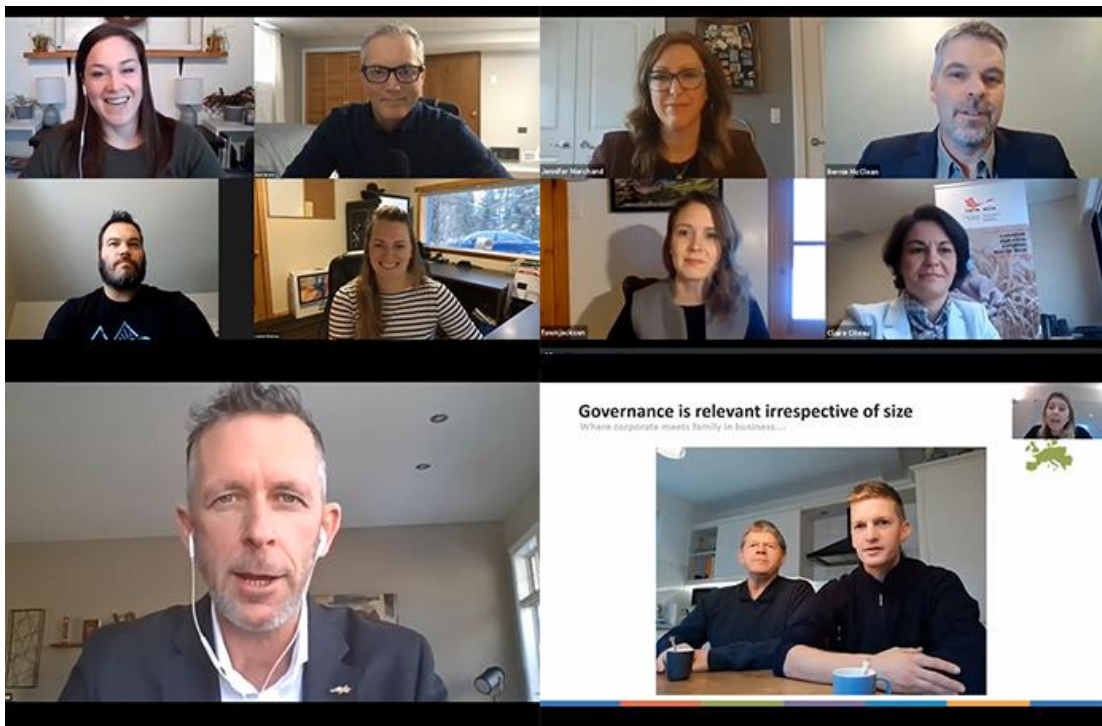
Traditionally farmers have focused on risk management in production, finance, and marketing. Climate change, debt levels and global trade disruption have increased the importance of risk management, but there are those ‘Black Swan’ events that are difficult to predict. **Rob Napier** discussed preparing for challenges in a volatile post-COVID era, and what steps farm families can take to successfully sail through the uncharted waters ahead. Capping off a day of presentations, Hoppy Hour was hosted by Origin Malting and Brewing and supported by Alberta Barley. In the evening, delegates gathered for a special student session *What Lies Ahead? The Path from Student to Professional* featuring **Sarah Weigum** and **Jake Leguee**, moderated by **Kara Oosterhuis** from RealAgriculture.

On Wednesday, delegates learned about trends and opportunities for farm management in the digital age by **Casper Kaastra** from *Sollio Agriculture*. *New Benchmarks: How Does Canada Measure Up* featured **Larry Martin**, **Lisa Kemp** and **Matt Penner**, moderated by **Maggie Van Camp** from BDO, and **Patrick Lemelin** from National Bank gave *Canada’s Ag Economic Outlook*. **Kelly Dobson** from LeaderShift presented *How to Foster Your Leadership Effectiveness: Increasing Farmer Performance*, followed by a **Discussion Panel** on *Getting the Most Value Out of Your Farm* featuring Jeremy Parkinson, Sterling Hilton, Anne Wasko and Barb Stefanyshyn-Cote, sponsored by John Deere.

On Wednesday, the **Evening of Excellence** took time to recognize **Marcel Hacault’s** contribution to farm management with the Wilson Loree Award, as well as honouring BC Ministry of Agriculture colleague **Adrian Semmelink** and positive contributions made by the farming communities across Canada who have come together to help neighbours and colleagues, **#AgAllStars**.



For the last day of the Conference, delegates joined four **Nuffield Scholars** (**Leona Watson**, **Becky Parker**, **Mark Brock** and **Matt Hamill**) over a coffee and heard their *Global Perspective* on a variety of topics, as well as *The Importance of Farm Communication* by Nuffield UK Scholar, **John Millington**, *Corporate Meets Family in Business: Understanding Governance in a Family Business* by Nuffield UK Scholar **Alexa Parker**, a panel on *Canada's Ag Trade Future* featuring **Bernie McClean**, **Jennifer Marchand**, **Fawn Jackson** and **Claire Citeau** sponsored by the Canadian Canola Growers Association, and *Lessons Learned and the Future Landscape of Canadian Ag* by **Marty Seymour** sponsored by Farm Credit Canada.



The Conference wrapped up with our very own **Heather Watson** reflecting on the 3 days of learning and providing closing remarks.

A sincere thank you to our delegates, speakers, sponsors and supporters who helped make this event a success! To re-live the Conference experience, search the hashtag #AgExConf20 on Twitter, Facebook and Instagram.

AgEx wouldn't be possible without the tremendous support of our sponsors and partners.

Speaker Session



JOHN DEERE



Networking Session



Coach on Call



Kick Start



Seeding Excellence



Supporting Partners



Government





January - March 2021

Presentations, Workshops, Q&As and more!

