



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

ANNUAL REPORT 2020-2021

CULTIVATING EXCELLENCE
IN FARM BUSINESS MANAGEMENT



FARM MANAGEMENT CANADA: AT A GLANCE

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

Farm Management Canada's projects are funded in part by Agriculture and Agri-Food Canada (AAFC) under the Canadian Agricultural Partnership (CAP).

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

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 Please consider the environment

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

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TABLE OF CONTENTS

MESSAGE FROM THE MINISTER.....	4
MESSAGE FROM THE CHAIR.....	5
MESSAGE FROM THE EXECUTIVE DIRECTOR.....	6
CORPORATE PROFILE & GOVERNANCE.....	7
STRATEGIC PLAN AND PRIORITIES.....	8
VALUES.....	9
2020-21 PERFORMANCE HIGHLIGHTS.....	10
2020-21 YEAR IN REVIEW.....	11
PARTNERSHIP DEVELOPMENT & INDUSTRY ENGAGEMENT.....	30
REACH & IMPACT: A NATIONAL SUMMARY.....	36
MEMBERSHIP.....	44
GOVERNANCE, MANAGEMENT & SUSTAINABILITY: POSITIONING FARM MANAGEMENT CANADA FOR THE FUTURE.....	46
STAY CONNECTED.....	47
LOOKING AHEAD 2021-22.....	48
FINANCIAL STATEMENTS.....	ANNEX

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

MESSAGE FROM THE MINISTER

Minister
Of Agriculture and
Agri-Food



Ministre
De l'Agriculture et de
l'Agroalimentaire

Ottawa, Canada



Thank you to Farm Management Canada for more than 25 years of nurturing a resilient and prosperous Canadian agriculture and food industry through leading-edge farm business management information and tools.

Last year, your services were more vital than ever, helping farmers manage risk, sharpen business skills and maintain mental health in the face of unprecedented challenges from the pandemic. Your webinars and the virtual AgEx conference helped keep farmers plugged into the latest trends and technologies. As well, your powerful industry network helped keep the lines of communication open among all industry stakeholders, from producers, to governments, to agribusiness, to agricultural organizations and academic institutions.

Looking ahead, FMC will continue to be a vital partner to help producers drive the recovery of our economy. That's why the Government of Canada continues to support the great work of FMC under the Canadian Agricultural Partnership – including your efforts to support a more inclusive sector.

I look forward to continuing our strong relationship as we work together to make Canada a global leader in sustainable agriculture – economically, environmentally and socially.

A handwritten signature in blue ink, reading "M. Bibeau".

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

Canada

MESSAGE FROM THE CHAIR

As Chair of Farm Management Canada, I welcome you to this year's Annual Report.

We have wrapped up our 3rd year of the Contribution Agreement with Agriculture & Agri-Food Canada under the Canadian Agricultural Partnership AgriCompetitiveness Program. The Agreement has allowed us to continue to provide the farm business management support and resources needed for farm families across Canada to continue to thrive and contribute to Canada's social, economic and environmental excellence.



The year has been busy with several projects. A few that we are particularly proud of was the launch of our new AgriResponse.ca website designed to help Canadian producers with contingency planning, emergency preparedness and becoming more resilient when facing uncertainty, and the launch of the first Farm Transition Appreciation Day and our Farm Transition Toolkit – a one-stop-shop for tools and resources for all stages and types of farm transition planning. Our risk management Roots to Success workshops were so popular that many sold out the same day registration opened (the workshops will continue to be offered throughout 2021-23), and of course AgEx 2020, which for the first time, like many events, was held virtually.

We are excited to launch the revised and digitized Building an Effective Farm Management System Guidebook and Farm Management Manual with Dick Wittmann, and we are looking forward to publishing the results of our Study of the Farm Business Management Needs and Opportunities of Indigenous Producers. These projects would not be possible without the support of our partners and members. Thank you.

It is with your support that Farm Management Canada can celebrate another successful year. This year marks my 6th year serving on the Farm Management Canada Board of Directors. It has been a pleasure working with everyone and serving on the Board. It is time for me to provide fellow Directors with an opportunity to lead Farm Management Canada, and I look forward to continuing my support and watching the organization's success continue to grow.

We hope you enjoy our Annual Report and continue to stay healthy and safe.

A stylized, handwritten signature in black ink. The first part of the signature is a cursive 'J' followed by 'oerg', and the second part is a large, sweeping 'Z'.

Joerg Zimmermann, Chair

Our Past Chairs

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

MESSAGE FROM THE EXECUTIVE DIRECTOR



Greetings members, partners and stakeholders,

It has been an incredible year for Farm Management Canada as we reflect on our accomplishments with immense pride.

We received tremendous recognition for our ground-breaking Healthy Minds, Health Farms study, exploring the connection between mental health and farm business management, and our Dollars and Sense Update Study – Exploring the Drivers and Barriers to Adopting Farm Business Management Practices, providing countless industry presentations and interviews for articles, tv, radio and podcasts.

As an organization that has always used multi-medium channels to deliver farm business management information and insights, it was a fairly easy transition to move our programming online, which resulted in an incredible upswing in participation, welcoming over 1000 participants to our annual Agricultural Excellence Conference and filling our risk management workshops every time.

Farm Management Canada was established as the Canadian Farm Business Management Council in 1992 following the financial crisis of the 1980s where interest rates spiked and commodity prices bottomed out, leaving some farmers high and dry. Industry and government turned to farm business management as a way to build resiliency and ensure prosperity no matter what lies ahead. For over 25 years, Farm Management Canada has worked to increase awareness and adoption of farm business management practices to equip Canada's farmers with the tools to weather the storm, confront change with confidence and seize opportunity. And now, in the midst of COVID-19, which has had an incredibly intimate impact on everyone, we're finding an increased appetite for farm business management support. Our mandate has been our greatest challenge, and yet, our greatest strength.

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

We look forward to continuing to occupy a much-needed space as a national coordinating body and umbrella for business management activities. Our sincere thanks to our dedicated Board and staff and our growing number of partners and collaborators. We look forward to continuing to cultivate excellence in farm business management, helping our farmers and industry at large carve out a steady path for sustainable growth and prosperity.

Takin' care of business,

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

Heather Watson, Executive Director

CORPORATE PROFILE & GOVERNANCE

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

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

2020-2021 BOARD OF DIRECTORS



Joerg Zimmermann, Chair
Member at Large (MB)



Terry Aberhart, Vice Chair
Farmer (SK)



Andrea Gal,
Secretary/Treasurer
Member at Large (ON)



Henry Vos
Member at Large (AB)



Annessa Good
Young Farmer (AB)



Bradley Barton
Provincial Government (YT)



Derek Brewin
Academic (MB)



Larry Martin
Member at Large (ON)



Roberta Galbraith
Farmer (MB)

STRATEGIC PLAN AND PRIORITIES

In 2020, Farm Management Canada's Board of Directors embarked on a strategic planning exercise and came away with a new vision, mission, core competencies and strategic priorities to inform our programming and activities going forward.

OUR NEW VISION:

A resilient and prosperous Canadian agricultural industry that prioritizes farm business excellence.

OUR NEW MISSION:

To be the national champion of farm business management by connecting industry partners, facilitating networking and learning opportunities, and providing valuable resources.

OUR CORE COMPETENCIES:

- Champion - Promoting the value and benefits of farm business management.
- Connector - Helping farmers connect with credible resources and practical tools.
- Catalyst - Providing and facilitating networking opportunities to inspire change.
- Collaborator - Delivering programs and resources through strategic partnerships to address gaps in farm business management.

OUR STRATEGIC PRIORITIES (2020-23):

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

Our sincere thanks to our industry partners who helped guide our strategic plan.

WE BELIEVE:

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

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

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

OUR VALUES

We at Farm Management Canada believe in:

A CULTURE OF MANAGEMENT

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

SUCCESSFUL RELATIONSHIPS

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

KNOWLEDGE MANAGEMENT, TRANSFER AND TRANSLATION

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

INNOVATION IN FARMING

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

MANAGING CHANGE

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

LEADERSHIP IN OUR FIELD

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

PARTICIPATING IN THE FUTURE OF AGRICULTURE

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

2020-21 PERFORMANCE HIGHLIGHTS

- HOSTED 14 **ROOTS TO SUCCESS MANAGING FARM RISK** ONLINE TRAINING SESSIONS WELCOMING 210 PARTICIPANTS FROM ACROSS CANADA
- LAUNCHED **AGRIRESPONSE.CA** EMERGENCY PREPAREDNESS AND CONTINGENCY PLANNING RESOURCE CENTRE
- ACHIEVED A **GOLD STANDARD** FOR **AGRISHIELD** AS THE FIRST AND ONLY CANADIAN ASSESSMENT TOOL IN COMPLIANCE WITH THE INTERNATIONAL SUSTAINABLE AGRICULTURAL INITIATIVE
- HOSTED THE FIRST-EVER FARM TRANSITION APPRECIATION DAY WELCOMING 599 PARTICIPANTS VIA 8 LEARNING SESSIONS
- LAUNCHED THE **FARM TRANSITION TOOLKIT** AT WWW.FARMTRANSITIONGUIDE.CA
- LAUNCHED A REVISED AND DIGITIZED **FARM BUSINESS MANAGEMENT GUIDEBOOK: BUILDING AN EFFECTIVE FARM MANAGEMENT SYSTEM**
- PUBLISHED NEW RESEARCH INTO **SUPPORTING THE FARM BUSINESS MANAGEMENT NEEDS OF INDIGENOUS PRODUCERS**
- HOSTED THE **NATIONAL FARM LEADERSHIP PROGRAM** WELCOMING 13 PARTICIPANTS FROM ACROSS CANADA
- HOSTED THE ANNUAL **AGRICULTURAL EXCELLENCE CONFERENCE** ONLINE, OFFERING 30 LEARNING SESSIONS TO OVER 1 100 PARTICIPANTS
- HOSTED 25 **AGRIWEBINARS** TO 3,607 VIEWERS, AVERAGING 144 VIEWERS PER WEBINAR
- HOSTED 2 **MENTAL HEALTH AND FARM MANAGEMENT WORKSHOPS** ONLINE REACHING 189 PARTICIPANTS
- OVER 320 PUBLICATIONS SOLD, MOST POPULAR: FARM BUSINESS PLANNING
- **WEBSITES** FMC-GAC.COM, TAKEANEWAPPROACH.CA, AGRIWEBINAR.COM, FARMBUSINESSASSESSMENT.COM, FARMFINANCIALS.CA, FARMTRANSITIONGUIDE.CA, WWW.AGRIRESPONSE.CA WELCOMED OVER 617,842 COMBINED VISITORS
- LAUNCHED ON INSTAGRAM. 1,173 POSTS TO **TWITTER, FACEBOOK, INSTAGRAM, LINKEDIN, YOUTUBE** GARNERING 586,640 USERS REACHED AND 80,515 ENGAGEMENTS
- 27,866 SUBSCRIBERS TO OUR NEWSLETTER AND EMAIL UPDATES

