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FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

AUTUMN UPDATE 2021

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MESSAGE FROM OUR CHAIR

Hello everyone,

In the agricultural industry, we are faced with many factors that are outside of our control.

This year, we certainly had a list of such challenges. The drought in the Prairies and in Northern Ontario, the excessive rainfall during harvest in Southwestern Ontario, and the rising crop input prices are top of mind.

When faced with such hurdles, it can be beneficial to focus on those factors we can control. In my case, farm business management strategies top the list. I find having a plan helps to manage the stress and support the resiliency of my family farm operation. Given all the demands for our time, it can be tempting to leave these plans on the shelf, only dusting them off and updating them when necessary to share with the bank. However, for our plans to be most helpful, they must be living documents. We must refer to, and refine our plans throughout the year as market variables shift.

Thankfully, as we move into the fall and winter, we have many resources we can draw on to develop and refine our 2022 plans.

One such fall highlight for me is the AgEx Conference, which runs from November 24 to 26, 2021. The conference offers an opportunity to network with others interested in farm business management and to learn from a range of experts. And this year's conference theme, "The Challenge of Change," is certainly timely, as the panelists and speakers will share strategies of how to thrive through change. I encourage everyone – producers, farm business advisors, civil servants, etc. – to register for the conference. You are sure to hear some thought-provoking discussions and glean some practical tips for your farms and businesses.

I am also excited about a new offering from Farm Management Canada and MNP starting this fall. The Farm Financial Fluency Program is a virtual training program for producers to develop their farm business management skills. Participants will learn how to interpret their financial statements and how to calculate key financial ratios. Consider whether participation in this program might be beneficial for yourself or a member of your team. Or, if you work in industry, please consider sponsoring this program to enable your clients or members to develop their skills. Thank you for your continued interest in, and support of Farm Management Canada.

All the best,



Andrea Gal
Chair, Farm Management Canada



**“A goal without a plan
is just a wish.”**

~ Antoine de Saint-Exupéry

MESSAGE FROM OUR EXECUTIVE DIRECTOR

Greetings fellow farm management enthusiasts,

Autumn is upon us, reminding us all that change can be so beautiful.

It is a wonderful time for reflection. As harvest comes to an end, we see the bounty of our hard work. What went according to plan? Did anything fall off the rails? And if so, how can you put measures in place to prevent these issues and make improvements? This is when a business plan comes in handy as a reference for you to evaluate how the farm business performed over the summer, and opportunities for improvement for next year. Come January, you can start putting plans and measures in place to make the most of the New Year.

At Farm Management Canada, we too reflect on our hard work over the summer to get our farm management programs ready as we enter into our busiest season: farmer learning season!



We've got a great line-up of learning programs available from our flagship Agricultural Excellence Conference to our new Farm Financial Fluency training program as well as our Roots to Success risk management training and National Farm Leadership Program. We're also looking forward to celebrating the second annual Farm Transition Appreciation Day on January 11th.

We recently published our research report *The Path Forward: Supporting the Business Management Needs of Indigenous Producers*, and we're excited to be embarking on new research to explore the experience of farm women to gain a better understanding of their unique contributions, challenges and ambitions in the agricultural space.

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.

Takin' care of business,

A handwritten signature in blue ink, appearing to read 'Heather Watson', with a stylized flourish at the end.

Heather Watson
Executive Director, Farm Management Canada

**“What we plant in the soil of
contemplation, we shall reap in the
harvest of action.”**

~ Anon.

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 x/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 financial and in-kind contributions.

BOARD AND GOVERNANCE

Farm Management Canada's Board of Directors met during the summer to review our performance and revisit our strategic priorities and goals for 2021-22. The Board meets quarterly to review our progress against our goals. Board members volunteer to lead and be part of our strategic priority areas.

Our Vision:

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

Our Mission:

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

Our Strategic Priorities:

1. Validate and Promote the Impact of Farm Business Management led by Steve Duff
2. Maintain Financial Resiliency led by Derek Brewin
3. Build Strong Partnerships led by Roberta Galbraith
4. Build Farm Management Canada as an Esteemed Brand led by Annessa Good

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

THE CANADIAN AGRICULTURAL PARTNERSHIP

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

Farm Management Canada 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 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.

We remain steadfast in advocating for recognizing fostering business development through 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 have been coordinating with fellow national organizations to provide further input into the NPF.

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 are pleased to be a part of this initiative.