For speakers, schedule and to register, visit
agextras2020.eventbrite.ca

Join us for a variety of sessions and keep the learning going with access to our speakers from the 2020 Agricultural Excellence Conference. For only **\$150**, receive in-depth learning sessions in a smaller group setting. Take a deep dive into your learning and put best management practices into practice! All sessions are being recorded for later viewing.

AgExtras Session Schedule

Wednesday, January 27 at 12:00pm -1:30pm ET

Exploring Your Leadership Effectiveness - Workshop

Kelly Dobson, Chief Leadership Officer, Leadershift

This Workshop is an incredible opportunity to explore your leadership effectiveness. Take our leadership quiz to find out how you score as an effective leader, then come together for a real-time mini-group coaching session with Kelly Dobson to explore your personal path to greater leadership effectiveness.



Monday, February 8 at 11:00 - 11:30am ET

Diversifying Your Farm - Question and Answer

Barb Stefanyshyn-Cote, Co-Owner and Co-Founder, Black Fox Farm and Distillery

Our transition from farming grain to farming whisky has been exhilarating, nerve racking, challenging and rewarding. Barb will answer any questions about their experience.



Wednesday, February 17 at 1:00 - 2:00pm ET

Benchmarks for Grain and Oilseed Farms: How does your farm measure up?

Carol Kruck, Accountant and Benchmarking Specialist, BDO

To participate, farmers must email Carol (Ckruck@bdo.ca) by Feb.1 their own farms' gross revenues for the last year and ideally the last 5 years.

Carol, as an accountant and benchmarking specialist, will help participants better understand how gross revenue relates to profitability and see their own farm's five-year trends. This session will focus on key ratios, comparing the whole group's average gross revenues to the benchmark of top farms in their sector and how to use benchmarks to set goals. Followed by Q&A. Each participant will go home with a graph of their revenue trends and benchmarks.



Thursday, February 18 at 1:00 - 2:00pm ET

Benchmarks for Dairy Farms: How does your farm measure up?

Jen Milman, Accountant and Benchmarking Specialist, BDO

To participate, farmers must email Jen (JMilman@bdo.ca) by Feb.1 their own farms' gross revenues for the last year and ideally the last 5 years.

Jen, as an accountant and benchmarking specialist, will help participants better understand how gross revenue relates to profitability and see their own farm's five-year trends. This session will focus on key ratios, comparing the whole group's average gross revenues to the benchmark of top farms in their sector and how to use benchmarks to set goals. Followed by Q&A. Each participant will go home with a graph of their revenue trends and benchmarks.



Monday, February 22 at 1:00 - 2:00pm ET

Economic Fundamentals in a post-COVID era: What to Expect and How to Prepare for 2021

Vincent Cloutier, Chief Advisor, Agriculture, National Bank

Despite the challenges, the past year has more than ever put forward how privileged we are to be in the Ag & Agri-food industry. Given the macroeconomic outlook for 2021, how can one take advantage of the experience gained during the COVID period to optimize one's business positioning? In the aftermath of the renowned USDA Outlook, this interactive session will allow for an in-depth look at the opportunities and risks of the various agricultural production sectors.



Wednesday, February 24 at 1:00 - 1:30pm ET

Your Cattle Market Questions Answered

Anne Wasko, Cattle Trends Inc.

Got questions about cattle markets and where they are going in 2021? Or what about COVID's impact on beef demand? Bring them and others to this special Q&A with market analyst, Anne Wasko.



Wednesday, March 3 at 1:00 - 2:00pm ET

Manage Farm Cash Flow and Commodity Price Fluctuations with an APP Cash Advance

Dave Gallant, Canadian Canola Growers Association

The Advance Payments Program (APP) has changed dramatically in the past two years, creating new opportunities for farmers. Dave Gallant will speak about the enhanced benefits, as well as how farmers can use an APP cash advance to better manage cash flow, risk, and commodity price fluctuations.

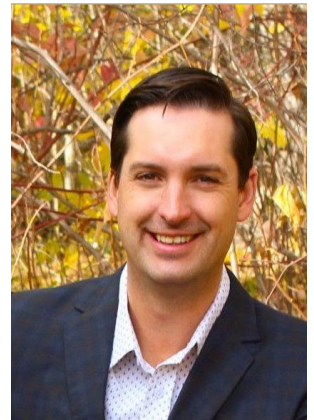


Tuesday, February 23 at 1:00 - 2:00pm ET

How Strategizing Leads to Better Decision Making on My Farm

Terry Aberhart, Aberhart Farms

This Q&A provides an opportunity for an in-depth conversation with Terry Aberhart to explore the tools and resources including business coaches and peer advisors Terry has integrated into his farm business to help reduce the gap between strategy and day-to-day decision-making on the farm. Terry will answer questions about his experience and provide 'how-to' advice for fellow farmers.



Wednesday, March 10 at 2:00pm - 2:00pm ET

Exploring the Story - Workshop and Presentation

Colleen Stewart, President, Perfect Pitch

*Join Colleen to review *The Story Compass*, and bring your own stories so we can explore them together, helping you build your farm story!*



Wednesday, March 24 at 1:00 - 2:00pm ET

Until we have Star Trek Transporters...

Patrick Walther, Co-Founder & CEO
Kris Babbings, Sales Lead, AGvisorPRO

A deeper dive into the AGvisorPRO channel and how it benefits you, whether you're a farmer, AGvisor or corporation.



Register Now to Secure your Spot!

**Offered in English only.*

THIS YEAR, MAKE TRANSITION PLANNING A PRIORITY!

Your one-stop shop for farm transition.

FarmTransitionGuide.ca



On January 12, 2021 Farm Management Canada launched farmtransitionguide.ca in conjunction with Farm Transition Appreciation Day.

Farm Management Canada, in partnership with Farm Credit Canada, BDO, and MNP are excited to bring you the Farm Transition Toolkit – a one-stop-shop for tools and resources for all stages and types of farm transition planning and implementation.