- FEATURED IN **61 AG MEDIA ARTICLES AND INTERVIEWS** REACHING WELL OVER **500,000 SUBSCRIBERS**
- SOUGHT BY INDUSTRY TO PROVIDE **25 INDUSTRY PRESENTATIONS** REACHING OVER **15,290 AUDIENCE MEMBERS** WITH BUSINESS MANAGEMENT BEST PRACTICES AND INSIGHTS. REGULAR CONTRIBUTOR TO **6 INDUSTRY AND PARTNER NEWSLETTERS**. PARTICIPATED IN **19 INDUSTRY CONSULTATIONS** AND **ADVISORY COMMITTEES**.
- CONTINUED RECOGNITION OF EXCELLENCE THROUGH THE **EXCELLENCE AWARD FOR AG STUDENTS** AND **WILSON LOREE AWARD**

THE YEAR IN REVIEW

FMC-GAC.COM

Farm Management Canada updated its corporate website with a fresh, new look and easy navigation. Visit fmc-gac.com to learn about our team, our mission, programs, projects, research, publications, and other initiatives.



Our database of resources and tools has been moved to the National Farm Business Management Resource Centre (www.TakeaNewApproach.ca).

ONLINE RESOURCE CENTRE: WWW.TAKEANEWAPPROACH.CA

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 National Farm Business Management 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.



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

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
[YouTube](https://www.youtube.com/channel/UCMCGAC) channel /FMC GAC

Like us on [Facebook](https://www.facebook.com/FMC.GAC) @FMC.GAC
 Follow us on [Instagram](https://www.instagram.com/FMC.GAC) @FMC.GAC

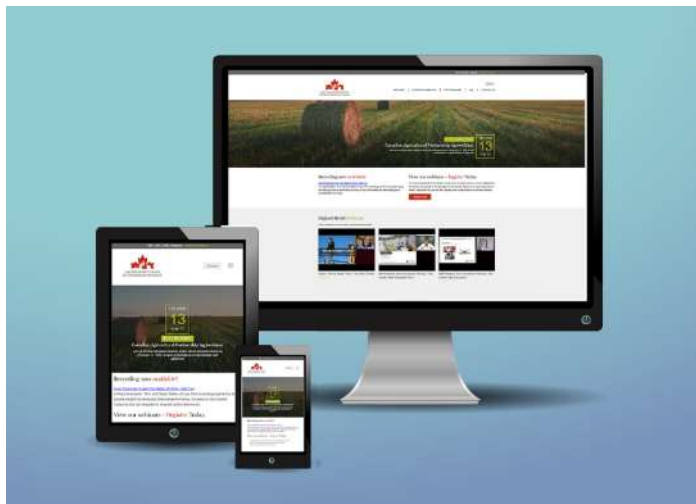
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Visit www.Agriwebinar.com to access over 250 insightful and informative webinars presented by a variety of industry experts on topics like:

- Beginning & Young Farmers
- Benchmarking & Assessment
- Business Structures & Agreements
- Financial Planning & Management
- Health & Environment
- Human Resources Management
- Marketing
- Outlook & Innovation
- Risk Management
- Strategic & Business Planning
- Transition Planning



Agriwebinars are available from any mobile device or desktop computer using any internet connection.

Presentations are archived for later viewing.

	
SPEAKER	TITLE
Kelly Dobson <i>LeaderShift Inc.</i>	Nation Farm Leadership Program

	
SPEAKER	TITLE
Patrick Walther and Kris Babbings <i>AGvisorPRO</i>	Until we have Star Trek Transporters...
Kelly Dobson <i>LeaderShift Inc.</i>	Exploring Your Leadership Effectiveness
Barb Stefanyshyn-Cote <i>Black Fox Farm and Distillery</i>	Diversifying Your Farm
Carol Kruck <i>BDO Canada</i>	Benchmarks for Grain and Oilseed Farms: How does your farm measure up?
Jen Milman <i>BDO Canada</i>	Benchmarks for Dairy Farms: How does your farm measure up?
Vincent Cloutier <i>National Bank</i>	Economic Fundamentals in a post-COVID era: What to Expect and How to Prepare for 2021
Anne Wakso <i>Cattle Trends Inc.</i>	Your Cattle Market Questions Answered

Dave Gallant <i>Canadian Canola Growers Association</i>	Manage Your Farm Cash Flow and Commodity Price Fluctuations with an APP Cash Advance
Terry Aberhart <i>Aberhart Farms Inc.</i>	How Strategizing Leads to Better Decision-Making on My Farm
Tyler Fewings <i>Farmer</i> Scott Dickson <i>MNP</i>	Numbers Matter...Why?
Colleen Stewart <i>Perfect Pitch</i>	Exploring the Story Compass

FARM TRANSITION APPRECIATION DAY	
SPEAKER	TITLE
Darcy Smith and Dana Penrice, <i>Young Agrarians</i>	Non-Family Transition 101
Brent Van Parys, Hali Van Vliet, and Maggie Van Camp <i>BDO Canada</i> Elaine Froese <i>Seeds of Encouragement</i>	Family Participation Policies: Clarity for All Generations
Darrel Wade <i>Farm Life Financial</i>	How to Get Your Farm's Estate Plans to the Finish Line
Fiona Duguid <i>Duguid Consulting</i> Josée Charbonneau <i>Research and Education Institute for Cooperatives and Mutuals, University of Sherbrooke</i>	Converting to a Co-operative: Something you maybe hadn't thought about?
Earl Pollock <i>Farm Life Financial</i> Matt Holmes <i>BDO Canada</i>	Tax Considerations for Intergenerational Farm Transfers
Bernie Kottelenberg <i>Farm Life Financial</i>	Clarity on Cashflow: Fueling Your Farm Succession and Transition Livelihood
Kim Siegers-Robinson <i>Farm Life Financial</i>	Courageous Conversations: Tackling Family Dynamics
Kent Willmore <i>Aginvest Farmland Properties Canada Inc.</i>	Growth and Flexibility for Today's Farm Families

 Agriculture and Agri-Food Canada Agriculture et Agroalimentaire Canada	
SPEAKER	TITLE
Agriculture and Agri Food Canada	Canadian Agricultural Partnership

PUBLICATIONS CATALOGUE

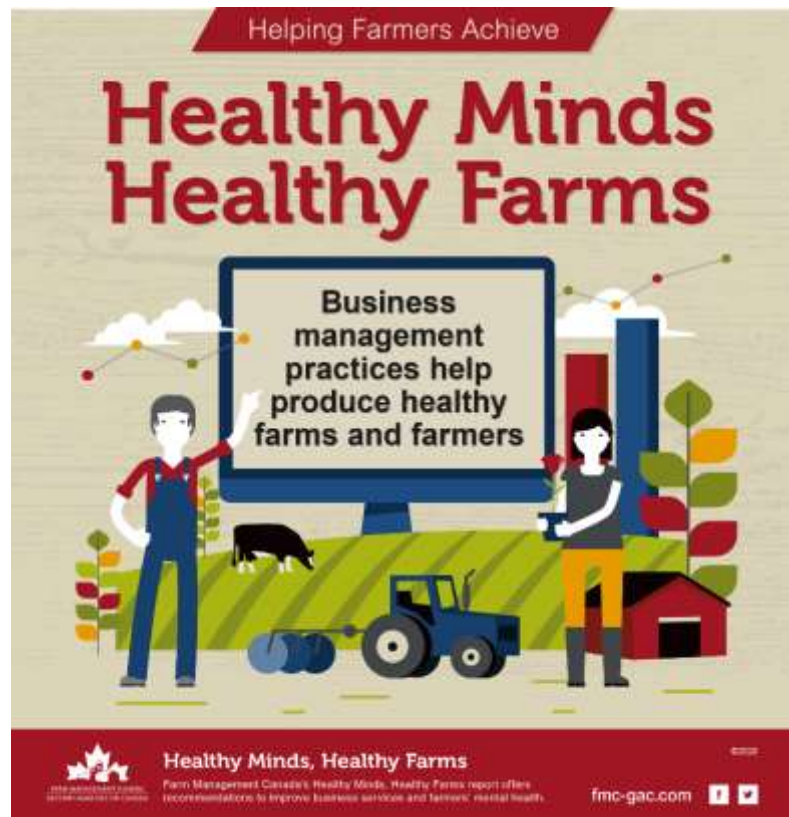
Farm Management Canada works closely with its partners, members and supporting organizations to offer 20 farm business management print publications. Farm Management Canada resources are integrated into industry workshops and academic curriculum, providing a national baseline for training and skills development.

Over 70% of our resources were purchased by academic institutions for use in curriculum.



PROMOTIONAL CAMPAIGN: HEALTHY MINDS, HEALTHY FARMS

The Healthy Minds, Healthy Farms research report released in May of 2020 was followed by a promotional campaign to disseminate research findings. Infographics are available for use from www.fmc-gac.com/mh-media-kit.



AGRICULTURAL EXCELLENCE VIRTUAL CONFERENCE



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. 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.

