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FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

SUMMER UPDATE 2021

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Hello everyone,

Whether on the farm or in the boardroom, it is crucial to surround yourself with the right team.

As I have transitioned into a leadership role in my family farm, I have been thankful to draw on my father's years of experience and to work alongside my sister. Extended team members – most notably our accountant and account manager – have played key roles in supporting our business decisions.

Similarly, in my first two years on the Board of Farm Management Canada, I have collaborated with a great group of individuals with a passion and expertise for farm business management.

Joerg Zimmermann and Dr. Larry Martin were two of these crucial team members who first joined the Board of Directors in 2015.



Joerg served as our Vice Chair from 2016 to 2018 before taking on the role of Chair from 2018 to 2021. Joerg always had an upbeat attitude and was our spreadsheet guru, helping us to streamline our internal reporting systems.

Larry brought his mastery of the subject matter to the discussions and devotes his time to supporting producers in advancing their farm business management skills. Larry, too, was particularly welcoming and encouraging to me when I joined the Board in 2019.

I know I speak for the entire Board and Farm Management Canada staff when I share my gratitude to Joerg and Larry for their years of service to the organization.

I am also pleased to congratulate Terry Aberhart on his re-election and to welcome Janine Sekulic and Steve Duff to the Board. I welcome the opportunity to work with Terry, Janine, Steve, and the rest of the Board as Farm Management Canada continues to drive its strong range of practical resources and programs ahead to support the resilience and prosperity of Canadian farmers.

I encourage you to explore the updates in this newsletter. The team at Farm Management Canada, as well as our scores of collaborators across the country, are eager to help you refresh and advance your farm business management skills – whether building your farm management system, developing your farm transition plan, managing your business risks, or fostering your leadership skills. These farm business management skills can help us weather the storms in challenging years and take advantage of opportunities that arise.

No matter where we are at in our farm business management journey, there's always room for improvement.

All the best,

A handwritten signature in dark ink, appearing to read 'Andrea Gal'.

Andrea Gal
Chair, Farm Management Canada

**“Change is inevitable.
Growth is optional.”**

~ John Maxwell

MESSAGE FROM OUR EXECUTIVE DIRECTOR

Greetings fellow farm management enthusiasts,

As COVID-19 vaccines roll out across Canada, it's nice to see life getting back to a sense of "normal" - especially in time for summer. Here at Farm Management Canada, we remain cautious and will continue to offer our programs virtually for the remainder of the year.

I want to extend a sincere "thank you" to everyone who has stuck with us through these trying times, and hasn't let the pandemic hamper their commitment to farm business excellence by taking part in our skills development programming and helping raise awareness and appreciation of the benefits of investing in farm business management.

Our Annual General Meeting took place on July 7th, where we celebrated our accomplishments over the past year. Looking back, it's hard to believe we were able to accomplish so much amid so much uncertainty. Our annual Agricultural Excellence Conference welcomed over 1100 participants and were invited to speak at 25 virtual industry events, reaching over 15,000 participants. We hosted a whopping 47 virtual events including Risk Management Training, Mental Health and Farm Management Workshops, AgExtra In-Depth Learning Sessions, and the first ever Farm Transition Appreciation Day. We also launched a Farm Transition Toolkit and Farm Business Management Guidebook.

Our Contribution Agreement with Agriculture & Agri-Food Canada under the AgriCompetitiveness program came to an end on March 31, and we are proud to announce we have secured a new Contribution Agreement that will take us to the end of the Canadian Agricultural Partnership.

We have exciting new activities on the horizon including research into understanding the experience of farm women as well as the economic impact of current farm management practices. We are also launching a Farm Financial Fluency training program! We look forward to continuing to offer our flagship programming including the Ag Excellence Conference, National Farm Leadership Program and other farm management training opportunities.

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.



Heather Watson
Executive Director, Farm Management Canada



"Then followed that beautiful season...summer. Filled was the air with a dreamy and magical light; and the landscape lay as if new."

~ Longfellow

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.