According to a Statistics Canada report released in 2016, there are over 193,000 farms in Canada, and 72 per cent of those families plan on transferring farm ownership to their children someday — while 38 per cent plan on transferring ownership within the decade.

The Farm Transition Toolkit aims to support Canadian farmers through all stages and types of farm transition. Whether you're in the midst of implementing a transition plan and need help to keep the momentum going, or you're just starting to think about transition. And, whether you intend to keep the farm in the family or look at other options or you're looking for an opportunity to get into farming. The Toolkit will direct you to the tools, resources, and professionals you need to support your transition journey from assessing your situation to creating and implementing your plan. You'll also discover why the most successful farm businesses have a transition plan – from research to inspiring stories.

TAKE CHARGE OF YOUR LEADERSHIP EFFECTIVENESS



Research has shown that leader effectiveness can account for as much as 1/3 of business performance.

The National Farm Leadership Program fits into busy farm life to help farmers identify the critical development areas that will have the greatest impact on their personal and professional lives. Not only is leadership good for business, it's good for the well-being of the leader and those they work with.

The 2021 National Farm Leadership Program began its journey in January and will continue to meet weekly for 11 weeks followed by monthly group coaching and anytime personal coaching will continue for the remainder of the year for participants to discuss their progress in their personal development plan, sharing their successes and challenges as they face real-life situations on the farm.

When asked about the impact of the program, 2020 participants told us the following:

"The program improved my mental resiliency by a lot – to not just get through stressful periods, but learning how to deal with stress. I'm a better manager and leader. I'm better at communicating the things I want my farm to accomplish and including my family and employees, helping me in my ability to strategic plan for the farm and develop a clearer vision for where I want things to go. I'm more confident in decision-making and the way I interact with everyone on the farm. The program also helped me add structure to managing the farm and my team." Jake Leguee, Leguee Farms, Saskatchewan

"More awareness of myself has opened up a whole new realm of understanding for me and everyone around me. I wasn't aware of my tendency to avoid confrontation and create distance, and how this was affecting my team. I have learned that confrontation doesn't have to mean conflict. I am now able to have more open conversations. Concerns are eased, and I feel enlightened because I have more context about situations to understand and respond more appropriately." Adam Gregory, Interlake Agri Inc., Manitoba

"I had two previous experiences taking leadership courses, however both were a waste of time and money. Nothing got implemented because it's too much information all at once with no systematic follow-up and support. The National Farm Leadership Program provides the opportunity to find ways to practice what we learn and keep practicing. The one-year follow-up is a tremendous value."

Program details:

- 11 weeks of structured online learning
- A personal leadership assessment against a global data set of leaders
- Create a personal plan to increase leadership effectiveness
- Unlimited personal coaching for a year and access to the LeaderLab (a private online community)

Led by certified executive coach and fourth generation farmer, Kelly Dobson, LeaderShift combines adult learning research, with neuroscience and IT, enabling leader development at any age.

Interested in enrolling?

Visit leader-shift.ca/national-farm-leadership-program or contact: FarmLeadership@fmc-gac.com

SAVE ON TUITION!

This program is eligible for up to \$2500 cost-share funding for farmers in SK, MB, NB, NL, PEI, YT. Check with your provincial Ministry of Agriculture for eligibility requirements.

Powered by



APPLY FOR CANADA'S ONLY NATIONAL FARM MANAGEMENT TRAINING PROGRAM: CTEAM



CANADIAN TOTAL EXCELLENCE IN AGRICULTURAL MANAGEMENT

CTEAM is Canada's only national Executive Management course for farm managers. 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!

Invest in yourself and your farm's success.

100% of CTEAM graduates surveyed said taking the time away from the day-to-day operations to look at the big picture of their farm and develop a business strategy was beneficial in their operation.



UPCOMING PROGRAM DATES:

- Module 1 - January 2021 - Delivered Online
- Module 2 - March 15-19, 2021 - Calgary, AB
- Module 3 - December 6 - 10, 2021 - Guelph, ON
- Module 4 - February/March 2022 - Delivered Online

New Price!

With the new blended learning format, the cost for CTEAM is \$6700.

Sign up for the CTEAM course, here www.agrifoodtraining.com/for-producers-cteam

CTEAM is offered by Agri-Food Management Excellence, Inc (AME).

AGRI BENCHMARK INTERNATIONAL

Agri benchmark is a non-profit global network of agricultural economists, coordinated by the Federal German Thünen Institute and the non-profit company global networks. Its aim is to generate and disseminate reliable and usable analysis on major trends in global crop production for decision makers.



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.

Farm Management Canada is a proud partner with *agri benchmark*, helping to coordinate the Canadian network. Interested in becoming involved? Visit www.agribenchmark.com for more information.

SPONSORSHIP & SUPPORT OPPORTUNITY:

BUILDING AN EFFECTIVE FARM MANAGEMENT SYSTEM: ONLINE TOOL

Farmers and ranchers who regularly follow business management practices get a 5x higher return on assets than those who do not engage in planning practices. The vast majority (88%) of farmers and ranchers also report having a written plan for their operation contributes to their peace of mind and better coping mechanisms when facing uncertainty and stress. Yet, very few farms (less than 25%) have a process in place to capture their plans and farm management measures in writing. Championing planning and building an effective management system is critical to the continuation and prosperity of our farms and the agricultural sector at large.

To encourage more farmers and ranchers to take this critical step in securing the continuity and prosperity of their farms, Wittman Consulting and Farm Management Canada are collaborating to update and digitize the widely popular **Building Effective Farm Management Systems Guidebook**. For over 30 years, the Guidebook has been used by farmers, advisors and academia to help put professional management processes, practices and plans in writing to facilitate management discussions and decision-making with the farm team and their successors. By coming together, Farm Management Canada and Wittman Consulting are responding to the long-standing request from users – to create an online version of the Guidebook.