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



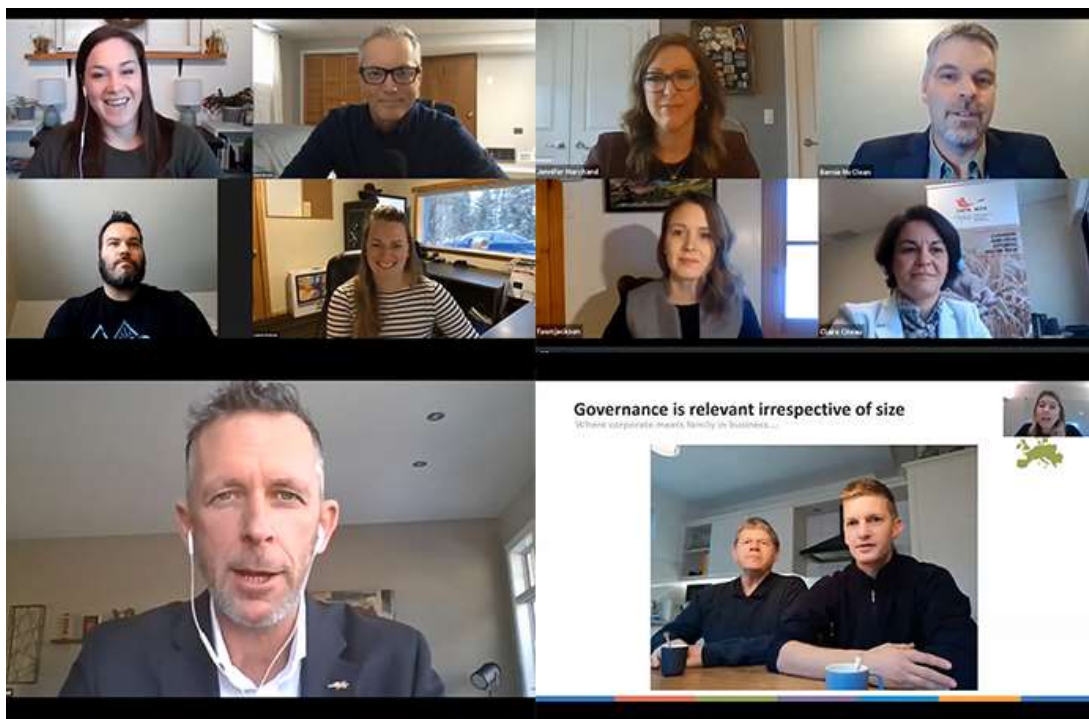
Farm Management Canada Chair, **Joerg Zimmermann**. Conference presentations started with **Heather Watson's** *Prosperity with Purpose: Navigating the Path*.

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.

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.

"I am approaching farming with a renewed vigor, the connection to like-minded individuals was what I needed."

"Best conference I've attended in quite some time. Congratulations. It was excellent."

"This was the best online convention experience we have ever had! Loved it! Please do it again next year."

"I attended the Farm Management Canada conference for the first time because it was online, thereby costing me little in terms on money or interruption. I was very pleasantly surprised at the quality and applicability of the sessions. You exceeded my expectations by a long shot! Well done!"

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

Speaker Sessions



JOHN DEERE



Networking



Media



Coach on Call



Kick Start



Seeding Excellence for Agricultural Students



Supporting Partners



Government



WILSON LOREE AWARD

Congratulations to our 2020 recipient: Marcel Hacault!



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 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 Award.



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

EXCELLENCE AWARD FOR AGRICULTURAL STUDENTS

Congratulations to our 2020 recipients!



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

The Award encourages agricultural students to enhance their communication skills and raises awareness of the importance of farm business management.

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

*The agriculture industry is vast, multifaceted, and growing.
How do we generate awareness and excitement
about the industry to attract new entrants?*

This year's winners are:

Christine Kilpatrick,
University of Manitoba

Marcus Grymonpre,
University of the Fraser Valley

Maria Duynisveld,
Dalhousie University

View the winning videos at www.fmc-gac.com/programs-services/national-awards-scholarships



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.

While few of us consider our own leadership as a competitive advantage, research has shown that leader effectiveness can account for as much as 1/3 of business performance.

The second cohort of the National Farm Leadership Program began its journey in January and welcomed 13 participants who will continue their learning and leading journey for the remainder of the year.

Program details:

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

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 and stage in life.



Powered by



THE INTERNATIONAL FARM MANAGEMENT ASSOCIATION

Farm Management Canada is pleased to be a long-standing member of the International Farm Management Association (IFMA) and has served on IFMA's Council for many years.

Each year, as a member of IFMA, Farm Management Canada submits a country report to provide IFMA members with insights into agriculture in Canada – challenges and opportunities from politics to production.



This year, following a very successful Congress in Tasmania and launch of the Next Gens program, IFMA launched a new initiative, soliciting young farmers and agriculturalists in member countries

to provide a 'Hands On' insight report into farm businesses around the world and create a network of contacts for next generation agriculturalists.

The reports are circulated amongst IFMA members. Participants will get to know one another through these reports as well as an opportunity to videoconference with one another on a regular basis.

Farm Management Canada is proud to introduce you to Canada's next generation representatives:



Hannah Konschuh
Grains and Oilseeds Farmer
Alberta



Morgan Smallman
Potato Farmer
Prince Edward Island

Catch the action online at www.ifmaonline.org



Follow and Like **@IFMAOnline**

Join our LinkedIn group:

www.linkedin.com/groups/3161741

AGRI SHIELD® - CANADA'S FIRST AND ONLY COMPREHENSIVE RISK ASSESSMENT AND PLANNING PLATFORM



AgriShield is a risk assessment and management tool designed to keep Canadian agriculture flourishing by providing farmers with the knowledge necessary to spot risks in their operations and implement a plan to address their vulnerabilities. Through a series of questionnaires, farmers will establish risk profiles based on the six key areas of risk: people, production, business environment, finances, markets, and management. These risk profiles are then used to generate detailed and prioritized action plans, creating a roadmap to continued success.

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!



In partnership with:



ROOTS TO SUCCESS:

TAKING A COMPREHENSIVE APPROACH TO MANAGING FARM RISK

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. The project is led by a National Risk Management Roundtable, comprised of a variety of industry stakeholder to inform and guide the project.

TRAINING

14 in-depth training workshops were hosted to train producers and advisors on assessing farm risk and implementing a comprehensive risk management plan for the farm.

Roots to Success - Risk Management Training for Producers

1. July 20 & 24, 2020
2. August 3 & 7, 2020
3. August 10 & 14, 2020
4. November 24 & 27, 2020
5. November 30 & December 4, 2020
6. January 11 & 14, 2021
7. January 19 & 22, 2021
8. January 26 & 29, 2021
9. February 8 & 11, 2021
10. February 23 & 26, 2021
11. March 9 & 12, 2021
12. March 16 & 19, 2021

Roots to Success - Risk Management Training for Advisors

1. October 21 & 23, 2020
2. February 16 & 19, 2021

SUSTAINABLE AGRICULTURE INITIATIVE COMPLIANCE



The project team has benchmarked AgriShield to the international Farm Sustainability Assessment (FSA) and the platform has been given the GOLD Level, indicating the highest level of sustainability. The platform is considered an exemplary tool to help producers improve their sustainability measures and comply with international standards.

NATIONAL RISK MANAGEMENT ROUNDTABLE

A national Roundtable was formed, comprised of a diverse cross-section of sector players with a common goal – to guide the industry towards comprehensive risk. The Roundtable meet 3 times over the course of the year to discuss how to drive a comprehensive approach to managing risk for Canada's agricultural sector and to serve in an advisory capacity to the project, evaluating and monitoring progress towards meeting project goals.

Funded in part by:



AGRIRESPONSE.CA

ASK QUESTIONS. GET ANSWERS. FIND RESOURCES.

COVID-19 has highlighted the importance of being prepared for change - to increase the capacity to build the resilience and be ready to seize opportunities that present themselves along the way. This is why Farm Management Canada has created AgriResponse.ca.

As much as we encourage producers to take a proactive approach to managing risk, we realize many of us tend to react to changing circumstances. It is our hope 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 website includes:

- **Recent Issues:** timely articles on the latest issues and opportunities facing agriculture.
- **Q & A:** submit your questions and get answers from industry experts.
- **Support Programs and Resources:** listing various tools and support available to producers to help with contingency planning and emergency preparedness.



AgriResponse is a way for us to focus our attention on the immediate concerns expressed by producers, and help provide immediate solutions. We hope that Canadian producers will take advantage of this opportunity to build their resilience.

Funded in part by:



FARM FINANCIALS TOOLKIT: WWW.FARMFINANCIALS.CA

In Canada, accounting firms and farms each have their own way of setting up their financial statements. However, this becomes problematic for farmers who seek to benchmark their performance year over year, and against other farms. It also becomes problematic when farmers want to see how their management practices impact their financial performance and seek areas for improvement.

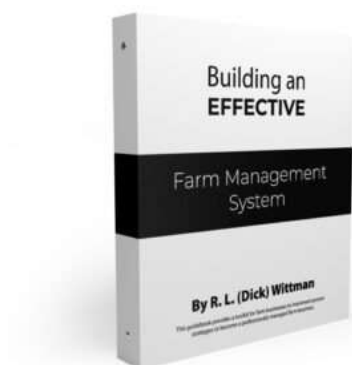
Farm Management Canada in partnership with Agri-Food Management Excellence and BDO Canada launched the Farm Financials Toolkit to help farms organize their farm financials into logical, standardized categories of expenses that can then be used to calculate financial ratios. In turn, the ratios can be used across groups of farms to provide performance benchmarks.



The Toolkit adheres to the new international standard for farm financial statements and uses accrual accounting rules and it is completely free for users.

REVISED AND DIGITIZED: BUILDING AN EFFECTIVE FARM MANAGEMENT SYSTEM GUIDEBOOK

Farm Management Canada and Wittman Consulting worked collaboratively, consulting with farm management experts around the world to create a revised and digitized version of Dick Wittman's wildly successful *Building an Effective Farm Management System* Guidebook and Farm Management and Governance Manual. The updated version is now available for download and in the classic binder format to give farm managers and their teams the tools to create a comprehensive governance and management system to tackle all their management needs.