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.

BOARD AND GOVERNANCE

Farm Management Canada would like to thank everyone who participated in this year's Annual General Meeting (AGM). The AGM was held virtually July 7th and was a great success, welcoming members and stakeholders from across Canada and around the world to celebrate Farm Management Canada's 2020-21 accomplishments and hear the results of Director elections.

Farm Management Canada's Annual Report is available online at www.fmc-gac.com.

This year, Farm Management Canada received 6 nominations for 3 Board positions available.

Farm Management Canada welcomed two new Directors, Janine Sekulic and Steve Duff to its Board of Directors, and Terry Aberhart was re-elected for a second term.

Janine Sekulic was born and raised as the fourth generation of her family's grain operation near Rycroft in Northwestern Alberta. She is currently the National Director of Agriculture and Agribusiness at BMO and is passionate about Canadian agriculture.

Steve Duff comes from a dairy and beef background and currently farms in Northumberland county, Ontario. He is currently OMAFRA's Chief Economist.

Terry Aberhart has served on the Farm Management Canada Board of Directors since 2018. He and his wife Lichelle, farm with his father Harvey and a dedicated team operating Aberhart Farms Inc., a 16,000 acre grain and oilseeds farm in Saskatchewan.

Farm Management Canada, its members and Board extended a sincere thank you to its outgoing Board members Joerg Zimmermann and Larry Martin. Joerg and Larry were both elected to the Board in 2015. Joerg served as Chair from 2018-2021 and Vice Chair from 2016-2018.

Following the Annual Meeting, Andrea Gal, who farms with her family in Oxford County, Ontario and works as a consultant, was elected Chair. Roberta Galbraith, a farmer from Manitoba was elected Vice-Chair, and Derek Brewin, Head of the Department of Agribusiness and Agricultural Economics at the University of Manitoba was elected Secretary/Treasurer.

MEET FARM MANAGEMENT CANADA'S 2021-22 BOARD OF DIRECTORS



Andrea Gal, Chair
Member at Large
Ontario



Roberta Galbraith, Vice Chair
Farmer
Manitoba



Derek Brewin, Treasurer/Secretary
Academic
Manitoba



Annessa Good
Young Farmer
Alberta



Brad Barton
Government
Yukon



Henry Vos
Member at Large
Alberta



Janine Sekulic
Member at Large
Alberta



Steve Duff
Farmer
Ontario



Terry Aberhart
Farmer
Saskatchewan

To find out more about our Board of Directors, visit www.fmc-gac.com

Farm Management Canada's Board of Directors will meet this summer to revisit its strategic priorities and goals for 2021-22.

THE CANADIAN AGRICULTURAL PARTNERSHIP

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

Farm Management Canada successfully completed its 2018-21 Contribution Agreement and has secured a 2-year Contribution Agreement, taking the organization to the end of CAP.

We will 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
- Delivering the Farm Financial Fluency Training Program in partnership with MNP
- Studying the Experience and Support Needs of Women on the Farm in partnership with Centric Engine
- Studying the Economic Impact of the Current Low Adoption Rates for Business Management Practices

We are also fulfilling our 4-year Contribution Agreement (2019-23) under the AgriRisk Initiatives Program to enhance farm risk management education.

THE NEXT AGRICULTURAL POLICY FRAMEWORK

The Next 5-year Agricultural Policy Framework (NPF) is scheduled to commence April 1, 2023.

Farm Management Canada was pleased to take part in a national discussion on June 7th to help shape the NPF and is actively collaborating with like-minded organizations to inform the NPF.

We remain steadfast in advocating for recognizing farm business and skills development as a distinct priority in its own right so that FPT governments continue to support farm business development programming including farm business management, farm safety, human resources, and the next generation.

We are encouraged by the recent announcement from Agriculture and Agri-Food Canada (AAFC) to establish Sector Engagement Tables including a Skills Development Table and were pleased to participate in the first meeting of the Skills Development Table on July 16, 2021.