The online version will include the expertise, exercises, and templates that made the original Guidebook so popular, with revised content applicable to farm operations around the world in the 21st Century.

The ready-to-use materials will give farm and ranch managers more immediate access to the most critical elements for establishing their **Farm Business Management Manual** that can be shared with key stakeholders including members of the farm team and successors.

This collaboration combines years of experience and expertise in supporting farm business management excellence, and fulfills a long-time demand from users in the United States, Canada, Australia, New Zealand, South Africa, and across the globe, to provide improved access to and usability of the Guidebook through digital and printable worksheets in building an effective farm management system.

If you are a champion of farm business management, help us bring the Toolkit to life by becoming a project partner.

Depending on your contribution (\$2,500 - \$10,000), you can receive:

-  **Free access to the Guidebook and Farm Management Manual**
-  **Targeted communication materials (for email, newsletters, social media, handouts) to share with your members, stakeholders and/or clients)**
-  **Logo on all promotional materials and ongoing communications regarding the project and outcomes**
-  **Demonstrate you and/or your organization as a Champion of Farm Transition, exploring opportunities challenges and finding solutions for Canada's farmers.**

This project is funded by Agriculture and Agri-Food Canada under the Canadian Agriculture Partnership (CAP) AgriCompetitiveness program on a 50/50 cost-share basis. We are looking to partner with industry stakeholders who are committed to supporting Canada's current and future farm managers and can help us achieve the cost-share requirements for the project.

To discuss how you can join this winning team and be recognized as a champion of farm business management in Canadian agriculture, contact Shawna Holmes, PhD, Project Manager at shawna.holmes@fmc-gac.com.

In partnership with:

wittmanconsulting



AGRISHIELD® – HELPING FARMS TO MANAGE RISK AND MEASURE SUSTAINABILITY!

The agriculture industry can be described as “unpredictable” at its best and “volatile” at its worst. With much of Canadian production being exported, international relations, world pandemics, political unrest, or changing regulations can have a drastic and lasting impact on Canadian agriculture. Through careful analysis, strategy, and application, however, many of these potential vulnerabilities can be managed proactively in order to keep Canadian agriculture strong on the world stage. AgriShield is a powerful new tool that aims to do exactly that.

Developed by Farm Management Canada with the goal of keeping Canadian agriculture globally competitive, AgriShield is a user-friendly risk assessment and management tool that analyzes a farm’s risk based on six key areas: people, finance, markets, management, business environment, and production. Through a series of questionnaires, detailed risk profiles are generated, as well as itemized and prioritized action plans that farmers can implement based on risk level. These risks can range from pest management to personnel, money management, and more.

AgriShield will now also allow producers to measure their sustainability, based on a scoring system developed by the Sustainable Agriculture Initiative (SAI) Platform’s Farm Sustainability Assessment 2.1 (FSA 2.1), an internationally recognized farm sustainability measure. This new AgriShield feature was added to allow producers to obtain a preliminary measure of their farm’s sustainability, while assessing your farm for risk exposure and preparedness, and all without doing any extra work!

Farm Management Canada’s goal is to ensure Canada’s farmers are positioned for success through sustainable growth. This takes a comprehensive approach to managing risk on the farm and promotes a globally competitive Canadian agriculture industry. AgriShield is a powerful tool that can help farmers be proactive in strengthening their operations, confront change, and seize opportunities as they arise, and thanks to its new feature, it can help farmers to implement the best practices they need to ensure a sustainable Canadian agricultural sector.

To learn more about AgriShield please visit fmc-gac.com/programs-services/risk-management/#agrishield.

In partnership with:



Project Update: ROOTS TO SUCCESS

TAKING A COMPREHENSIVE APPROACH TO MANAGING FARM RISK



Funded under the AgriRisk Initiative as part of the Canadian Agricultural Partnership, the Roots to Success project is making meaningful progress towards improved risk management for the agriculture and agri-food sector by promoting a comprehensive approach to managing risk. This project provides farmers and consultants working directly with farmers with much-needed training to identify, assess, and prioritize risks and create comprehensive risk management plans. The project will help establish industry benchmarks using baseline data to identify opportunities for policy and program improvement to meet the risk management needs of Canada’s farmers. This includes looking at ways to establish linkages with industry initiatives including the government’s BRM programs.

TRAINING AND WORKSHOPS

Farm Management Canada will be conducting a series of workshops to train producers on risk assessment and the implementation of a comprehensive risk management plan for their farm, and to train professionals offering consultative services to farmers to use a comprehensive risk management approach with their clients.

Because of the situation with COVID-19, all training sessions are now being offered online until further notice.