With more than 100 pages of new content, including twice as many editable worksheets, the Guidebook is a valuable investment for farm managers and advisors alike.

The new version combines conceptual content with working illustrations that give readers a clear vision of how to document and put key concepts into daily practice. The Guidebook champions planning and provides farm managers with intuitive, customizable templates that address everything they need to create or enhance an existing Business Management Manual that can be shared with key stakeholders including other members of the farm team and their successors.

Farm Management Canada would like to thank our project partners:



FARM TRANSITION APPRECIATION DAY #FTADAY

On January 12, 2021, Farm Management Canada and Farm Life Financial came together with industry partners to host the first annual Farm Transition Appreciation Day, celebrating Farm Transition at every stage and putting together a series of learning sessions to help farmers celebrate and take the next step in their farm transition journey. The recordings from the event are available at www.Agrirwebinar.com.



Sessions include:

- **Non-Family Transition 101** - Darcy Smith and Dana Penrice, Young Agrarians
- **Family Participation Policies: Clarity for All Generations** - Brent Van Parys, Hali Van Vliet, and Maggie Van Camp, BDO Canada and Elaine Froese, Seeds of Encouragement
- **How to Get Your Farm's Estate Plans to the Finish Line** - Darrel Wade, Farm Life Financial

- **Converting to a Co-operative: Something you maybe hadn't thought about?** - Fiona Duguid, Duguid Consulting and Josée Charbonneau, Research and Education Institute for Cooperatives and Mutuels, University of Sherbrooke
- **Tax Considerations for Intergenerational Farm Transfers** - Earl Pollock, Farm Life Financial and Matt Holmes, BDO Canada
- **Clarity on Cashflow: Fueling Your Farm Succession and Transition Livelihood** - Bernie Kottelenberg, Farm Life Financial
- **Courageous Conversations: Tackling Family Dynamics** - Kim Siegers-Robinson, Farm Life Financial
- **Growth and Flexibility for Today's Farm Families** - Kent Willmore, Aginvest Farmland Properties Canada Inc.

Farm Transition Appreciation Day was proudly co-led by Farm Life Financial, featuring presentations from Young Agrarians, BDO, AgInvest, and CoopConvert, and endorsed by CAFA.



FARM TRANSITION TOOLKIT: WWW.FARMTRANSITIONGUIDE.CA

Over the next 10 years, 75% farms will change hands, yet only 8% of farmers have a written transition plan. This uncertainty about the future of the farm is putting tremendous stress on our farmers and future farmers and jeopardizes the future of farming in Canada.

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.

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. Farm Management Canada launched farmtransitionguide.ca in conjunction with Farm Transition Appreciation Day.

Farm Management Canada would like to thank our project partners:



INDIGENOUS AGRICULTURE AND AGRI-FOOD: THE PATH FORWARD SUPPORTING THE BUSINESS MANAGEMENT NEEDS OF INDIGENOUS PRODUCERS

Activities related to agricultural production have been a part of the history of Indigenous people long before the confederation of Canada. In recent years, Indigenous participation in agriculture, agri-food and food-related industries such as aquaculture, fisheries, and food processing has increased. Although there are many similarities in business management needs amongst agricultural producers regardless of heritage, there are needs and wants that are specific and unique to operations that are owned by, managed by, or involve producers who identify as Indigenous. This report explores those needs across agricultural production, including aquaculture, Indigenous traditional and cultural harvesting, as well as those with on-farm processing and other related agriculture and agri-food activities.

The study aimed to clarify:

- for producers – the extent of agricultural experience, interest, and involvement of the Indigenous population, business management resources (information, training, tools) used, desired and required, and barriers or gaps in accessing needed resources
- for support services – resources that should be developed or enhanced to address these gaps, and the most effective methods for engagement and delivery

The study consisted of three phases:

- Phase 1: An environmental scan to review existing research and programs
- Phase 2: Engagement with Indigenous agricultural producers through a national survey, focus groups, and interviews
- Phase 3: An analysis of information gathered from Phases 1 and 2, and recommendations presented based on these findings

The research report concludes with 5 recommended areas of support to help meet the needs of Indigenous agricultural producers:

1. Build Lasting Relationships with Indigenous
2. Increase Awareness of And Access to Indigenous Agricultural Opportunities And Support Programs
3. Enhance Indigenous Educational Opportunities
4. Expand Indigenous Support Services
5. Enhance Indigenous Research and Analysis

15 distinct recommendations are explained further within the Full Report. These research findings are critical for informing government policy, resource allocation, and service providers in supporting the need of Indigenous producers for a prosperous and sustainable agricultural sector.

To read the full Final Report, visit www.fmc-gac.com

Farm Management Canada would like to thank the Canadian Agricultural HR Council for conducting the research for the project and the following for their support in financing the project:



We would also like to thank the many individuals and organizations who shared their insights, experience and knowledge in support of the project.

PROVINCIAL-TERRITORIAL MINISTRY NETWORK

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

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



PARTNERSHIP DEVELOPMENT & INDUSTRY ENGAGEMENT

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

- Facilitate a national conversation between diverse stakeholder groups
- Facilitate collaboration and coordinate activities
- Maintain a solid network of thought-leaders across Canada and the world
- Leverage expertise and resources, increasing impact and reducing duplication
- Showcase Canada's excellence on the world stage

- Provide efficient and effective delivery of farm business management information, resources and tools to continue to meet the needs of Canada's farmers

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

Farm Management Canada's industry outreach endeavours include:

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

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

A Chance to Meet, Engage, and Learn

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

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

STRATEGIC PARTNERSHIPS



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

FARM MANAGEMENT CANADA'S INDUSTRY GROUP INVOLVEMENT



International Farm Management Association Board of Directors



Canadian Association of Diplomas in Agriculture Program



Agriculture More Than Ever



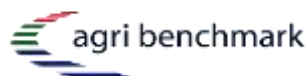
International Farm Transition Network



National Agricultural Occupational Framework Advisory Committee



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



Agri benchmark International Network



Canadian Agricultural Safety Week



Equality, Diversity, and Inclusion Working Group



National Youth Competition

FARM MANAGEMENT CANADA'S CONSULTATION CONTRIBUTIONS

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



University of Manitoba



Farm Project Review Panel



Food from Thought Review Panel



Growing Stronger Initiative

FARM MANAGEMENT CANADA'S PRESENTATIONS TO INDUSTRY

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



TAKING A COMPREHENSIVE APPROACH TO MANAGING RISK IN AGRICULTURE
April 1, 2020



TAKING A COMPREHENSIVE APPROACH TO MANAGING RISK IN AGRICULTURE
April 7, 2020



UNDERSTANDING AND PROMOTING MENTAL HEALTH IN AGRICULTURE
June 9, 2020



ANNUAL MEETING AND ROUNDTABLE
June 15-16, 2020



THE BENEFITS OF BUSINESS PLANNING
June 17, 2020



HEALTHY MINDS, HEALTHY FARMS
June 17, 2020



PRESENTATION TO THE PARLIAMENTARY SECRETARY
June 18, 2020



THE BENEFITS OF BUSINESS PLANNING – WRITE IT DOWN, ADD IT UP!
July 24, 2020



USING A COMPREHENSIVE APPROACH TO MANAGING FARM RISK
July 24, 2020



FARM BUSINESS MANAGEMENT
September 15, 2020



THE BENEFITS OF BUSINESS PLANNING – WRITE IT DOWN, ADD IT UP!
September 17, 18 2020



CULTIVATING EXCELLENCE IN FARM BUSINESS MANAGEMENT
October 9, 2020



A GOLDMINE OF FARM BUSINESS RESOURCES
October 22, 2020





HEALTHY MINDS, HEALTHY FARMS, HEALTHY FARMERS
October 29, 2020



TRAINING FOR FARM SUCCESSION AND WHATEVER COMES NEXT
November 9-10, 2020

 **CADAP/APDAC** **ROUNDTABLE DISCUSSION: SUPPORTING AG STUDENTS DURING COVID**
Canadian Association of Diploma in Agriculture Programs / Association des programmes de diplômes en agriculture du Canada
 November 13, 2020

 **FARM BUSINESS PLANNING AND MENTAL HEALTH**
 November 16, 2020

 **LA CITÉ** **USING A COMPREHENSIVE APPROACH TO MANAGING FARM RISK**
LE COLLÈGE D'ARTS APPLIQUÉS ET DE TECHNOLOGIE
 November 19, 2020

 **UNIVERSITY OF GUELPH** **ESTABLISHING YOUR CAREER IN AGRICULTURE**
 December 2, 2020


 **EMERGING AGRICULTURE** **FARM TECH FOR FARM BUSINESS MANAGEMENT**
 December 8, 2020

 **FARM FOOD DRINK** **USING A COMPREHENSIVE APPROACH TO MANAGING FARM RISK**
 December 14, 2020

 **Agrologists** **HEALTHY MINDS, HEALTHY FARMS**
MANITOBA
 December 16, 2020


 **THE STRATEGIC FARMER**
 December 17, 2020

 **Impact Farming** **FARM TRANSITION APPRECIATION DAY**
 January 27, 2021

 **PACIFIC AGRICULTURE SHOW** **BUSINESS SUMMIT**
 January 29, 2021

 **University of Manitoba** **PLANNING FOR SUCCESS**
 February 2, 2020


 **Impact Farming** **FARM TRANSITION GUIDE**
 February 3, 2021

 **Poultry Industry Council** **THE BUSINESS OF BIRDS**
 February 24, 2021

 **CCOHS** **MENTAL HEALTH AND FARM MANAGEMENT: CREATING A HEALTHY WORKPLACE**
Canadian Centre for Occupational Health and Safety
 February 25, 2021

 **ofvc** **A COMPREHENSIVE APPROACH TO MANAGING FARM RISK**
ONTARIO FARM & VETERINARY COUNCIL
 February 24, 2021

 **GROWING THE FUTURE** **BUSINESS OPERATING SYSTEMS FOR FARMS**
 March 1, 2021

 **realagriculture** **CELEBRATING INTERNATIONAL WOMEN'S DAY**
 March 8, 2021



PLANNING FOR HEALTH, WEALTH AND HAPPINESS
March 16, 2021



FARM WOMEN AND MENTAL HEALTH
March 18, 2021



MANAGING FARM RISK
March 24, 2021



MENTAL HEALTH AND FARM MANAGEMENT: IMPLEMENTING YOUR HEALTHY WORKPLACE PLAN
March 25, 2021



FROM THE AG CLASSROOM TO THE FARM CLASSROOM: SETTING YOU UP FOR SUCCESS
March 31, 2021

FARM MANAGEMENT CANADA IN THE MEDIA

APRIL

- Better Farming: Record Keeping on the Farm

MAY

- Healthy Minds, Healthy Farms Press Release
- Western Producer: Healthy Minds, Healthy Farms
- Manitoba Cooperator: Healthy Minds, Healthy Farms
- CBC: Healthy Minds, Healthy Farms
- Manitoba Beef's Cattle Country: Healthy Minds, Healthy Farms
- RFD TV: Mental Health and Farm Management

JUNE

- RFD TV Nashville: Healthy Minds, Healthy Farms
- Better Farming: Business Planning
- Country Guide: Does Your Farm Team Have the Skills Your Farm Needs the Most?

JULY

- Canadian Cattlemen's Digest: Financial Management on the Farm
- Poultry Canada: Healthy Minds, Healthy Farms

AUGUST

- Winnipeg Free Press: Mental Health and Young Farmers
- Country Guide: The Farm CEO
- Alberta Farm Express: Planning for Success and Peace of Mind
- Manitoba Farmers' Voice: Healthy Minds, Healthy Farms
- Ontario Grain Farmer: AgriShield
- Better Farming: AgriShield
- Farms.com: AgEx Goes Virtual

SEPTEMBER

- Country Guide: National Farm Leadership Program

- FCC Express: Keep Pace with Learning and Training
- FCC Express: Risk Management Planning
- FCC Express: Mid-Year Financial Checkup is a Good Investment
- Country Guide: Pandemic Planning – Write it Down, Add it Up
- Terre de Chez Nous: AgriResponse

OCTOBER

- Ontario Grain Farmer: Managing Farm Business Risk
- Grainews: How Have the Value Chain and Consumers Changes and Will it Affect Your Marketing Plans
- Canola Digest: Make Social Media Powerful and Positive
- Better Farming: Risky Business: Mitigate Risk on the Farm
- Country Guide: Personality Testing
- Edmonton 840 CFCW: Agricultural Excellence
- Impact Farming: The National Farm Business Management Resource Centre
- Impact Farming: The Latest Research on the Benefits of Farm Business Management
- Chesterville Record: Mental Health and Farm Women
- FCC Express: How Preparation and Planning Can Reduce Risk Management Stress

DECEMBER

- Ontario Grain Farmer: Managing for Farm Success
- Terre de Chez Nous: Pas un réflexe naturel d'aller chercher de l'aide
- Country Guide: COVID-19 and Succession Planning
- FCC Express: Better Benchmarking
- Better Farming: Goal Setting
- AgriNews: Farm Leadership
- Country Guide: Business Planning on the Farm
- RealAgriculture: Setting up an Advisory Group for your Farm
- RealAgriculture: Attracting Non-Farmers to Ag Careers
- RealAgriculture: Thinking Digital Technology Opportunities for Farming
- RealAgriculture: Steady Eddie Agriculture Sector Should Give Farmers Confidence for 2021

JANUARY

- Grainews: Mental Health and Farm Management
- Canadian Agricultural Safety Week: Mental Health and Farm Safety
- GrainTalk: Farm Business Planning
- AgriNews: Business Planning for the New Year
- FCC Express: Transition Planning
- Country Guide: Farm Planning for What Lies Ahead

FEBRUARY

- AgriCom: Farm Transition Toolkit
- Canola Digest: COVID-19 and the Impact of Farm Business Management
- Country Guide: Your CEO Interview 6 Years On
- RFD TV: Farm Business Management Matters

MARCH

- Country Guide: Building a Better Farm Business

REACH & IMPACT: A NATIONAL SUMMARY

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

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

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

Farm Management Canada uses a multi-medium approach to meet the learning preferences and practices of industry stakeholders, thereby increasing participation in the programming. Farm Management Canada distributed over 2,150 information products resulting in over 800,000 touch points through electronic means such as Agriwebinars and websites and over 20,000 individuals reached through industry presentations including the annual Agricultural Excellence Conference, Leadership Program and speaking at industry events.

The results of Farm Management Canada's 2020-21 Performance Survey confirm that Farm Management Canada's project activities have contributed to increasing knowledge and awareness of beneficial management practices, while also changing management behaviour at the farm level, leading to the advancement and achievement of business goals, and overall, making positive contributions to the farm business and farm family.

As a result of Farm Management Canada's activities:

- ✓ 92% of Farmers are more aware of beneficial business management strategies and tools
- ✓ 89% of Farmers are adopting beneficial management strategies and tools in their operation
- ✓ 90% of farmers are adopting planning practices for their operation
- ✓ 93% of Farmers have advanced their business goals

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

1. Transition/Succession Plan
2. Operational Plan
3. Risk Management Plan
4. Strategic Business Plan
5. Financial Plan

The top beneficial practices adopted*:

- ✓ Sought business advice from industry experts (ex. advisors, consultants, accountants, lawyers, marketing specialists, etc.)

- ✓ Conducted a risk (and opportunity) assessment for my farm
- ✓ Monitored markets and market opportunities
- ✓ Made progress on my farm transition plan
- ✓ Created or updated a business plan

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

- ✓ Increased confidence to make better decisions
- ✓ Adapt, respond to, and manage change
- ✓ Prepare the business for transition
- ✓ Manage/mitigate negative impacts of risk
- ✓ Improve communication, teamwork and morale

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

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

- 71% of Farmers gained over 5% in well-being (personal/family health, mental state, stress)
- 61% of Farmers gained over 5% profitability
- 56% of Farmers gained over 5% cost savings
- 41% of Farmers gained over 5% access to capital

Farmers and Non-Farmers (ex. Advisors) were asked the Top drivers for changing management practices:

Farmers	Non-Farmers (ex. Advisors)
<ol style="list-style-type: none"> 1. Insights gained from a learning event or resource such as a workshop, conference, webinar, article, or publication 2. Advice from a farm advisor/consultant including agronomist, accountant, lawyer, business advisor or coach, banker, lender 3. Changing Human Resources or quality of life needs 4. Creating or reviewing a Strategic Plan for the farm and setting performance targets 	<ol style="list-style-type: none"> 1. A new opportunity has emerged 2. Planning to expand/increase production 3. Demands from Lenders/Creditors 4. Advice from a farm advisor/consultant including agronomist, accountant, lawyer, business advisor or coach, banker, lender

Farmers and Non-Farmers (ex. Advisors) were also asked the Least effective drivers for changing management practices:

Farmers	Non-Farmers (ex. Advisors)
<ol style="list-style-type: none"> 1. Comparing performance with previous years or other farms 2. Government Regulations/Policy/Incentives/Programs 	<ol style="list-style-type: none"> 1. Consumer demands/perceptions influencing farm practices

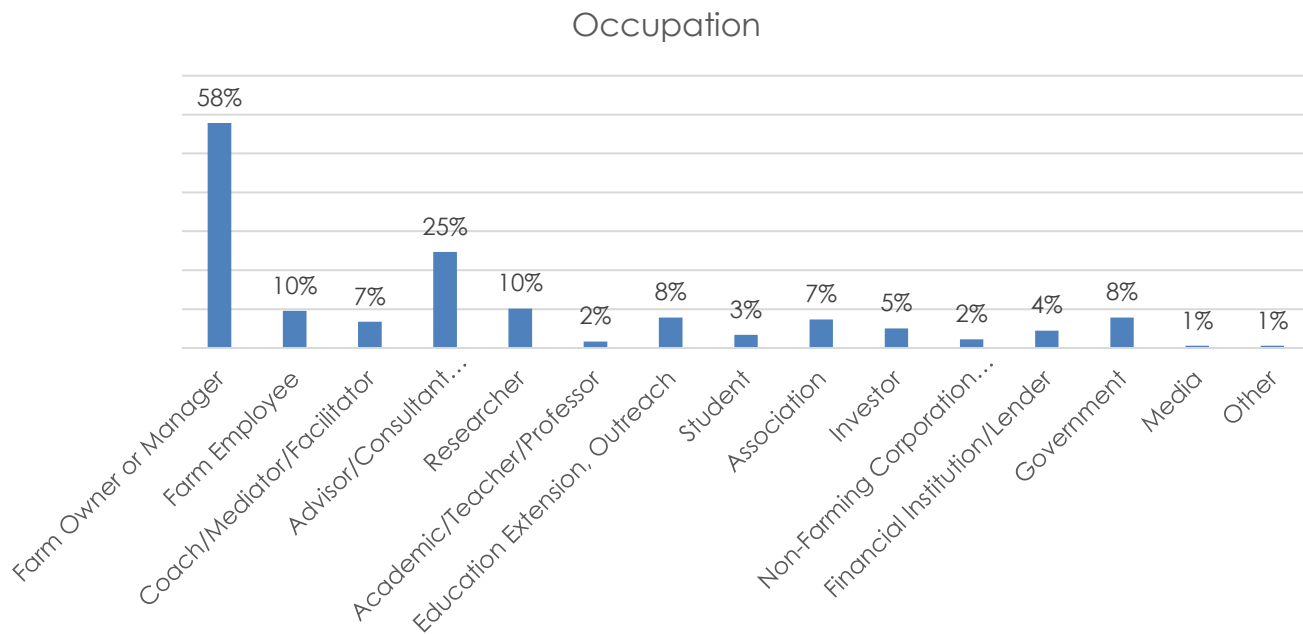
3. Market changes influencing sales 4. Consumer demands/perceptions influencing farm practices	2. Creating or reviewing a Strategic Plan for the farm and setting performance targets 3. Government Regulations/Policy/Incentives/Programs 4. Comparing performance with previous years or other farms
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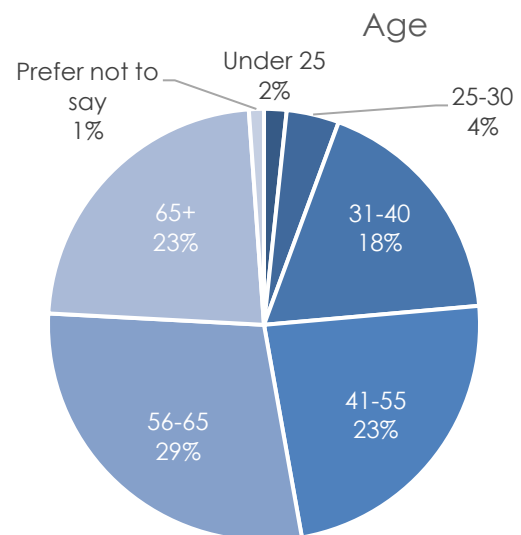
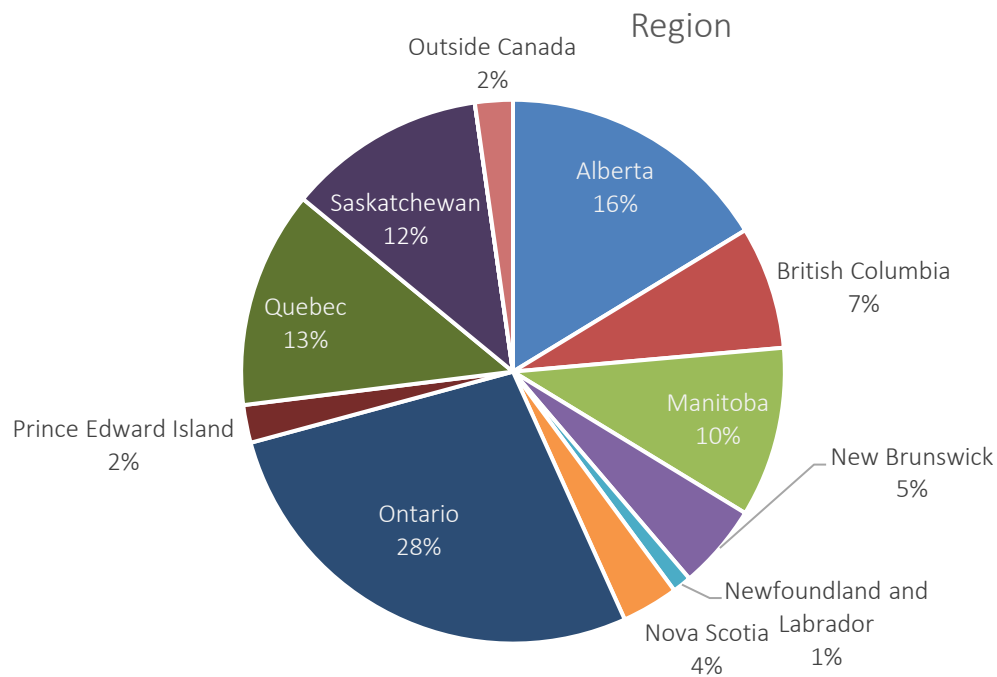
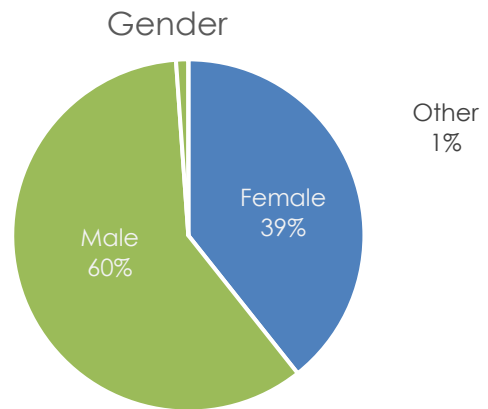
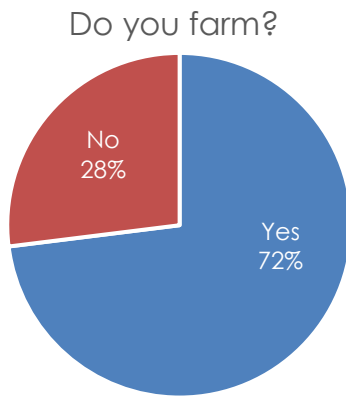
Farmers and Non-Farmers (ex. Advisors) were also asked the biggest challenge in implementing farm business practices:

Farmers	Non-Farmers (ex. Advisors)
1. Time management to stay on top of business practices 2. Changing the mindset of business partners to engage in business practices 3. Barriers to acquiring funding 4. Intergenerational challenges	1. Convincing farmers to take business management seriously 2. Financial literacy 3. Generational differences/attitudes towards business management 4. Lack of desire to change

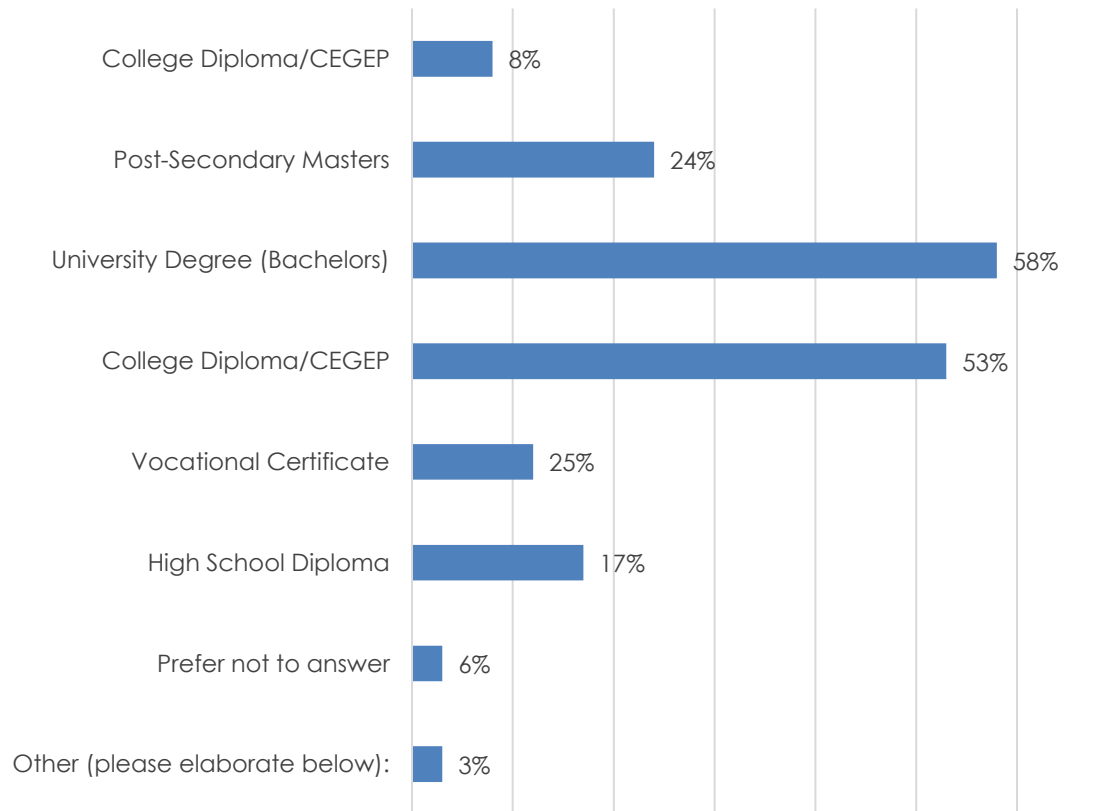
Farm Management Canada continues to calculate year-over-year demographic information to observe trends and target activities to continue to meet the needs of specific target groups.

The [DEMOGRAPHIC PROFILE OF FARM MANAGEMENT CANADA'S 2020-21 AUDIENCE](#) is summarized as follows:

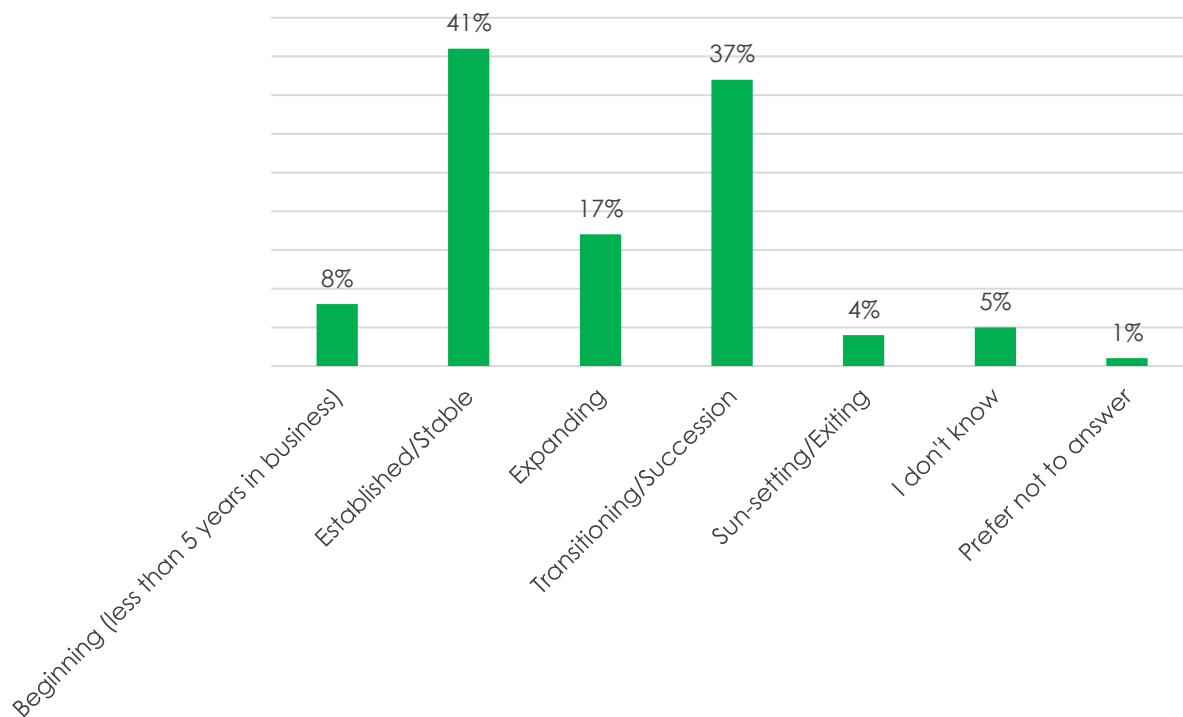




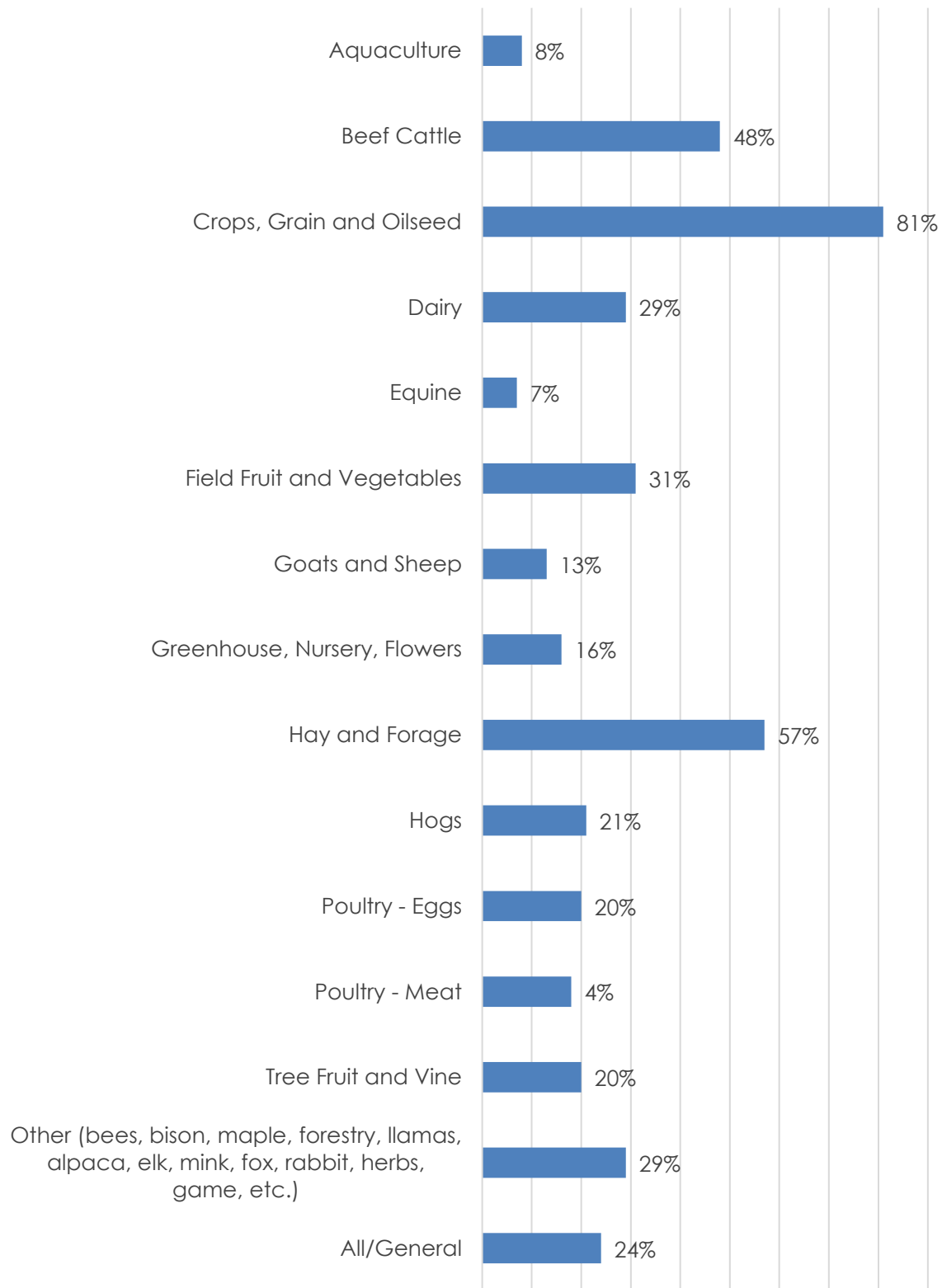
Level of Education



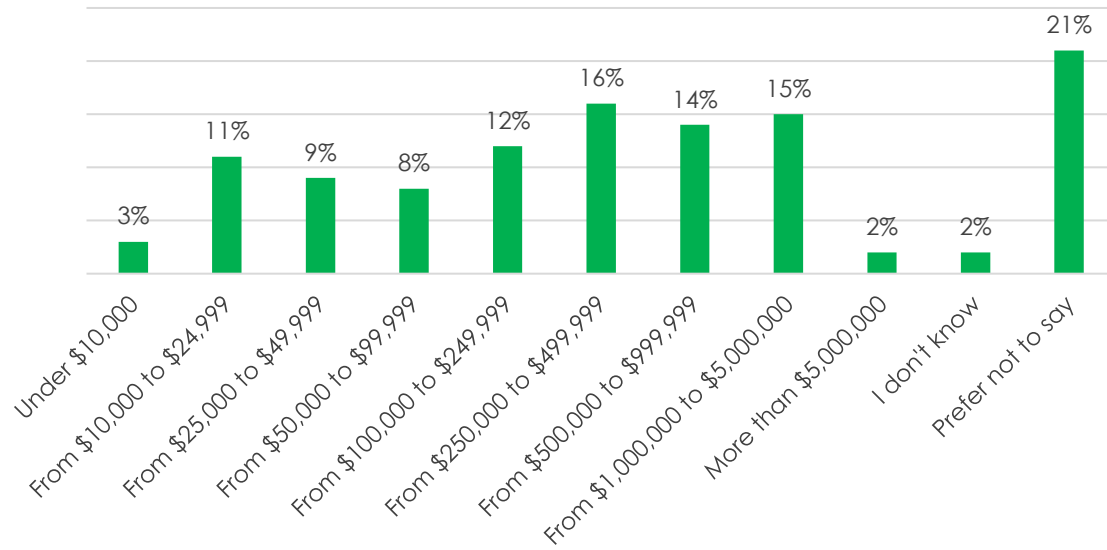
Stage of Farming



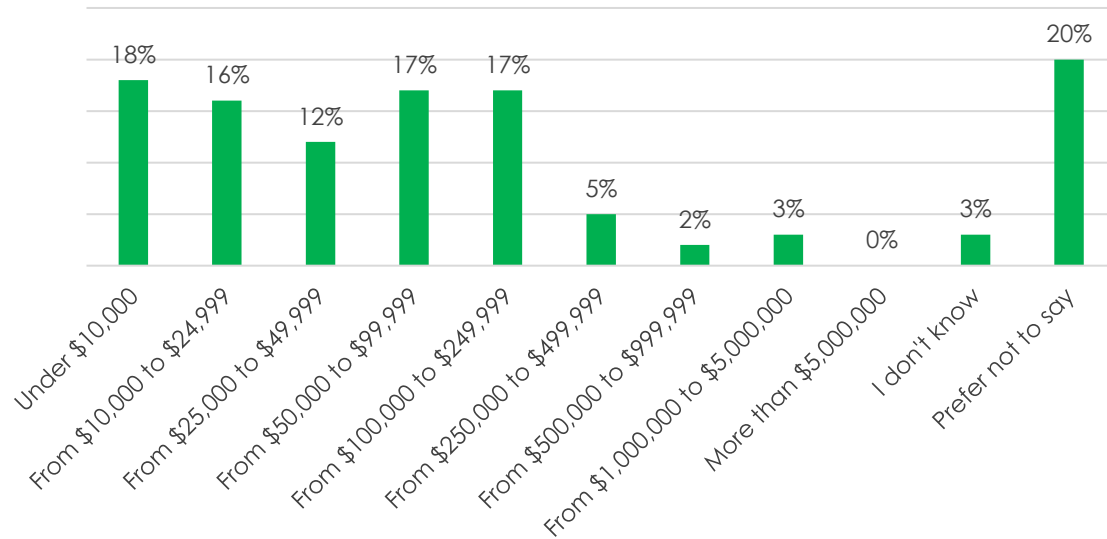
Production Sector



Gross Farm Income



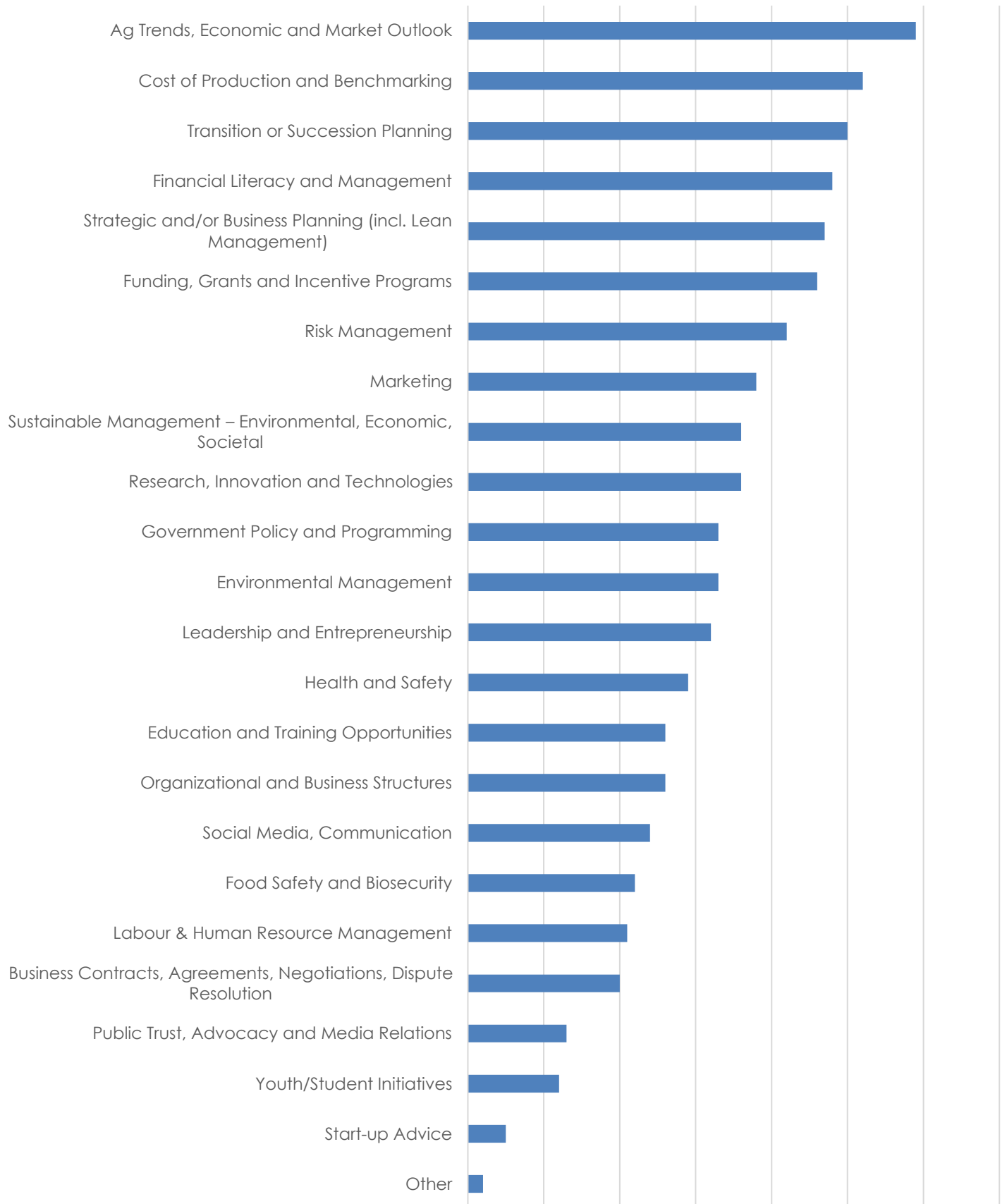
Net Farm Income



In-person vs Online Learning Preference



Preferred Learning Topics



MEMBERSHIP

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

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

Farm Management Canada's members:

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

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

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

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

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

OUR MEMBERS

**DESIGNATES A NEW MEMBER!*

CORPORATE MEMBERS

- BDO CANADA LLP
- BMO BANK OF MONTRÉAL
- FARM CREDIT CANADA
- INTELLIFARM

ASSOCIATION/ORGANIZATION MEMBERS

- AGRICULTURAL PRODUCERS ASSOCIATION OF SASKATCHEWAN
- ALBERTA CANOLA
- ALBERTA WHEAT
- CANADA'S OUTSTANDING YOUNG FARMERS
- CANADIAN AGRICULTURAL SAFETY ASSOCIATION
- CANADIAN ASSOCIATION OF DIPLOMAS IN AGRICULTURE PROGRAMS
- CANADIAN ASSOCIATION OF FARM ADVISORS
- CANADIAN YOUNG FARMERS' FORUM

- CENTRE D'EXPERTISE EN GESTION AGRICOLE (CEGA)
- CENTRE DE RÉFÉRENCE EN AGRICULTURE ET AGROALIMENTAIRE DU QUÉBEC (CRAAQ)
- FOOD PROCESSING SKILLS CANADA
- GLOBAL NETWORKS
- INTERNATIONAL FARM MANAGEMENT ASSOCIATION
- MANITOBA CANOLA GROWERS ASSOCIATION

ACADEMIC INSTITUTION MEMBERS

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

GOVERNMENT

- BRITISH COLUMBIA MINISTRY OF AGRICULTURE AND LANDS
- MANITOBA AGRICULTURE, FOOD AND RURAL DEVELOPMENT
- MINISTÈRE DE L'AGRICULTURE, DES PÊCHERIES ET DE L'ALIMENTATION DU QUÉBEC
- NEW BRUNSWICK DEPARTMENT OF AGRICULTURE AND AQUACULTURE
- NEWFOUNDLAND AND LABRADOR DEPARTMENT OF NATURAL RESOURCES, FORESTRY AND AGRIFOODS AGENCY
- NORTHWEST TERRITORIES AGRICULTURE, AGRIFOODS AND COMMERCIAL WILDLIFE DEVELOPMENT
- NOVA SCOTIA DEPARTMENT OF AGRICULTURE
- PRINCE EDWARD ISLAND DEPARTMENT OF AGRICULTURE
- SASKATCHEWAN MINISTRY OF AGRICULTURE
- YUKON GOVERNMENT, DEPARTMENT OF ENERGY, MINES AND RESOURCES, AGRICULTURE BRANCH

APPOINTED PROVINCIAL/TERRITORIAL REPRESENTATIVES:

British Columbia	Trish Laugharne
Manitoba	Roy Arnott
New Brunswick	Sylvain Gadbois
Newfoundland & Labrador	Afton Madore
Northwest Territories	Andrew Cassidy
Nova Scotia	Jeff Wentzell
Prince Edward Island	Fred Vanderkloet
Quebec	Patrice Carle
Saskatchewan	Jaycee Peutert
Yukon	Brad Barton

INDIVIDUAL MEMBERS

BRITISH COLUMBIA

George Geldart

Paul Mahal*

Ryan Scorgie

ALBERTA

Annessa Good
Art Lange
Bill MacFarquhar
Brian Wittal*
Graham Gilchrist
Henry Vos*
Holly White

Humphrey Banack
Janine Sekulic*
Joe Rowbottom
Jonathan Small*
Kent Sereda
Merle Good*

Parvinder Mangat*
Reg Shandro*
Sterling Hilton
Sydney Siegle*
Ulf Geerds
Wilson Loree

SASKATCHEWAN

Brandt Carter
Jake Leguee*
John Spencer
Lance Walker

Mike Pylypchuk*
Ron Friesen*
Ryan & Lauren Maurer

Tamara Carter
Terry Aberhart
Terry Kremeniuk

MANITOBA

Elaine Froese
Joerg Zimmermann

Paul & Jennifer Loeppky

Roberta Galbraith

ONTARIO

Andrea Gal
Barbara Parker
Donald Good
Frederick Miner
Jeannette Mongeon

Joanne & Tony Hogervorst
Larry Martin
Len Davies
Michel Dignard
Nancy Ross

Perry Pressman*
Rick Lekx
Salahuddin Saiyed
Simon Somogyi

QUEBEC

Jeanne Sanchez-Bradley*
Mario Roy*

Martine Deschamps

Mathieu Rouleau

NEWFOUNDLAND AND LABRADOR

Mervin Wiseman

PRINCE EDWARD ISLAND

Colleen Younie

John Griffin

Dr. Timothy Ogilvie

NEW BRUNSWICK

Aaron M. Law

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

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

We are hoping for continued opportunities to raise the profile of the vital role of farm business management. The ongoing BRM review in preparation for the Next Policy Framework provides a significant opportunity to position farm business management in its rightful place as a fundamental contributor to farm business success.

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

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

By 2050, farmers must produce 70% more food to feed 9 billion people around the world¹. Further, Canada has set an ambitious target for agriculture to become Canada's key economic driver, moving from the world's 5th to 2nd largest exporter, increasing exports \$20 billion by 2025². At the same time, 75% of Canada's farms will change hands over the next 10 years³. Canada's farmers require a solid foundation for sustainable economic growth. However, currently less than 25% of Canada's farmers have a plan⁴.

We know that farmers who invest in improving their management practices not only increase profitability, but their confidence in decision-making, family and farm team harmony and the peace of mind that comes from having a plan⁵. We must empower future and current farmers with the capacity to succeed for today, and generations to come.

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

STAYING CONNECTED

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

- ✓ Visit our Websites and share our Social Media
- ✓ Watch live and archived Agriwebinars
- ✓ Attend the Agricultural Excellence Conference and other events
- ✓ Become an expert: speaker, writer, resource
- ✓ Host learning sessions with Farm Management Canada and its resources
- ✓ Promote and/or distribute copies of material and resources to colleagues and contacts
- ✓ Involve Farm Management Canada in consultations, surveys and needs assessments
- ✓ Provide website content and links
- ✓ Share best practices and resources
- ✓ Share your successes for national reach and international recognition
- ✓ Help us stay informed of your activities!

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

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

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

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

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

⁴ Dollars and Sense Study Update. 2020. Farm Management Canada

⁵ Healthy Minds, Healthy Farms: Exploring the Connecting Between Mental Health and Farm Management. 2020. Farm Management Canada

LOOKING AHEAD: 2021-22

Farm Management Canada will continue to offer its flagship programming including the Agricultural Excellence Conference, National Farm Leadership Program, and AgriShield® and looks forward to bringing new farm business management learning opportunities to Canada's agricultural industry.

Over the next year, we are excited to bring you exciting new learning opportunities, including producer and train-the-trainer sessions using the revised and digitized Building an Effective Farm Management System Guidebook in partnership with Dick Wittman, and a new partnership with MNP to provide Farm Financial Fluency training to Canada's farmers. We're also excited to embark on ground-breaking new research to explore the experience of farm women in partnership with CentricEngine and launch two new leadership development tools: Leadership Inventory and Leadership Insights.

And, we're looking forward to the opportunity to help shape the Next Policy Framework.

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

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

Sincerely yours,

Farm Management Canada



"Don't wait for opportunity. Create it"

~Anon.