Sector Engagement Tables include Thematic Tables that transcend production sectors:

Agile Regulations Sustainability Consumer Demand and Market Trends Skills Development

And, Sector Advancement Tables:

Animal Protein Field Crops Horticulture Seafood Food Processing

We are also encouraged by recent news that AAFC is conducting a feasibility study to create a Risk Management Education Strategy and were pleased to present our work to the team at AAFC on July 21st as a vital first step. We believe a comprehensive approach to managing farm risk that links BRM programming to strategic risk management through on-farm practices is the key to mitigating risk, while positioning Canada's farmers to seize opportunity for sustainable growth and prosperity.

Lastly, we have been approached by the North American Agricultural Advisory Network (NAAAN) – a platform promoting and supporting innovation, knowledge utilization, and information sharing among agricultural advisory service/extension organizations (both public and private) in Canada, Mexico, and the United States, to share our insights and experience in supporting farm business management skills development. After completing an online survey, we're looking forward to participating in focus groups to exchange information on best practices to support knowledge transfer and extension for Canada's farmers.



VIRTUAL CONFERENCE

The Challenge of Change

November 24- 26, 2021

The Agricultural Excellence Conference (AgEx) welcomes anyone and everyone from farmers to advisors, academia, organizations, private industry, and government to join us to exchange expertise and insights to continue to position Canada's farmers for success through farm management excellence. Through a variety of speakers, discussion panels and interactive learning, we feature top notch content through our virtual platform, so you can enjoy learning and networking from anywhere - your home, office, field, boat, barn or greenhouse!

AgEx is the only event in Canada dedicated exclusively to bringing farm management enthusiasts together to build their business acumen. This year's theme, **The Challenge of Change**, is about acknowledging that change can be difficult and also provide immense opportunity - learning how to confront change with confidence is the key. Conference-goers will come away from AgEx equipped with the information, tools and practical skills to thrive through change.

WHY ATTEND AGEx?

- AgEx is the only gathering place for Canada's farm management enthusiasts
- AgEx is focused on building the business acumen and prosperity of Canada's farmers
- AgEx is focused on practical take-aways and learning outcomes
- AgEx focuses on interactive learning to meet the diverse learning preferences and practices of delegates
- And thanks to our generous sponsors and supporting partners, it is **FREE!**



Register Here

Each year Farm Management Canada puts together an Ambassador Committee of individuals who know the Canadian agricultural scene and can advise on Conference components to ensure the event continues to respond to the needs and priorities of Canada's agricultural sector – both for farmers and industry players.

A big thank you to the following committee members for taking the time to help make AgEx 2021 a huge success!

AGEx 2021 AMBASSADOR COMMITTEE



Kelly Green
Canadian Canola Growers Association



Rick Taillieu
Alberta Canola



Trish Laugharne
British Columbia Ministry of Agriculture, Food
& Fisheries



Sterling Hilton
Hilton Ventures and Origin Malting & Brewing



Holly White
Rolling Hills Farm



Scott Ross
Canadian Federation of Agriculture

INTERESTED IN SUPPORTING AGEx 2021?

There are many ways you can support the Agricultural Excellence Conference ranging from \$1500 to \$15,000. We're of course happy to discuss a customized sponsorship package too.

To obtain a copy of our Sponsorship Package and discuss opportunities to support AgEx 2021, contact: Nick Oakley, Business Development Officer at 519-217-4601 or sponsorship@fmc-gac.com



Follow **#AgExConf21** on Twitter, Facebook and Instagram for Conference updates!

**Thank you to our generous sponsors
for making this conference possible.**

Speaker Session



RealAg Radio Sponsor



Community Gallery



Kickstart



Media Partners



Supporting Partners



Government



INTERNATIONAL FARM MANAGEMENT ASSOCIATION (IFMA)

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.



Every May, as a member of IFMA, Farm Management Canada's Executive Director and Eric Micheels, Acting Associate Dean (Academic) and Associate Professor at the Department of Agricultural and Resource Economics, University of Saskatchewan submit a country report to provide IFMA members with insights into agriculture in Canada – challenges and opportunities from politics to production.