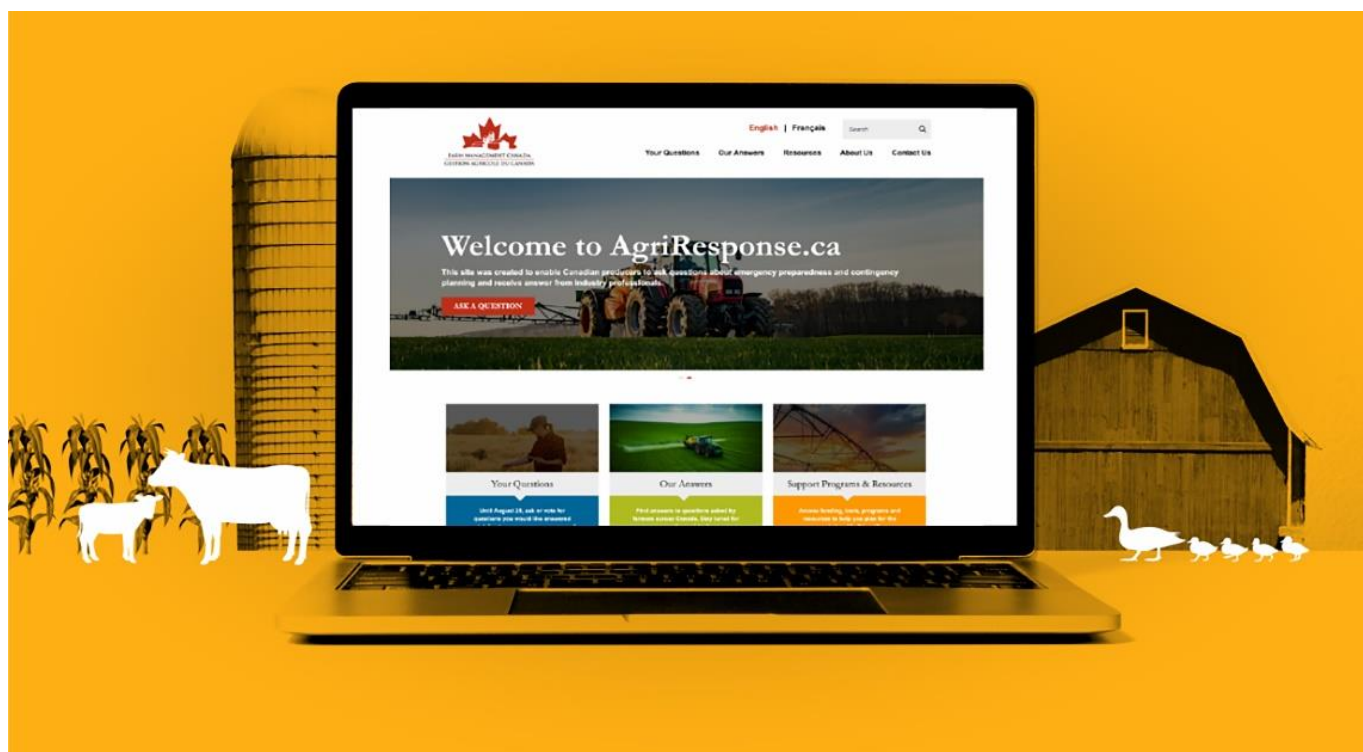
The first workshop was held on July 20th and was followed by 7 other workshops during the Fall and early January. Another 6 workshops, for producers and advisors, are scheduled to take place before the end of March 2021. A continued high level of demand for these workshops combined with a limited number of seats per workshop had caused them to become fully booked shortly after their announcement. More online workshops, taking place before the end of March will be announced to the public shortly. Farm Management Canada and its partners will continue to offer these workshops throughout the year until the end of the project in December 2022.

Stay tuned for more workshops by subscribing to our social media channels or emails!

If you wish to host or sponsor a comprehensive risk management workshop in your area, for producers or for consultants, please contact Mathieu Lipari, Program Manager at Farm Management Canada: mathieu@fmc-gac.com.

The project is funded under the Federal Government's AgriRisk Initiatives.

AGRIRESPONSE.CA – ASK QUESTIONS AND GET ANSWERS



COVID-19 has highlighted the importance of being prepared for change, to increase the capacity to build resilience of our farms, and to not only be ready to face the challenges ahead, but to be ready to seize the opportunities that may present themselves along with those challenges. This is why Farm Management Canada has created AgriResponse.ca, a new website designed to answer questions from Canadian producers on contingency planning, emergency preparedness and generally becoming more resilient when facing uncertainty.

As much as we encourage producers to take a proactive approach to managing risk, we realize many risk management responses are reaction. It is our hope that we can use the current pandemic as a way to help farmers consider emergency preparedness measures and contingency planning as a necessary component to managing the farm – to be prepared for whatever may happen, drawing on their current experiences of COVID.

The AgriResponse website helps to gather the needs and concerns of Canadian producers through an online venue where they can ask questions or vote for questions submitted by other producers, and receive responses directly from industry experts in order to find the best ways to prepare themselves for uncertainty.

The website is composed of three main sections:

- **Your Questions:** a section of the website where people can submit their questions or vote for questions that have already been posted on the website. People asking a question or voting for a question will receive a direct notification once the answer has been provided by an industry expert.
- **Our Answers:** a section of the website where all the answers to questions from the public are posted.
- **Support Programs and Resources:** a section of the website listing various organizations, multimedia, and tools available to producers to help them with contingency planning and emergency preparedness.

The answers provided by industry experts will take different forms, from a short written answer with links to resources, to a podcast or video of an interview conducted to respond to a question requiring a more lengthy response, or a webinar when we see that the demand is great enough to warrant such a response (this will be determined by the votes collected, as well as the complexity of the issue).

AgriResponse is a way for us as an industry to focus our attention on the concerns expressed by producers, straight from the horse's mouth. We hope that Canadian producers will take advantage of this opportunity to build their resilience.

The [website](#) is now available to all Canadian producers for free.

The project is funded under the Federal Government's AgriRisk Initiative.

DATE CHANGE!

JOIN US IN COPENHAGEN, DENMARK JUNE 26 – JULY 1, 2022!

www.IFMA23.org



The 23rd International Farm Management Congress will be hosted by the University of Copenhagen.

The theme of the Congress is Strategic Farming in Scandinavia and will focus on what it takes to be a successful farm business manager under a variety of circumstances and different conditions. The Congress will focus on key elements such as: production, markets, finance, leadership, strategy and regulatory borders. You will be invited to explore the farming challenges, as well as having the opportunity to enjoy the beautiful countryside of Scandinavia during both the Congress, and the pre- and post-conference tours.

You will experience how world quality products are produced, whilst at the same time, being shown how respect for the environment is embedded in the decision making. You will have the opportunity to experience Scandinavian hospitality first-hand and gain an understanding of why the three countries are ranked as some of the happiest countries in the world!

