



FARM MANAGEMENT CANADA

GESTION AGRICOLE DU CANADA

Roots to Success: Taking a Comprehensive Approach to Managing Farm Risk

**REQUEST FOR EXPRESSIONS OF INTEREST (REOI)
FOR THE DELIVERY OF RISK MANAGEMENT TRAINING**

REOI Release Date: November 8, 2021

REOI Close Date: December 13, 2021



1. General Information

REOI Objective:

To invite suitable candidates to demonstrate their interest in delivering the Roots to Success Comprehensive Risk Management Training Program.

Issuing Organization:

Farm Management Canada
300 – 250 City Centre Ave.
Ottawa, ON K1R 6K7

Timeline:

REOI Issued:	November 8 th , 2021
Questions must be received by:	5:00 p.m., EST, November 19 th , 2021
Responses to Questions:	5:00 p.m., EST, November 26 th , 2021
Due Date for Expressions of Interest:	5:00 p.m., EST, December 13 th , 2021

2. Background

About Farm Management Canada

The farm financial crisis that now defines the 1980s caused governments and industry stakeholder groups to contemplate how best to prepare the agricultural industry to better manage against risk and uncertainty. They turned to investing in farm business management.

Farm Management Canada was formed in 1992 following an industry recommendation to establish a national body to coordinate, develop and disseminate farm business management resources and tools to help farmers succeed in business - to increase the awareness, appreciation and adoption of farm business management practices to position Canada's farmers for sustainable growth and competitiveness.

Our national coordinating role is unique in that we connect the agricultural industry across regions, production sectors, and demographics from the grassroots producer level through to advisors, academia, associations,

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private industry and government to continue to advance Canadian agriculture through innovative business thinking and business management practices.

As a national leader, Farm Management Canada is an unbiased, neutral, trusted source of farm business management knowledge and a champion for business management at the farm level, connecting agricultural stakeholders with the necessary information, tools and resources for the benefit of all Canadian producers.

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.

We believe...

The success of any farm enterprise, regardless of size, geography, or commodity is directly related to the farm business management skills and practices of the farm manager.

Farm Management Canada's Goals:

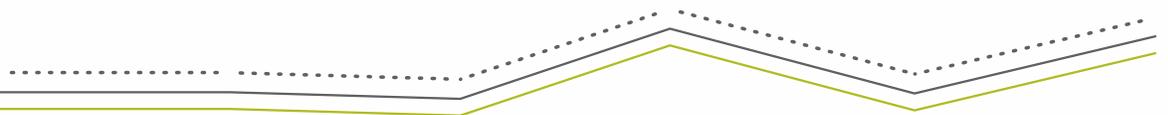
- Canada's farmers are operating with a robust planning process
- Increasingly, Canada's farmers rely on their business skills and practices to bring success
- A national community of practice around farm business management and skills development
- Consistency, consensus, collaboration on learning and skills development programs to suit the learning preferences, practices and needs of Canada's farmers

Our Target Audiences:

- Canadian Farmers: New Entrants, Young and Established Farmers
- Influencers: Advisors, Academics, Association, Agribusiness, Government

Incorporated as a not-for-profit organization, Farm Management Canada is governed by a nine-person Board of Directors comprised of producers and representatives from public and private sectors including provincial or territorial government.

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Directors are elected from among members and set the strategic direction of Farm Management Canada.

Roots to Success Project Overview

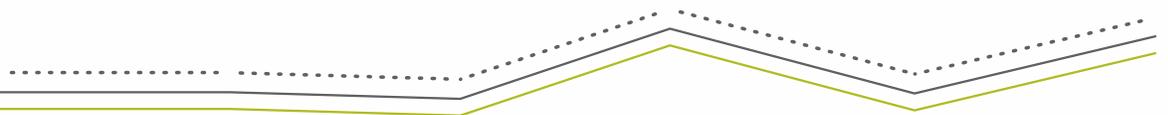
The Roots to Success project was created by Farm Management Canada to increase the awareness and adoption of a comprehensive approach to managing farm risk by farmers and farm advisors in order to position Canada's agricultural sector for increased resilience, sustainable growth and prosperity.

The project is currently funded by the AgriRisk Initiatives (ARI) program, under the five-year Canadian Agricultural Partnership (CAP). Funding for the project will end on December 31st, 2022 and Farm Management Canada is seeking industry partners and collaborators to ensure the continued delivery of the Roots to Success training program after 2022.

The project's key activities included the development of training materials and the delivery of training to promote comprehensive risk management, an approach that includes the identification, assessment and prioritization of farm risks, followed by action planning and access to key resources to help with the implementation of the plan. The project uses a whole farm approach, examining all risks that a farm may face. During the initial stages of the project and its precursors, Farm Management Canada mapped out all farm risks into six (6) risk families and 19 risk categories. Each of these categories are divided into risk scenarios and self-assessments that determine the frequency or likelihood of individual farm risks, the potential impact of these risks, the best practices that are already in place or that could be implemented to deal with those risks, and the level of preparedness to face each risk. This approach is used throughout the training.

The training uses a one-of-a-kind risk management platform called AgriShield® that provides participants with the opportunity to work through the steps mentioned above. The platform also includes detailed information and resources for each category of risk in order to help users with the implementation of risk management measures they wish to adopt on their farm.

All training materials are available both in English and French and include a PowerPoint deck, a participant kit and a trainer guide. In addition, all participants receive free access to AgriShield® for one year.



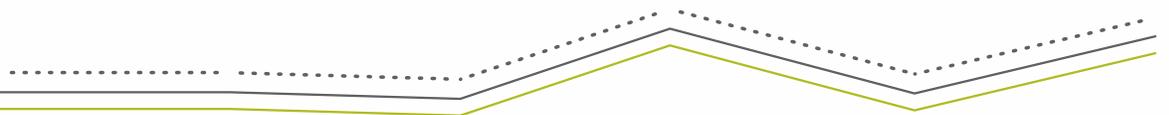
To this date, 15 online sessions were held and over 170 producers and advisors have been trained. By the end of the program in December 2022, 25 additional sessions will have taken place with the objective of maximising the number and diversity of participants benefitting from the free access to this training program to increase comprehensive risk management planning on Canadian farms.

3. Services Required

In order to increase comprehensive risk management planning on Canadian farms, Farm Management Canada is looking to partner with one or more organizations interested in delivering the Root to Success risk management training in the coming years, both before and after the end of the project funding provided by the AgriRisk Initiatives.

Through this partnership, Farm Management Canada will grant the selected organization(s) complete access to the training materials developed under the Roots to Success project (presentation material, speaker notes, promotional material, access to the AgriShield® platform, etc.) and provide financial compensation for managing and delivering the training sessions up to December 31st, 2022, after which the training will need to become self-funded either by delivery partners by charging participants for the training, soliciting sponsorship, funding the training directly, or a combination of these. Farm Management Canada will also provide the selected organization(s) with access to a pool of experienced trainers that can be used to deliver the workshops (fees to be determined with the trainers and paid by delivery partners for any work after December 31st, 2022) as well as technical support for using the AgriShield® platform.

Starting on January 1st, 2023, there will no longer be financial support from the AgriRisk Initiatives for this project. Interested organizations are expected to have the financial and organizational capacity to continue delivery of the Roots to Success training program.



Responsibilities:

Groups expressing interest for this project should take into account the following responsibilities which will be expected from those who will collaborate on this project with Farm Management Canada:

From February 2022 to December 2022:

- Participate in the delivery of online and/or in-person training sessions across Canada in collaboration with Farm Management Canada
- Contribute to the improvement of the training materials
- Contribute to gather, analyze, and benchmark data from all training sessions to track program participation, impact and further development and programming opportunities

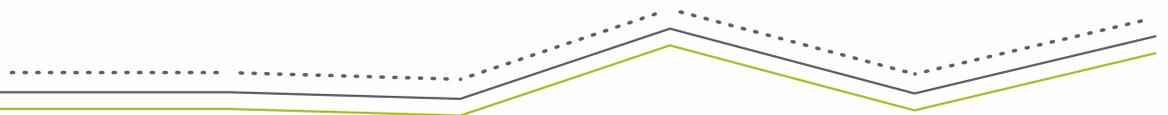
From January 2023 onward:

- Deliver a minimum of 8 training sessions per year, with at least one in French (Note: organizations that cannot offer training in both official languages will be paired with an organization that can offer training in the other language)
- Update the training materials as needed to keep it evergreen
- Gather, analyze, and benchmark data collected during training sessions to track program participation, impact and further development and programming opportunities

Requirements:

Farm Management Canada is seeking organizations with the following profile:

- Organizations based in Canada
- Expertise in managing farm risk
- Experience in coordinating and/or delivering training to Canadian producers and/or farm advisors
- Ability to deliver training online and/or in-person
- Ability to deliver training in multiple Canadian provinces and territories while minimizing travel costs
- Capacity to deliver training in English and/or French (ideally both)
- Experience in the development or improvement of risk management training materials
- Capacity to reach a large number of producers and/or advisors
- Capacity to sustain this activity over time, once the funding provided under the Roots to Success project comes to an end December 31, 2022



4. Expression of Interest Instructions

Expressions of interest can be submitted via email to mathieu@fmc-gac.com

All expressions of interests must be received by 5pm, Eastern Time, on December 13, 2021.

Please include the following with your submission:

- Contact information (name, phone number, email address, mailing address)
- A description of your experience within the agricultural sector, with specific details on your experience with comprehensive risk management and training delivery and your capacity to fulfill the requirements of the REOI
- Resumes/CVs relevant to training capacity
- A sample of experience in risk management training

For more information, contact:

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Program Manager

Farm Management Canada

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Ottawa, Ontario K1R 6K7

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