We are also encouraged that AAFC is contemplating a Risk Management Education Strategy and are pleased to be involved in these discussions. 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.

PROJECTS AND PROGRAMS



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

Join us to hear from **30 incredible speakers** covering:

- Sustainability and the Farm
- Your Farm Financial Health Check-Up
- Transition Planning: Achieving Farm Family Harmony
- Non-Family Farm Transition
- Expecting the Unexpected: How Uncertainty Presents Opportunity
- The Benefits of Cost of Production Data
- Farm Expansion without Breaking the Bank
- Developing your Leadership Effectiveness to Get More of What Matters Most
- BRM Mythbusting: Making the Most of Government Support Programs
- Shaping the Next Agricultural Policy Framework
- RealAG Radio – Live!

MEET SOME OF OUR FEATURED SPEAKERS:

How to Get Out of The Way Without Going Away – Making the Management Transition

Speaker :

Dick Wittman, Wittman Consulting Inc.



How to Manage the Marathon of Farm Life to Maximize Productivity

Speaker :

Alison Weaver



The Challenge of Change

Speaker :

Heather Watson
Executive Director
Farm Management Canada



Farm Expansion without Breaking the Bank

Brought to you by:

Area One Farms
Partners in Growth

Speakers :

Joelle Faulkner, Founder, Area One Farms
Lars Rogers, Director of Partnerships,
Area One Farms



The Benefits of Cost of Production Data: Showcasing the Success of Canada's Cow-Calf Cost of Production Network

Speaker :

Brenna Grant
Manager, Confax Research Services



Non-Family Farm Transition – Concepts and Considerations

Speaker :

Darcy Smith
B.C. Land Matching Program Manager,
Young Agrarians



Check out the full agenda at www.FMC-GAC.com.

Up to 7 CAFA CPD Credit available



INTERESTED IN SUPPORTING AgEx 2021?

There are many ways you can support the Agricultural Excellence Conference ranging from \$1,500 to \$7,500. 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.

Title

MNP

Speaker Session



RealAg Radio Sponsor



Student Session



Community Gallery



Recognizing Excellence



Prize Sponsor



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 year, 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! The IFMA Hands on Farm Management Reports can be viewed here: online.flippingbook.com/view/770203029



Hannah Konschuh
Grains and Oilseeds Farmer
Alberta



Morgan Smallman
Potato Farmer
Prince Edward Island

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.

Together, Farm Management Canada and MNP will host and deliver six Farm Financial Fluency training programs from November 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.

For more information, visit: fmc-gac.com/fff

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 January 24th

- 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
- 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.

NEW PROGRAM!



- 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
- Courses beginning in November, January and February

For more information, visit leader-shift.ca/leadershift-insight

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

"The National Farm Leadership Program **doesn't merely teach principles** of leadership; participants **develop highly personalized** ways to apply them in everyday life, incorporating accountability and follow up. I didn't realize the impact that my tendency to be a perfectionist and trying to 'do it all' was having on my colleagues and in my personal life."

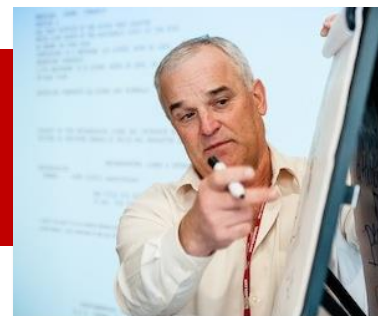
- Tina Zakowsky,
Canadian Angus Association



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 PROGRAM AVAILABLE:

EMPOWERING LASTING LEADERSHIP EXCELLENCE E.L.L.E PROGRAM



Farm Management Canada is pleased to announce a new program available from our friends at Agri-Food Management Excellence Inc. The ELLE Program is designed to increase knowledge and strengthen management and leadership skills, in addition to accessing networking opportunities tailored to women where they can discuss challenges and share experiences. Whether a start-up, established or scale up, a business has a much stronger chance of success when the entrepreneur's skill sets are strong. These skill sets are learned from exposure to leadership, business management and technical/professional concepts.

Heather Watson, our Executive Director serves on the Advisory Committee to the program, and Kelly Dobson of LeaderShift and lead coach for the National Farm Leadership Program is a program instructor.

Participants will gather in-person at regional locations for face-to-face cohort learning. Instructors will present to them using interactive virtual technology, combined with additional virtual café chats over the program year for additional networking & mentoring opportunities with other women from across Canada.