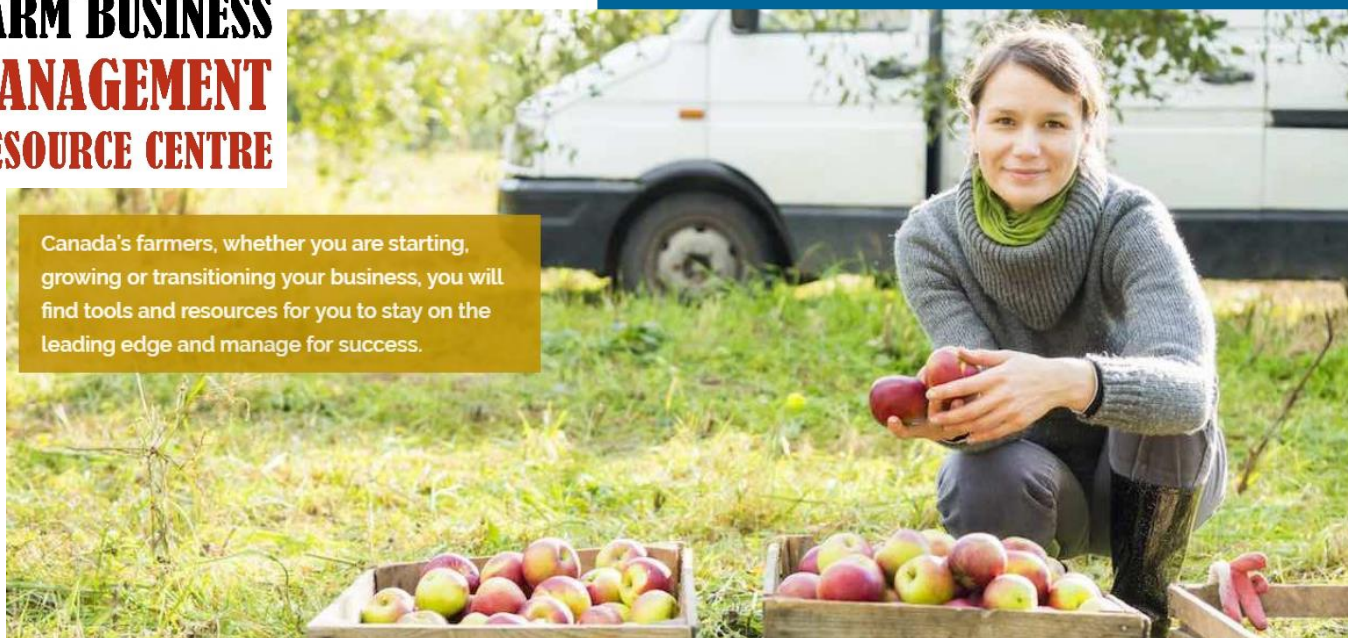
For the safety of delegates, the 23rd Congress has been postponed to 2022. The program will remain the same.

The Congress organizers along with IFMA Council plan to host webinar meetings next summer as a warm up to the conference in 2022. The webinars will deal with select topics from different regions organized by the IFMA Council. There will also be sessions with a focus on Next Generation farmers to present their challenges and successes. You will be able to find the links for the webinars on the IFMA23 homepage. See more and remember to subscribe to the newsletter at www.ifma23.org.

On behalf of the IFMA23 organizing Committee:
Brian H. Jacobsen, Denmark
Ove Karlsson, Sweden
Ole Christen Hallesby, Norway

ONLINE RESOURCE PORTAL: WWW.TAKEANEWAPPROACH.CA

NATIONAL FARM BUSINESS MANAGEMENT RESOURCE CENTRE



Canada's farmers, whether you are starting, growing or transitioning your business, you will find tools and resources for you to stay on the leading edge and manage for success.

The **National Farm Business Management Resource Centre** provides farmers across Canada with access to tools and learning opportunities to support farm business skills development all in one place. From business planning tools to workshops and webinars, the website hosts farm business management resources in a variety of formats to meet the learning preference and practices of Canada's farmers.

Planning for success may seem daunting, but it can be as easy as starting here, with a commitment to learning more, and finding the tools that can help you start, grow or transition your farm business.

As a one-stop-shop, the Resource Centre showcases the best resources available, ensuring Canada's farmers are equipped with the learning resources necessary to build their capacity to confront change with confidence and seize opportunities.

Take some time to explore the website www.takeanewapproach.ca and browse the resources, programs, events and research available to you.



SOCIAL MEDIA

Our social media feeds are chock full of information and inspirational stories to help build your business acumen!



Follow us on [Twitter](https://twitter.com/FMC_GAC) @FMC_GAC
Like us on [Facebook](https://facebook.com/FMC.GAC) @FMC.GAC
Subscribe to our [YouTube](https://youtube.com/FMCGAC) channel/FMCGAC
Follow us on [Instagram](https://instagram.com/FMC.GAC) @FMC.GAC
Follow us on [LinkedIn](https://linkedin.com/FMC.GAC)



AGRIWEBINAR FEATURE:

Farm Transition Appreciation Day Recordings

On January 12, 2020, Farm Management Canada and Farm Life Financial hosted the first annual Farm Transition Appreciation Day, celebrating Farm Transition at every stage and putting together a series of webinars to help you and your farm team take the next step in your farm transition journey. The recordings from the event are now available online! [Click here](#) to access the recordings.

Canadian Agricultural Partnership Agriwebinar

This webinar is for people who are new to the AgriStability and AgriInvest programs or have not yet joined the programs but would like to learn more.



Visit www.Agriwebinar.com to access over 250 archived webinars!