Participating countries include Canada, the USA, Argentina, Brazil, the UK, Poland, The Netherlands, Slovenia, Denmark, Australia, New Zealand, Nigeria, South Africa, and Kenya.

The IFMA 2021 Country Report can be viewed here: online.flippingbook.com/view/628670779

In 2020, IFMA started a new initiative, engaging next generation farmers and gathering Hands On Farm Management Reports from around the world every May and September. Farm Management Canada is proud to have Hannah Konschuh and Morgan Smallman representing Canada's next generation!



Hannah Konschuh
Grains and Oilseeds Farmer
Alberta



Morgan Smallman
Potato Farmer
Prince Edward Island

The IFMA May Hands on Farm Management Reports can be viewed here: online.flippingbook.com/view/476002132

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



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!

Subscribe to the newsletter for Congress updates at www.ifma23.org.



Catch the action online!

Follow and Like @IFMAOnline www.facebook.com/ifmaonline

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

FARM FINANCIAL FLUENCY TRAINING PROGRAM

Financial literacy is a fundamental starting point for effective farm business management, helping producers understand the direct impact of their business decisions and the options and opportunities available going forward. Yet, research shows that basic financial literacy is a significant sore spot for the vast majority of Canada's producers.



In recognition of the need for greater financial literacy amongst Canada's producers, Farm Management Canada and MNP have joined forces to offer a new Farm Financial Fluency training program for producers. Producers of all types and across all commodities will benefit from a deeper understanding of their financial situation and the different options available to remain competitive and take calculated risks for continued success.

Together, Farm Management Canada and MNP will host and deliver six Farm Financial Fluency training programs from October 2021 to March 2022, specifically designed to help producers understand, interpret, and use financial tools including balance sheets, financial statements, cash flow, budgets, and financial plans. Producers will learn how their financial information can be organized for quick and easy analysis and interpretation and how to use basic financial tools to calculate their financial position, options and explore what-if scenarios. Participants will be better equipped to have progressive discussions and planning sessions when working with their lenders, accountants and financial advisors.

As we find ourselves in the midst of a global pandemic, the program will be delivered virtually over the course of three 2-hour sessions coupled with an optional follow-up session with an MNP advisor for those seeking additional support. Virtual sessions will also help accommodate producers who may be sensitive signing up for financial literacy training, as participants can remain anonymous.

Interested in hosting Farm Financial Fluency training for your members, clients and stakeholders?
Feel free to get in touch with the Farm Management Canada team.

Stay tuned for registration details!

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 2022 Program is set to begin in January.

- Gain in-depth insight into your leadership against a global benchmark
- Design a personal development plan to increase your leadership effectiveness
- Develop your skills in real-time, while working in your business
- 11 weeks of structured online learning
- 3-day residency training in Victoria, BC (pending COVID status)
- 9 months of follow-up group and personal coaching

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 \$10,000 in grant funding for farmers in BC, AB, SK, MB, ON, NB, NS, PEI, and NL under the Canada Job Grant
- Up to \$2500 in cost-share funding for farmers in SK, MB, NB, NL, PEI, YT under the Canadian Agricultural Partnership

Check with your provincial Ministry of Agriculture for eligibility requirements.

COMING SOON!



- Privately assess your leadership effectiveness in just a few minutes
- Identify key areas to focus your energy for better outcomes
- Jumpstart your development with an optional coaching session



- Discover a way out of silence, argument and unproductive behaviour
- Move towards the outcomes you want by understanding the human side of business
- 4 weeks of online community learning and group sessions with your coach

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!