The first ELLE program will run January – December 2022.

Sign up for the ELLE program at www.agrifoodtraining.com/elle-empowering-lasting-leadership-excellence

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 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.

To read the full report, visit fmc-gac.com/programs-services/research-analysis/#indigenous

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.



EXPANDING OPPORTUNITIES FOR CANADIAN AGRICULTURE BY 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.



Farm Management Canada and CentricEngine Inc. 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 \$50,000 to match the contribution available from Agriculture & Agri-Food Canada.

We would like to thank our project partners for helping us get this vital research off the ground:



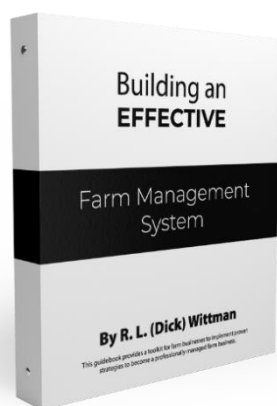
CASA | ACSA
CANADIAN AGRICULTURAL SAFETY ASSOCIATION
ASSOCIATION CANADIENNE DE SÉCURITÉ AGRICOLE



For more information and to discuss your contribution and benefits, contact: Nick Oakley sponsorship@fmc-gac.com

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



AgriShield

AGRISHIELD® – HELPS CANADIAN FARMERS WEATHER ANY STORM

[Now available for a FREE TRIAL](#)

It can be pretty hard to see risk coming when you're busy managing the day-to-day operations of your farm. It's easy to keep ploughing ahead and just deal with problems as they arise. Unfortunately, problems can pile up or snowball, jeopardizing the future of your operation, and the hardest part is trying to pinpoint just where these issues might crop up. That's where [AgriShield®](#) comes in.

AgriShield is a user-friendly risk assessment and management tool, developed by Farm Management Canada, that helps you identify risks to your farm and mitigate them through an itemized, prioritized action plan.

"This program is going to blow your mind. I am in awe of the thoroughness that has been put into it. There have been few things in my 75 years that have been so worth the time. It is so easy to move through, with loads of options to customize the information. Everyone who farms and everyone who is thinking about farming should do this!"

- Janice Schooley, Apple Hill Lavender

If you're wondering how an online tool could possibly determine risks to your unique operation, AgriShield breaks it out into six key areas of risk: people, finance, markets, management, business environment, and production. It then uses a series of questionnaires to determine potential vulnerabilities and creates a detailed risk profile followed by a to-do list that's prioritized based on the amount of risk and how prepared you are to manage it.

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. AgriShield is a powerful tool that can help farmers be proactive in strengthening their operations, confront change, and seize.

To learn more about AgriShield and to **try it for free**, visit www.myagrishield.ca

In partnership with:



Project Update: ROOTS TO SUCCESS

TAKING A COMPREHENSIVE APPROACH TO MANAGING FARM RISK

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



TRAINING WORKSHOPS

Farm Management Canada invites **farmers** to attend the Roots to Success Risk Management virtual training session to increase their ability to assess and address risks using a comprehensive approach to managing risk on the farm.

The training session will allow you to:

- Gain knowledge, tools and resources to make better business decisions
- Share best practices and lessons learned with other producers
- Begin to create a comprehensive risk management plan tailored to your farm

Workshop Dates:

November 9 th and 12 th	December 7 th and 10 th December 14 th and 17 th	January 11 th and 14 th January 25 th and 28 th	February 1 st and 4 th February 8 th and 11 th February 15 th and 18 th
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All workshops are 1:00 p.m. to 4:00 p.m. ET

And more to come!

Thanks to Agriculture and Agri-Food Canada and the Agri-Risk Initiatives Program, these sessions are **free to producers**.

By participating in this training session, you will gain **free access to AgriShield®**, an online risk management platform for a period of one year.