FEATURE PUBLICATION



FARM FINANCIAL RECORDS: A GUIDE TO MANAGING FOR SUCCESS

This easy-to-read publication provides an introductory understanding of farm financial records, no matter what type of crop or livestock enterprise you operate. The authors walk you through the key elements of each farm financial statement and what these statements tell you. Even if you do not personally maintain your financial records or produce your financial statements, it is important that you understand what these records and statements are telling you, so you can make more informed decisions and better manage your farm business. While many farm businesses file their income tax and government reports using the cash method of accounting,

this publication will explain the benefits of also preparing, or having prepared, your financial statements on an accrual basis. Accrual accounting will allow you to better control and do a more meaningful analysis of your business through financial statements, ratio analyses, comparison of your farm business today to previous years and to benchmark farms in the industry. This publication is appropriate for beginning farmers, more experienced farm managers, agricultural university and college educators, farm advisors, agricultural extension personnel, lenders and agriculture students.

Check out the full list of our publications and order now at takeanewapproach.ca >Resources >Publications

INDUSTRY AND PARTNER ADVISORY INVOLVEMENT

BRIGID RIVOIRE AWARD FOR CHAMPIONS FOR AGRICULTURAL MENTAL HEALTH

Farm Management Canada 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, Farm Management Canada's Executive Director represents Canada on the IFMA Council.



NATIONAL AGRICULTURAL OCCUPATIONAL FRAMEWORK II

Farm Management Canada is pleased to participate in the NAOF II project, dedicated to enhancing agricultural skills development and training knowledge and pathways.



CANADIAN AGRICULTURAL SAFETY WEEK

Farm Management Canada is pleased to participate in CASA's Canadian Ag Safety Week.



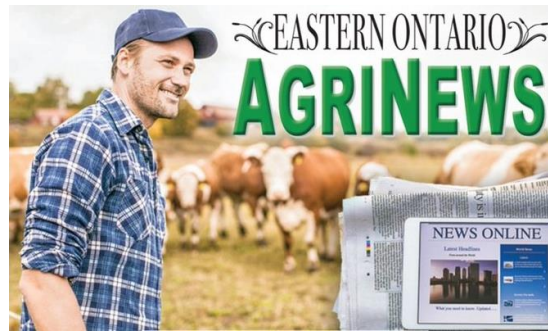
EQUALITY, DIVERSITY AND INCLUSION WORKING GROUP

Farm Management Canada is pleased to be a part of this working group to address diversity and inclusion in agriculture.



FARM MANAGEMENT CANADA IN THE MEDIA





INDUSTRY & PARTNER MEETINGS/PRESENTATIONS



ROUNDTABLE: STUDENT ENGAGEMENT AND STRESS MANAGEMENT DURING COVID
November 13, 2020 (Virtual)



PODCAST: FARM BUSINESS PLANNING AND MENTAL HEALTH
November 16, 2020 (Virtual)



MANAGING FARM RISK
November 19, 2020 (Virtual)



ROOTS TO SUCCESS RISK MANAGEMENT WORKSHOP
Producer Workshop – November 24 & 27, 2020 (Virtual)



P/T MINISTRY NETWORK MEETING
November 30, 2020 (Virtual)



ROOTS TO SUCCESS RISK MANAGEMENT WORKSHOP
Producer Workshop – November 30 & December 4, 2020 (Virtual)



NATIONAL RISK MANAGEMENT ROUNDTABLE
December 2, 2020 (Virtual)



GUEST LECTURE: ESTABLISHING YOUR CAREER IN AGRICULTURE
December 2, 2020 (Virtual)



AG TECH AND FARM BUSINESS MANAGEMENT
December 8, 2020 (Virtual)



AGRICULTURAL EXCELLENCE CONFERENCE
December 8-10, 2020 (Virtual)



ANNUAL GENERAL MEETING

December 10, 2020 (Virtual)



AGRIWEBINAR: NATIONAL FARM LEADERSHIP PROGRAM INFO SESSION

December 14, 2020



Agriculture and Agri-Food Canada

Agriculture et Agroalimentaire Canada

AGRIWEBINAR: CANADIAN AGRICULTURAL PARTNERSHIP

December 15, 2020



Agrologists
MANITOBA

HEALTHY MINDS, HEALTHY FARMS

December 16, 2020 (Virtual)



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

P/T MINISTRY NETWORK MEETING

December 16, 2020 (Virtual)



THE STRATEGIC FARMER: LIVE INTERVIEW WITH 4 FARMERS

December 18, 2020 (Virtual)



GrainTALK

PODCAST: FARM BUSINESS PLANNING

January 8, 2021 (Virtual)



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

ROOTS TO SUCCESS RISK MANAGEMENT WORKSHOP

Producer Workshop – January 11 & 14, 2021 (Virtual)



Agriculture and Agri-Food Canada

Agriculture et Agroalimentaire Canada

AGRIWEBINAR: CANADIAN AGRICULTURAL PARTNERSHIP

January 14, 2021



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

ROOTS TO SUCCESS RISK MANAGEMENT WORKSHOP

Producer Workshop – January 19 & 23, 2021 (Virtual)



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

ROOTS TO SUCCESS RISK MANAGEMENT WORKSHOP

Producer Workshop – January 26 & 29, 2021 (Virtual)



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

AGEXTRAS: EXPLORING YOUR LEADERSHIP EFFECTIVENESS

January 27, 2021 (Virtual)



BUSINESS SUMMIT

January 28-30, 2021 (Virtual)



University of Manitoba

GUEST LECTURE: MANAGING FOR SUCCESS

February 2, 2021 (Virtual)



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

ROOTS TO SUCCESS RISK MANAGEMENT WORKSHOP

Advisor Workshop – February 2 & 5, 2021 (Virtual)



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

ROOTS TO SUCCESS RISK MANAGEMENT WORKSHOP

Producer Workshop – February 8 & 11, 2021 (Virtual)



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

AGEXTRAS: DIVERSIFYING YOUR FARM

February 8, 2021 (Virtual)

UPCOMING INDUSTRY & PARTNER MEETINGS/PRESENTATIONS



AGEXTRAS: BENCHMARKS FOR GRAIN AND OILSEED FARMS: HOW DOES YOUR FARM MEASURE UP?