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 (Online) - December 2021/January 2022

Module 2 (In-class) - March 14-18, 2022 - Calgary, AB

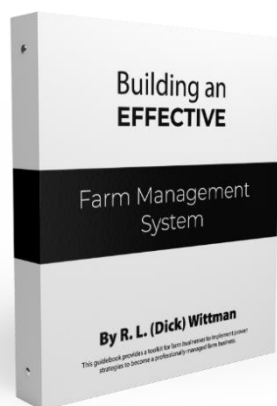
Module 3 (In-class) - December 5-9, 2022 - Guelph, ON

Module 4 (Online) - February/March 2023

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

NEW RESOURCE AVAILABLE:

BUILDING AN EFFECTIVE FARM MANAGEMENT SYSTEM GUIDEBOOK



Farm Management Canada and Wittman Consulting are pleased to announce the release of the *Building an Effective Farm Management System Guidebook* now available as a digital download or in the classic binder format.

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.

Available as hardcopy + digital or digital only format – order now by visiting wittmanconsulting.com/product/building-an-effective-farm-management-system/

In partnership with:

wittmanconsulting

NEW REPORT OFFERS A PATH FORWARD FOR INDIGENOUS FARM BUSINESS EXCELLENCE

Farm Management Canada is pleased to announce the release of a new report, “The Path Forward: Supporting the Business Management Needs of Indigenous Producers”. The purpose of the study was to better understand the agricultural interest and involvement of the Indigenous population, the business management resources used and required, and the most effective methods for engagement and delivery to create a path forward for supporting Indigenous agriculture.

“The Path Forward” was made possible by the generous participation of Indigenous agricultural business owners from coast-to-coast who participated in a national survey, focus groups, and interviews, creating a rich picture of the current state of their farm operations and what they need to succeed.

Study results reveal there is desire for increased business management training and support opportunities for Indigenous producers and confirm the findings of other reports showing the growing number of Indigenous people in agriculture working to build community, economic opportunity, and food self-determination. Results also reveal a path forward for engaging with and supporting Indigenous peoples involved and interested in agriculture.



The report identified five recommended areas of support to help meet the needs of Indigenous agricultural producers:

- 1) Build Lasting Relationships with Indigenous Communities
- 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

The full report contains 15 recommendations, which are critical to informing government policy, resource allocation, and service providers in supporting Indigenous producers towards prosperous Indigenous agriculture and communities.

Farm Management Canada is grateful to the Canadian Agricultural Human Resources Council and the guidance of their Indigenous Advisory Committee for their leadership on this project. This work was supported by Bayer, Farm Credit Canada, the Canadian Canola Growers Association and the Government of Canada under the Canadian Agricultural Partnership.

PROJECT PARTNERSHIP OPPORTUNITY

UNDERSTANDING THE EXPERIENCE OF FARM WOMEN

Much has been said about the role of women on the farm, but little has been measured.

The roles and participation of women in farming is changing. While the Census of Agriculture reports that about 1/3 of farms have a woman as a primary decision maker (either as sole proprietor or in a partnership), there is ample anecdotal evidence to suggest that women are positioned to influence decision-making in ways that go far beyond Census measurement. Furthermore, as the majority of graduates from Canadian post-secondary agricultural programs are female, women are leading in expertise development, suggesting that the number of females involved in farming will not only continue to rise, but their roles will change significantly.



Farm Management Canada in partnership with CentricEngine Inc. is undertaking an important and timely research project that will serve as a benchmark, a guide and a view into the future and opportunities of a critical, underrepresented segment of Canada's farming population: farm women. Our goal is to gain a better understanding so that we can create a path forward to meet the unique current and future needs of this target group.

In order to complete this important research project, Farm Management Canada and CentricEngine Inc. need the support of both the public and private sector. With the large scope and many components of this project, we are looking for partners across the industry to show their support for the many roles that women embody on farms throughout the country. We are seeking \$100,000 to match the contribution available from Agriculture & Agri-Food Canada.

Various partnership opportunities are listed below.

>\$10,000 – Research Partner

- An opportunity to insert a custom question into the national survey.
- Provide feedback on Draft Reports
- All of the opportunities listed below.

\$10,000 – Project Partner

- Sponsor a specific research topic including:
 - strategy and planning
 - managing people
 - livestock management
 - technology
 - policy and regulatory compliance
 - farm finances
 - farm transition
 - crop management
 - equipment and machinery
 - marketing management
- Provide feedback on the research questions within the topic supported
- Receive the project findings before the Report is publicly released
- Logo recognition on Final Report & all promotional materials

\$2,500 - < \$10,000 – Project Supporter

- Logo recognition on Final Report & all promotional materials
- Demonstrate your support for Canada's Farm Women



AGRI SHIELD® – THE MOST COMPREHENSIVE RISK MANAGEMENT TOOL FOR AGRICULTURE IN CANADA

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 www.myagrishield.ca

In partnership with:



Project Update: 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 WORKSHOPS

Farm Management Canada has conducting 17 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. We will continue to offer these workshops throughout the Fall and Winter.

A continued high level of demand for these workshops, combined with a limited number of seats per workshops has caused them to be fully booked shortly after their announcement. But don't worry! You can put your name on a waiting list!

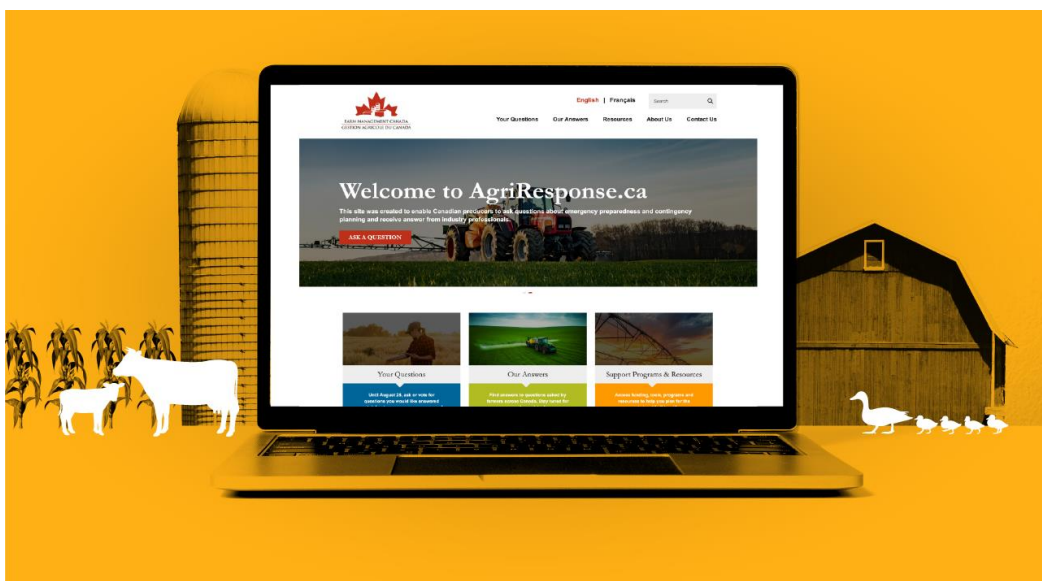
If you're interested in attending the next one, just put your name on our waiting list and we'll let you know when the next workshop is taking place before we make the public announcement. To do so, just register here: fmc-gac.com/programs-services/risk-management/#rts-registration

**Please note that because of the situation with COVID-19, all training sessions are being offered online until further notice.*

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 HAS A NEW LOOK AND NEW FEATURES TO HELP MEET ALL YOUR RISK MANAGEMENT NEEDS



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 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.

ABOUT AGRIRESPONSE

Access expert advice, resources and tools to respond to risk situations.

- See best practices for farm resilience
- Learn about funding and support programs for contingency planning
- Access resources and tools to support emergency preparedness and risk management
- Read about emerging issues that could affect your farm and learn how to prepare for them.

AGRIRESPONSE NOW FEATURES A NEW *RECENT ISSUES* SECTION.

Here are a few excerpts:

Post-COVID Urban Exodus

With the massive exodus from large urban centres to suburbs, small towns and rural areas, caused by the COVID-19 crisis, the arrival of new urban neighbors with different sets of values, norms and little knowledge and understanding of farming realities can have an impact on the social fabric of rural communities.

Buttergate and the Demand for Transparency

The controversial nature of palm-oil-derived ingredients used in animal feed is related to bad press for palm oil due the environmental impacts resulting from its production and the potential risk for human health. The use of such additives is perfectly legal in Canada, however, several dairy industry associations (CILQ, PLQ and DFC) have asked dairy farmers to stop using feed containing palm oil ingredients to preserve the trust of Canadian consumers in dairy products

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

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

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.

SOCIAL MEDIA

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



Follow us on [Twitter](#) @FMC_GAC
Like us on [Facebook](#) @FMC.GAC
Subscribe to our [YouTube](#) channel/FMCGAC
Follow us on [Instagram](#) @FMC.GAC
Follow us on [LinkedIn](#)

ONLINE RESOURCE PORTAL: WWW.TAKEANEWAPPROACH.CA

The banner for the National Farm Business Management Resource Centre features a woman in a grey sweater and green scarf crouching in a field, holding red apples. In front of her are wooden crates filled with more apples. A white van is parked in the background. The text "NATIONAL FARM BUSINESS MANAGEMENT RESOURCE CENTRE" is overlaid in the top left. A navigation bar at the top right includes links for Home, Resources, Programs, Events, Contact, and Français, along with a search icon. A yellow text box on the left states: "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 browse the resources, programs, and events available to you.



THIS YEAR, MAKE TRANSITION PLANNING A PRIORITY!

Your one-stop shop for farm transition.

FarmTransitionGuide.ca



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INDUSTRY AND PARTNER ADVISORY INVOLVEMENT



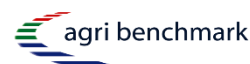
Brigid Rivoire Award for Champions
for Agricultural Mental Health



International Farm Management
Association



Canadian Association of Diplomas
in Agriculture Program



Agri benchmark Canadian
Network



National Agricultural Occupational
Framework



Canadian Agricultural Safety
Week



THE CANADIAN CENTRE FOR
FOOD INTEGRITY
Equality, Diversity and Inclusion
Working Group



National Youth Competition



Canadian Agri-Food Sustainability
Initiative



North American Agricultural
Advisory Network



Empowering Lasting Leadership
Excellence (ELLE) Program



AgHR Roundtable



Next Policy Framework National
Engagement Session



Skills Development Table



Risk Management Education
Strategy



Big Solutions Forum



Workforce Development & Industry
Capacity Roundtables



Canadian Roundtable for
Sustainable Beef Program
Evaluation



Advisory Services Focus Group

FARM MANAGEMENT CANADA IN THE MEDIA

CountryGuide

STRATEGIC. BUSINESS. THINKING.



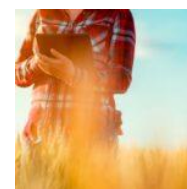
Your Approach to a Farm
Business Plan: Implement,
Review and Repeat



The Next Big Step Mid-Career:
Mentorship



Your CEO Interview:
Six Years On



A Practical Guide to Writing Your
Farm Business Plan



Episode 63: Make Meetings Matter

Farms.com



Adoption of Farm Business Practices Low



A Business Management Team Can Improve Your Farm



Farmer Mental Health

INDUSTRY MEETINGS & PRESENTATIONS



WORKFORCE DEVELOPMENT & INDUSTRY CAPACITY ROUNDTABLE

April 16, 2021



FARM ADVISOR TRAINING

April 27, 28, May 5, 2021



IFMA COUNCIL MEETING

May 6, 2021



BIG SOLUTIONS FORUM PART 1

May 11, 2021



Extension

UNIVERSITY OF WISCONSIN-MADISON

FARMER MENTAL HEALTH & EXTENSION

May 14, 2021



ADVISORY SERVICES FOCUS GROUP

May 19, 2021



BIG SOLUTIONS FORUM PART 2

May 20, 2021



Ministry of
Agriculture, Food &
Rural Affairs

MANAGING FARM RISK

May 20, 2021



ROOTS TO SUCCESS RISK MANAGEMENT WORKSHOP

May 25 & 28, 2021



Trillium
Mutual Insurance Company

MENTAL HEALTH AND FARM MANAGEMENT

June 3, 2021



NEXT POLICY FRAMEWORK NATIONAL ENGAGEMENT SESSION

June 7, 2021



PT MINISTRY NETWORK QUARTERLY MEETING

June 8, 2021



MAKING MEETINGS MATTER PODCAST

June 9, 2021



ROOTS TO SUCCESS RISK MANAGEMENT WORKSHOP

July 13 & 16, 2021



ANNUAL MEETING AND ROUNDTABLE DISCUSSIONS

June 14-16, 2021



CRSB
CANADIAN ROUNDTABLE
FOR SUSTAINABLE BEEF

VERIFIED SUSTAINABLE BEEF PROGRAM EVALUATION SESSION

June 16, 2021



NETWORKING TIPS, TRICKS, TRAPS AND BENEFITS (MODERATED DISCUSSION)

June 22, 2021



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

ANNUAL GENERAL MEETING

July 7, 2021



INDIGENOUS AGRICULTURE & AGRI-FOOD: THE PATH FORWARD

July 15, 2021



UPCOMING INDUSTRY EVENTS/PRESENTATIONS



ANNUAL CONFERENCE
November 13, 2021



REGENERATIVE AG CONFERENCE
November 15-17, 2021



AGRICULTURAL EXCELLENCE CONFERENCE
November 24-26, 2021



INTERNATIONAL FARM MANAGEMENT CONGRESS
June 26-July 1, 2022, Denmark

PROVINCIAL/TERRITORIAL MINISTRY REPRESENTATIVE UPDATE

Provincial-Territorial (PT) 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.

On June 8, 2021, the PT network held their Summer meeting. The network is currently working on updating the Taking Stock business assessment resources currently used by British Columbia and making it accessible online. The network also decided to host a separate meeting in the fall to discuss how it can better support the National Farm Business Management Resource Centre at takeanewapproach.ca.

The PT Network and this very important mechanism to share best practices, providing Canada's farmers with equal opportunity for continued excellence.

MEMBERSHIP

WELCOME & WELCOME BACK TO OUR NEW & RENEWED MEMBERS

INDIVIDUAL MEMBERS

Andrew Stairs
Frederick Miner
John Spencer

Jim Ferrier
Paul & Jennifer Loeppky

Stephen Duff
Vincent Cloutier

CORPORATIONS

Groupe Agri-D

BECOME A MEMBER AND HELP SUPPORT FARM BUSINESS EXCELLENCE!



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.

Become a partner to stay up to date on the latest trends in farm business management. We are pleased to provide customized communications, training, tools and research to meet your unique needs and interests.

Partnership packages available include:

- | | |
|-------------|----------|
| → Connector | \$5,000 |
| → Champion | \$15,000 |

- Catalyst
- Collaborator

\$30,000
\$50,000+

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

Learning Events

- Agricultural Excellence Conference (November 24-26, 2021)
- Workshops
 - Roots to Success: Managing Risk on the Farm
 - Farm Financial Fluency
- Agriwebinars
 - Ex. The Healthy Farmer Series



Learning Programs

- National Farm Leadership Program
- LeaderShift Inventory
- LeaderShift Insight
- Advanced Farm Management Program



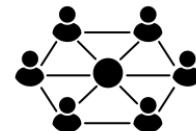
Learning Tools

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



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

- Understanding the Experience of Farm Women
- Understanding the Economic Impact of Farm Business Management Post-COVID



Reports

- The Farm Business Management Needs of Indigenous Producers
- 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

#funinthesun



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.

KEEP US INFORMED

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:



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KNOWLEDGE, LEADERSHIP, PROSPERITY
CONNAISSANCE, LEADERSHIP, PROSPÉRITÉ