Important Notes:

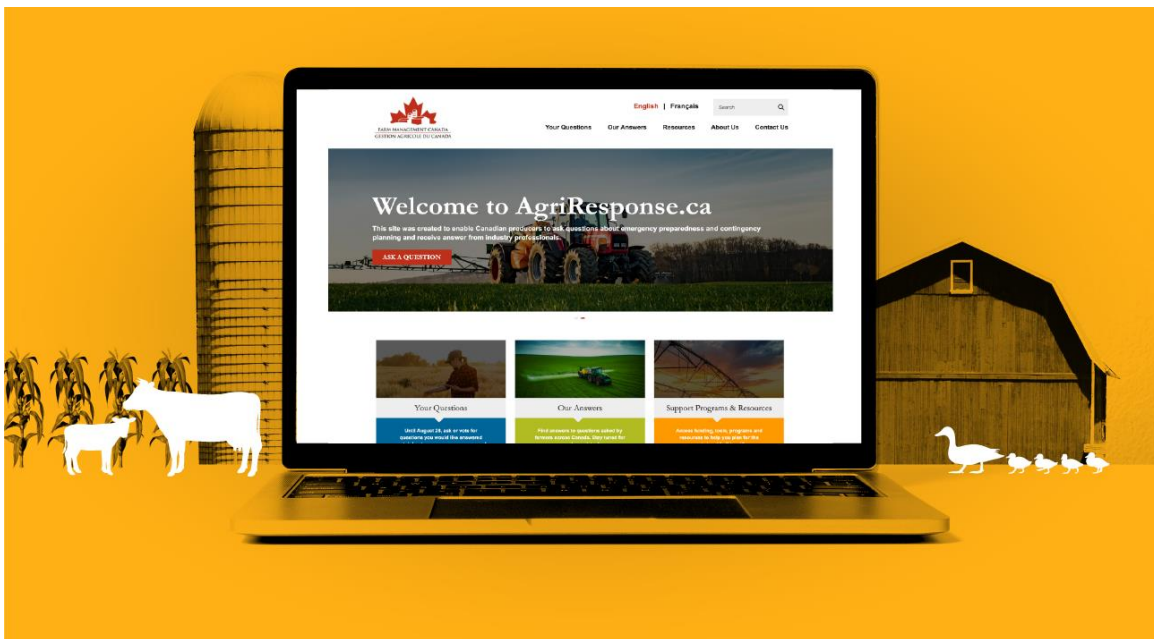
- This workshop is designed for Canadian producers only. For this reason, your registration will be reviewed. If your registration is accepted, you will receive a follow-up email containing instructions for accessing the event. Other workshops that are better suited to other professions will be advertised in the future.
- Space is limited and will be given on a first-come, first-serve basis.
- Participants are expected to have access to a computer and a reliable internet connection to attend the training.
- Because of the situation with COVID-19, all training sessions are being offered online until further notice.

[**REGISTER FOR A WORKSHOP HERE**](#)

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 – A WAY TO MEET ALL YOUR RISK MANAGEMENT NEEDS



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

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

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

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 *Recent Issues* section.

Here are a few excerpts:

Supply Chain Disruptions

The COVID-19 pandemic has shown how food supply chain could be disrupted quickly at a large scale, especially in the meat industry but also for dairy and produce. This physical disruption of the supply chain also led to a volatile price environment.

More generally, the world is becoming more volatile and riskier with the increasing probability of events having large-scale impacts. Many of these global risks have the potential to profoundly disrupt agriculture and food supply chains: climate change and weather events, epizootics and pandemics. The increased risk of large-scale disruption will certainly lead to changes in how food supply chains are structured and governed.

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 the actual farming realities can have an impact on the social fabric of the host communities.

Buttergate and the Demand for Transparency

The controversial nature of palm-oil-derived ingredients used in animal feed is related to the bad press for palm oil in general due to 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 Quandary of Livestock Production in Today's World

The current COVID-19 pandemic has raised the question of the link between the nature of animal farming and the risk of new pandemics, with a view that intensive industrial-scale animal farming increases the risk of pandemics and that the current global supply chain for animal products is vulnerable to this risk.

Some viruses present in farmed animal population have broken the species barrier and become pathogenic for humans with the risk of human-to-human transmission (e.g., the G4 variant of avian influenza, H5N6 or H5N1). As these animal diseases threaten human health, one may see increased public distrust of animal products.

You can read more about these articles at www.agriresponse.ca

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.

ON JANUARY 11TH, CELEBRATE FARM TRANSITION APPRECIATION DAY!

Farm Management Canada, Farm Credit Canada, BDO, RBC and the Canadian Association of Farm Advisors are pleased to announce the 2nd annual Farm Transition Appreciation Day (FTADay) is taking place on January 11, 2022.

Over the next 10 years, 75% farms will change hands, yet according to the Agricultural Census, only 8% of Canada's farmers have a written transition plan.

FTADay was created to acknowledge farm transition is a complex process, and to encourage and celebrate progress. FTADay is one day of the year when we can come together to share stories, advice and encourage farmers throughout their farm transition journey through a national social media campaign and learning events across Canada.

FTA DAY LEARNING EVENTS:

10am – 12pm ET

Transition Tips and Traps

Featuring: Farm Advisor Panel and Discussion

Presented by the Canadian Association of Farm Advisors

12pm – 1pm ET

Understanding the Multi-Generational Farm

Presented by RBC

1pm – 2:30pm ET

Turn Your Succession Roadblocks into Building Blocks

Featuring: Producer Panel and Discussion

Presented by FCC and BDO

Farmers, organizations and agribusinesses across the country are encouraged to share their farm transition success stories, tips, resources and tools to create a coast-to-coast buzz around farm transition and encourage Canada's farmers to continue their transition journey.

Follow and mention @FMC-GAC and use #FTADay to be part of the conversation on January 11th!

In partnership with:



A large banner image with a background of a green wheat field under a blue sky. The text 'Your one-stop shop for farm transition.' is prominently displayed in a large, bold, black font. Below this, a blue rounded rectangle contains the text 'FarmTransitionGuide.ca' in white. To the right, a laptop screen displays the 'Farm Transition Guide' website, which has a blue header and a white body with a welcome message and four buttons: 'Assess Your Situation', 'Develop Your Plan', 'Implement Your Plan', and 'Get Inspired'.



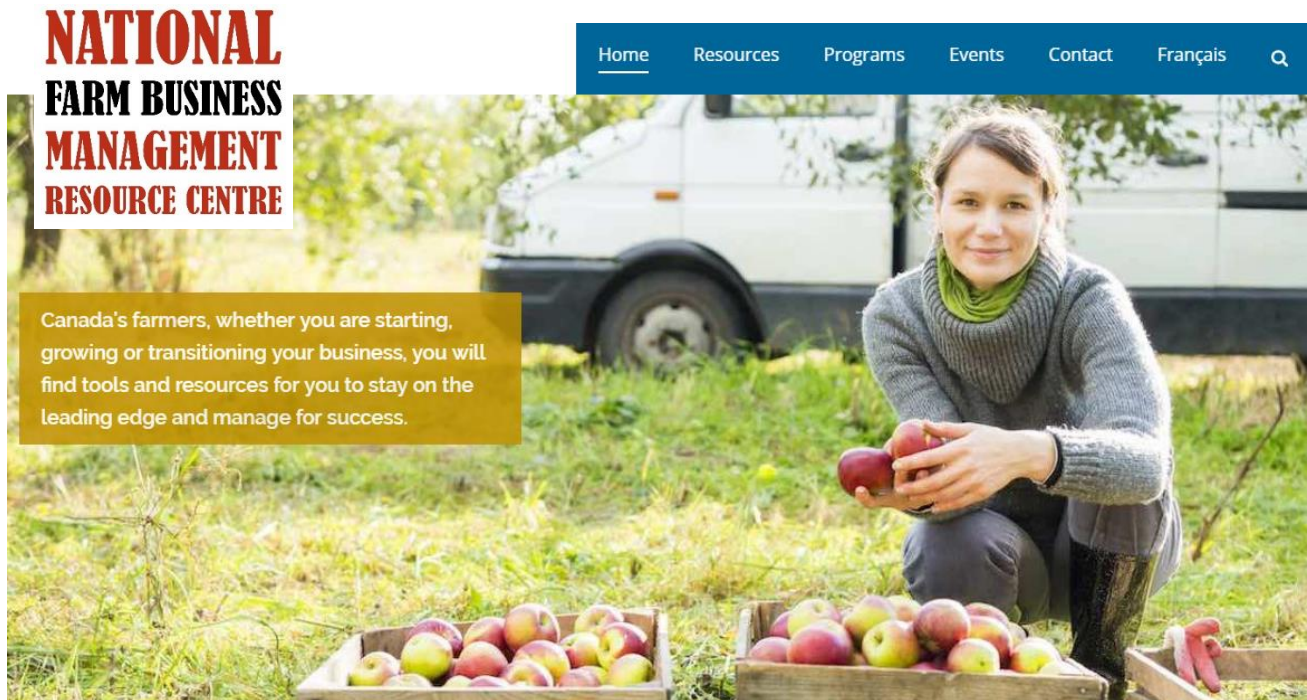
SOCIAL MEDIA

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 **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.





Agriwebinar®

Information at your fingertips.

OUR MOST RECENT WEBINAR:



NATIONAL FARM LEADERSHIP PROGRAM INFORMATION SESSION

presented by Kelly Dobson, LeaderShift Inc.

Learn about Farm Management Canada's National Farm Leadership Program designed for busy farmers and ag professionals who want to improve their personal and professional effectiveness. If you've been thinking about professional development, or have a challenge you are struggling with, learn how our programs can support you to perform at your best when it matters most. [Access the recording.](#)

VISIT WWW.AGRIWEBINAR.COM TO ACCESS OVER 250 ARCHIVED WEBINARS!

INDUSTRY AND PARTNER ADVISORY INVOLVEMENT



Brigid Rivoire Award for Champions
for Agricultural Mental Health



International Farm Management
Association



Canadian Association of Diplomats
in Agriculture Program



Agri benchmark Canadian
Network



National Agricultural Occupational
Framework



Canadian Agricultural Safety
Week



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

Canada

Next Policy Framework National
Engagement Session

Canada

Skills Development Table

Canada

Risk Management Education
Strategy



Canadian Roundtable for
Sustainable Beef Program
Evaluation

Indigenous Works

Luminary Works Strategy



Provincial Climate Change Impact
Assessment

FARM MANAGEMENT CANADA IN THE MEDIA

CountryGuide

STRATEGIC. BUSINESS. THINKING.



Are you a Good Boss?

canola DIGEST

The Source for Canada's
Canola Growers

ALBERTA CANOLA

SaskCanola

Manitoba
Canola Growers

canola council

BUSINESS MANAGEMENT

**YOU'RE HIRED? HOW TO EMPLOY,
RETAIN FARM EMPLOYEES**



BUSINESS MANAGEMENT

**HOW WILL COVID-19 CHANGE THE
WAY YOU FARM?**



Farms.com



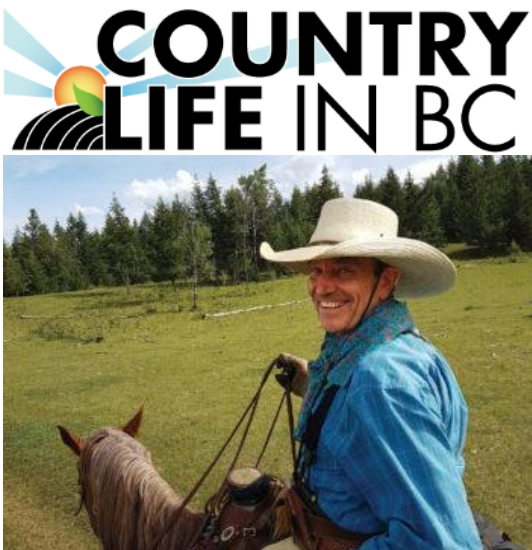
Research Explores Indigenous Farmers' Needs



Farmers Still Face COVID Uncertainty




How Preparation and Planning can Reduce Risk Management Stress



Mental Wellness Resources Meet a Growing Need

INDUSTRY MEETINGS & PRESENTATIONS

 Indigenous Works

ADVANCING AN INNOVATION STRATEGY FOR THE INDIGENOUS AGRICULTURE AND AGRI-FOOD SECTOR AND NATIONAL GATHERING

October 18, 20 2021



CERTIFIED SUSTAINABLE BEEF FRAMEWORK CONSULTATIONS
September 17, 2021



A COMPREHENSIVE APPROACH TO MANAGING FARM RISK
September 23, 2021



A COMPREHENSIVE APPROACH TO MANAGING FARM RISK
October 12, 2021



NATIONAL FARM LEADERSHIP PROGRAM WEBINAR
October 18, 2021



OPPORTUNITIES FOR INDIGENOUS AGRICULTURE
October 19, 2021



CULTIVATING EXCELLENCE THROUGH FARM BUSINESS MANAGEMENT
October 20, 2021



FARM FINANCIAL STANDARDS NATIONAL CONSULTATION
October 20, 2021



INTERNATIONAL WORKSHOP AND STRATEGY SESSION
October 21, 2021



OPPORTUNITIES FOR INDIGENOUS AGRICULTURE
October 22, 2021



PROVINCIAL CLIMATE CHANGE IMPACT ASSESSMENT CONSULTATION
September 23, 2021



ANNUAL CONFERENCE
November 13, 2021



REGENERATIVE AG CONFERENCE
November 15-17, 2021



A COMPREHENSIVE APPROACH TO MANAGING FARM RISK
November 17, 2021



MANITOBA WOMEN IN AGRICULTURE ANNUAL CONFERENCE
November 18, 2021

UPCOMING INDUSTRY EVENTS/PRESENTATIONS



AGRICULTURAL EXCELLENCE CONFERENCE
November 24-26, 2021



FARM BUSINESS MANAGEMENT SHOWCASE
January 28, 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 across Canada. The network meets by teleconference every quarter, and in-person once a year. Additional meetings are arranged as desired by the network.

On September 10, 2021, the PT network held their Fall meeting. The network is currently working on updating the Taking Stock business assessment resources currently used by British Columbia and making it accessible online.

MEMBERSHIP

WELCOME & WELCOME BACK TO OUR NEW & RENEWED MEMBERS

INDIVIDUAL MEMBERS

Andrea McCoy-Naperstkov

Jacob Murray

Monika Benoit

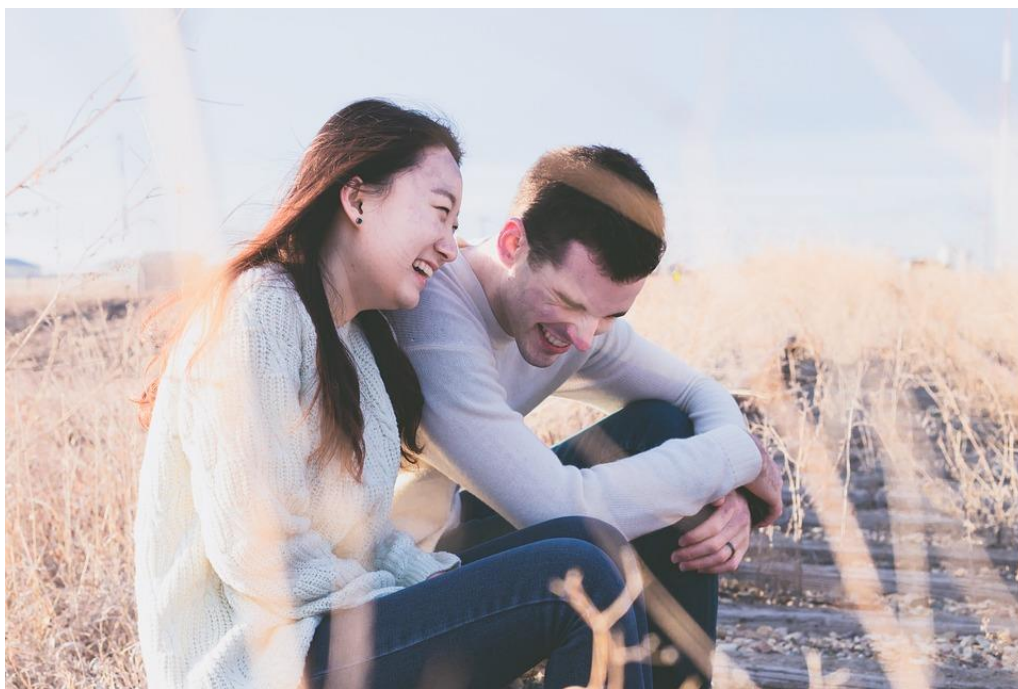
Colleen Younie

ASSOCIATIONS

Ontario Forage Council

Sollio Cooperative

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	\$30,000
→ Collaborator	\$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



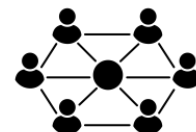
Learning Tools

- 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 Path Forward: Supporting 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



STAY CONNECTED

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

We also encourage you to provide a link to our National Farm Business Management Resource Centre, www.takeanewapproach.ca, on your personal or company website, to help visitors connect with the information, resources and tools they seek.

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

Don't be afraid to subscribe us (info@fmc-gac.com) to your newsletter and other information bulletins so that we can help promote all the wonderful farm business management initiatives happening across Canada!

Farm Management Canada's programs and activities are made possible through support from generous sponsors, supporters and partners. The success of Farm Management Canada depends upon garnering support from industry partners.

Contact us:

Farm Management Canada

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

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

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