February 17, 2021 (Virtual)



AGEXTRAS: BENCHMARKS FOR DAIRY FARMS: HOW DOES YOUR FARM MEASURE UP?

February 18, 2021 (Virtual)



AGEXTRAS: ECONOMIC FUNDAMENTALS IN A POST-COVID ERA: WHAT TO EXPECT AND HOW TO PREPARE FOR 2021?

February 22, 2021 (Virtual)



CANADA'S AG DAY

February 23, 2021 (Virtual)



MAKING FARM BUSINESS MANAGEMENT A REALITY

February 24, 2021 (Virtual)



AGEXTRAS: YOUR CATTLE MARKET QUESTIONS ANSWERED

February 24, 2021 (Virtual)



AGEXTRAS: MANAGE FARM CASH FLOW AND COMMODITY PRICE FLUCTUATIONS WITH AN APP CASH ADVANCE

March 3, 2021 (Virtual)



AGEXTRAS: HOW STRATEGIZING LEADS TO BETTER DECISION-MAKING ON MY FARM

March 5, 2021 (Virtual)



AGEXTRAS: EXPLORING THE STORY COMPASS

March 10, 2021 (Virtual)



AGEXTRAS: UNTIL WE HAVE STAR TREK TRANSPORTERS...

March 24, 2021 (Virtual)



INTERNATIONAL FARM MANAGEMENT CONGRESS

June 26-July 1, 2022, Denmark

PROVINCIAL/TERRITORIAL MINISTRY REPRESENTATIVE UPDATE

Provincial-Territorial Ministry membership to Farm Management Canada is the only way to connect with fellow 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 farmers in each Province/Territory and Canada as a whole. The network meets by teleconference every quarter, and in-person once a year. Additional meetings are arranged as desired by the network.

Due to the on-going COVID-19 pandemic, the in-person meeting that typically takes place during the Agricultural Excellence Conference was replaced with 3 virtual meetings on November 30th, December 16th, and January 19th.

In addition to showcasing notable tools and resources each province and territory have for farm business management, the PT network also identifies projects to collaborate on as a network. They also continue to update on the state of farm business management in their respective areas in the wake of COVID-19.

The P/T Network and this very important mechanism to share best practices, providing Canada's farmers with equal opportunity for continued excellence.

BECOME A MEMBER TO HELP SUPPORT FARM BUSINESS MANAGEMENT!

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

3 YEAR MEMBERSHIPS AVAILABLE WITH A 15% DISCOUNT!

To become a member or renew your membership, contact
Camellia Asbreuk at admin@fmc-gac.com

WORK WITH US!

As a valued contributor to Canada's agricultural success, we are offering a number of ways to participate and offer your support. Show your clients and/or potential business partners just how dedicated you are to helping them achieve success through farm business management.

We're currently looking for support for the following projects:

- | | |
|--|----------|
| ○ Farm Transition Toolkit www.farmtransitionguide.ca | \$20,000 |
| ○ Building an Effective Farm Management System Guidebook and Farm Management Manual | \$40,000 |
| ○ National Farm Leadership Program | \$20,000 |
| ○ Exploring the Business Management Needs of Indigenous Producer Study | \$20,000 |
| ○ Mental Health and Farm Management Webinars | \$10,000 |

And of course, we offer the opportunity to partner and support our regular programming:

Learning Events

- Agricultural Excellence Conference (December 2021)
- Workshops
 - Roots to Success: Managing Risk on the Farm
- Agriwebinars
 - Ex. The Healthy Farmer Series



Learning Programs

- National Farm Leadership Program
- Advanced Farm Management Program



Learning Tools

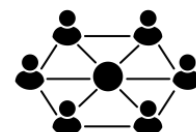
- AgriShield: Risk Assessment & Planning Platform
- Farm Business Management Toolkit
- Farm Transition Toolkit
- Farm Financial Toolkit



AgriShield

Networks

- Provincial/Territorial Ministry Network
- National Farm Risk Management Roundtable



Outreach

- Promotional Campaigns – ex. Managing Farm Risk, Building Farm Resilience
- Industry Presentations – ex. The 7 Practices of Canada’s Top Farmers
- Farm Business Management Resources and Support Programs
- Extension and Knowledge Transfer Best Practices
- Social Media
- Quarterly Newsletter



Research

- Exploring the farm business management needs of Indigenous producers



Reports

- Healthy Minds, Healthy Farms: Exploring the Connection between Mental Health and Farm Business Management
- Dollars and Sense Study Update: Factors Driving Adoption of Business Management Practices
- Making Dollars and Sense: The 7 Practices Driving Farm Financial Success
- Baseline Study: Adoption and Attitudes Towards Business Planning Practices



WE'RE HAPPY TO PROVIDE CUSTOMIZED TRAINING, TOOLS AND RESEARCH TO MEET YOUR UNIQUE NEEDS AND INTERESTS.

Contact: Nick Oakley
Business Development Lead, Farm Management Canada
Cell: 519-217-4601 | sponsorship@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 National Farm Business Management Resource Centre, www.takeanewapproach.ca, on your personal or company website, to help visitors connect with the information, resources and tools they seek.

Please feel free to inform Farm Management Canada of any upcoming events or new resources that would be of interest to our other members for promotion on our website and through our various media channels.

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!

Farm Management Canada's programs and activities are made possible through support from generous sponsors, supporters and partners.

The success of Farm Management Canada depends upon garnering support from industry partners.

Contact us:

Farm Management Canada

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

Tel: 1-888-232-3262 info@fmc-gac.com www.fmc-gac.com

Our thanks to the Government of Canada for supporting a number of Farm Management Canada's projects under the Canadian Agricultural Partnership AgriCompetitiveness and AgriRisk Programs:

