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FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

WINTER UPDATE 2022



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MESSAGE FROM OUR CHAIR

Hello everyone,

For many of us, given the seasonality of production cycles, winter offers a time to plan and prepare for the upcoming growing season.

During the colder months of the year, I find I can carve out longer windows of time to work on the family farm business. Except for caring for our small cow-calf herd, my family has fewer pressing outdoor demands, so it is easier to corral them into farm business management. We can closely review our cash flow, crop plan, and marketing plan. We can revisit our original plans and refine as necessary based on changes in the markets and crop input prices. We can look for methods to streamline our record keeping so this vital work does not fall to the wayside when planting begins. The winter months present a perfect time to reflect on ways to leverage successes from 2021 and opportunities to learn from the challenges.



As you undertake similar efforts in your farm operations, I encourage you to explore the tools in the [National Farm Business Management Resource Centre](#), the Roots to Success Risk Management Training [workshops](#), and the [Farm Financial Fluency Training Program](#). You can learn more about these offerings in this newsletter, too.

I am also pleased to share that work is officially underway on the Understanding the Experience of Farm Women study. This research brings together two of my passions in the industry: supporting and advancing women in agriculture, as well as strengthening the understanding and adoption of farm business management practices. I have volunteered with the Ag Women's Network since 2017 and Farm Management Canada since 2019. As such, I welcomed the opportunity to join the Steering Committee for Farm Management Canada and CentricEngine Inc.'s research project. One-on-one interviews are underway to better understand farm women's roles, experiences, motivations and goals within the farm. The insights from these interviews, along with the findings from a literature review and survey, will help inform a path forward to meet the unique needs of this group. Stay tuned to Farm Management Canada's website and social media channels for updates on this project.

As always, thank you for your continued dedication to farm business management and your support for Farm Management Canada.

All the best,

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

Andrea Gal
Chair, Farm Management Canada

**“The best way to predict the
future is to plan it.”**

~ Peter Drucker

MESSAGE FROM OUR EXECUTIVE DIRECTOR

Greetings fellow farm management enthusiasts,

I hope everyone enjoyed a wonderful holiday season and took time to rest, recharge and celebrate all of your accomplishments over this past year. Looking back, I'm always amazed by the challenges overcome and opportunities realized.

I would like to extend a heartfelt thanks to everyone who helped us develop and deliver our programs and services over the past year, and especially those who took advantage of our learning opportunities. We wrapped up 2021 with our Agricultural Excellence Conference, welcoming 30 wonderful speakers to share their insights and expertise and hosted our first Financial Fluency Training program in partnership with MNP. We also hosted our last coaching session with our National Farm Leadership Program 2021 cohort and continued to deliver our Roots to Success Risk Management Training to farmers and advisors.



2022 is upon us, which marks 30 years since we started this incredible journey as the Canadian Farm Business Management Council with Wilson Loree at the helm and government and industry uniting to help farmers achieve farm business excellence.

I have had the pleasure of leading a wonderful team for the past 12 years and working with incredible partners - without whom we would not be who and where we are today. So much has changed for our organization as we have worked through each agricultural policy framework and have been challenged to rethink and revise our programming to meet the everchanging needs and desires of our industry. Our passion and enthusiasm have never wavered. We have remained steadfast, adaptable and resilient.

With a new year upon us, we hit the ground running celebrating the second annual Farm Transition Appreciation Day on January 11th with our partners including BDO, FCC, RBC and the Canadian Association of Farm Advisors with tremendous uptake and support from across Canada. We're gearing up for our 2022 National Farm Leadership Program and look forward to continuing to offer farm financial fluency and risk management training. We're also in the midst of our national study, exploring the experience of farm women and how we, as an industry, can better understand and support their needs.

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', written over a light blue horizontal line.

Heather Watson
Executive Director, Farm Management Canada

**“Taking time to recharge brings
everything into perspective.”**

~ Unknown

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 30 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 financial and in-kind contributions.

BOARD AND GOVERNANCE

Farm Management Canada's Board of Directors met in October and again in November to review our performance progress against our goals. Our strategic priority areas are led by Committees comprised of Board members.

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

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 under AgriCompetitiveness, taking the organization to the end of CAP. We are also fulfilling our 4-year Contribution Agreement (2019-23) under the AgriRisk Initiatives Program.

We are grateful to have the support of government and our industry partners to continue to be a champion for farm business management and offer our flagship programming including the annual Agricultural Excellence Conference, National Farm Leadership Program, Farm Financial Fluency Training, Risk Management Training, ground-breaking research and exciting new initiatives.

THE NEXT AGRICULTURAL POLICY FRAMEWORK

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

The Guelph Statement was released in November following the FPT Ministers' meeting. It highlights the priority areas for the NPF:

- Building sector capacity, growth and competitiveness
- Climate change and environment
- Science, research and innovation
- Market development and trade
- Resiliency and public trust

We are pleased to see an emphasis on building sector capacity through training, technology adoption and finding efficiencies. We also commend the government on recognizing the importance of encouraging and supporting proactive risk management including health and safety and mental health.

We remain steadfast in advocating for continued support for fostering farm business management and skills development programming, resources and research.

Furthermore, we are advocating for better support for Farm Management Canada and our fellow national organizations through increased government cost-share, increased admin and in-kind allowances and longer-term contribution agreements to provide the foundation for sustainable programs and services for Canada's farmers and future farmers.

PROJECTS AND PROGRAMS



The Challenge of Change

November 24-26, 2021

For the second year in a row, Farm Management Canada held its annual National Agricultural Excellence Conference virtually welcoming over 900 registrants from across Canada and even around the world. The event was a success!

In addition to 7 Keynote presentations, the Conference included 6 Panel discussions with 21 Panelists and Moderators, and a RealAg Radio Live broadcast. There were 18 informative on-demand videos, 30+ resources and tools, chat forums enhancing the networking experience, and a Community Gallery where participants could share pictures and videos.

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**, was about acknowledging that change can be difficult and also provide immense opportunity - learning how to confront change with confidence is the key. Conference-goers came away from AgEx equipped with the information, tools and practical skills to thrive through change. Industry experts provided unique insights on how to see the opportunities in a changing environment, and the best management practices farmers can use to move their businesses forward.

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

Day One

The Conference opened on Wednesday with greetings from **The Honourable Marie-Claude Bibeau**, Minister of Agriculture and Agri-Food Canada, and Farm Management Canada Chair, **Andrea Gal**. Conference presentations started with **Heather Watson's** *The Challenge of Change*. This was followed by **Dick Wittman's** *How to Get Out of the Way Without Going Away* focusing on how to transition the roles and responsibilities of the farm manager. *Driving the Triple Bottom Line: Using Sustainable Finance to Unlock Opportunities*, featured **Janine Sekulic** and **John Uhren**, sponsored by BMO, explored why a strong, sustainable primary sector is vital for Canada to claim its spot as a global leader in agriculture. *Farm Financial Health Check-Up*, featured **Maggie Van Camp**, **Lisa Kemp**, **Kayla Reykdal**, and **Mark Verwey**, sponsored by BDO, shared how your farm's financial statements can help diagnose areas of concern, highlighted what areas can be improved, and how benchmarking can show trends and project your farm toward maximized profitability.



Hiring an advisor or working with a team of experts can be challenging – especially if you're used to making all the decisions yourself. **Annessa Good**, from *Farm Credit Canada* shared her experiences in setting farm families up for transition success, and the practical steps you can take to make the most of your transition team. **Darcy Smith** with the *Young Agrarians* provided a high-level introduction to different models and considerations for non-family transition, as well as case stories that highlight success farm transitions outside

of the family. Capping off the first day of presentations, was *Recognizing Agricultural Excellence* with the Wilson Loree Award sponsored by *Alberta Canola, Alberta Wheat and Manitoba Canola Growers*.



Day Two

On Thursday, the Conference kicked off with our title sponsor *MNP* bringing greetings from **Stuart Person** and then jumped right into *AgriStability: the no good, horrible, very bad program and why you should act now!* presented by **Steve Funk** joined by **Renée Dupont** and **AJ Gill**. Sharing his experience of working with the United Nations and helping countries overcome large scale disasters, **Erik Davies** showed attendees how individual perceptions of risk as well as government policies provide aid and influence behaviours responsible for risk mitigation in his presentation titled *Gambling with the Future*. He discussed how properly managed risks can also result in significant benefits for businesses that have made the necessary investments. **RealAg Radio LIVE** finished off the morning sponsored by *RBC* and featuring **Shaun Haney**, **Ryan Riese** of *RBC*, **Shawn Hass** of *RBC Dominion Securities*, and **Renee Wiatt** of *Purdue University*.





The afternoon consisted of two extended learning sessions taking farm management to the next level with **Brenna Grant** from *Canfax Research Services* discussing *The Benefits of Cost Production Data: Showcasing the Success of Canada's Cow-Calf Cost of Production Network* with producers **Ian Murray**, **Tyler Fulton** and **Mike Buis**, and *Area One Farms*, **Joelle Faulkner** and **Lars Rogers**, presenting *Farm Expansion without Breaking the Bank*. Wrapping up day two, *Getting More of What Matters Most through Leadership Development*, was a discussion panel presented by LeaderShift's **Kelly Dobson** joined by *National Farm Leadership Program Alumni* **Tina Zakowsky** and **Derek Axten** who shared their personal experiences and how leadership development has impacted their personal and professional lives.



Day Three

The final day opened with **Alison Weaver** on *How to Manage the Marathon of Farm Life to Maximize Productivity*. Alison shared her experiences and covered topics from mental health to how to give yourself permission to pause, how to be comfortable with the uncomfortable and how to create a support system around you to maximize productivity. Check out [Navigate 2022](#) a day planner developed by Alison specifically designed with busy farm and home life in mind. Switching gears, the *Role of Policy Development and Advocacy in Building Better BRM for Ag* discussion panel was moderated by **Cheryl Mayer**, joined by **Brady Stadnicki**, **Rob Gamble**, and **Bernie McClean** who brought their unique perspectives to discuss the value and importance of research and advocacy and how we can work together to develop agricultural policy and build BRM programs that work for farmers, sponsored by the *Canadian Canola Growers Association*. Students **Autumn Kerr** of *Lakeland College* and **Adam Dmytriw** from the *University of Manitoba* brought their own

experiences to the Student Discovery Session: The Hybrid Learning Environment moderated by **Heather Watson** and sponsored by **AgSmart**. To wrap up the Conference, the final presentation was a salute to our **2021 Ag All Stars**, including **Joan Craig, Mark McLean, David Abt, Dona Stewardson, Don Buckingham, Johanne Ross, Stan Eby, Malcolm Stansfield** and **Wilhelm Nell**.



Thank you for attending AgEx 2021!

Check out all of the AgEx presentations on our [YouTube Channel](#)

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

Title

MNIP

Speaker Session



RealAg Radio Sponsor



Student Session



Community Gallery



Recognizing Excellence



Prize Sponsor



Kickstart



Media Partners



Supporting Partners



wittmanconsulting



Ministry of Agriculture



Government



Join us in Canmore, Alberta for AgEx 2022!

November, 2022

Coast Canmore Hotel and Conference Centre



Interested in supporting AgEx 2022?

There are many ways you can support the Agricultural Excellence Conference.

To obtain a copy of our Sponsorship Package and discuss opportunities to support AgEx 2022, contact: Nick Oakley, Business Development Lead at 519-217-4601 or sponsorship@fmc-gac.com

CONGRATULATIONS COLLEEN YOUNIE, WINNER OF THE 2021 WILSON LOREE AWARD!

Through her involvement on a multitude of local boards and 4-H, she fosters pride in agriculture at any age. She was the leader of the Morell & Area 4-H Club for many years and implemented many initiatives that created an interest and knowledge in agriculture. She sat on the PEI Agriculture Sector Council Board as an ex officio for the PEI Department of Agriculture. She also played an integral role in the development of the PEI Farm Technician Apprenticeship Blue Seal Program, now in its 22nd year.

Colleen was nominated by Lynda Ramsay, Brian Matheson, and Sandra MacKinnon to receive the 2021 Wilson Loree Award.

This is some of what Colleen's colleagues had to say about her contributions to affecting positive change in farm business management:

"As an active woman in Agriculture, Colleen was an influencer and she was someone to look up to for her knowledge and overall kindness."

"She was a leader without force; her dedication to her passion of agriculture made everyone want to be a part of it with her."



Pictured (L-R): Colleen Younie accepting the 2021 Wilson Loree Award from Suzanne MacNeill, PEI Department of Agriculture and Land Access.

"Colleen's empathy and passion for farm families was well received by PEI farms across the province."

"Working with Colleen has been an honor as she has always earned the respect of her peers, financial advisors and farmers. Colleen is highly committed to her work, farmers, volunteering and her family."

"I am confident in stating that without Colleen's expertise and strong voice promoting farm management that the PEI Department of Agriculture would not have had such a strong commitment to this comprehensive approach to assessing and managing risk."

"Colleen has had a remarkable career in this province as a strong promoter of agricultural business management working with farm families, financial institutions and farm organizations."

"Her extension efforts provided useful, practical, and easy to follow tools and techniques to support farmers in managing their bottom line. She provided much needed support and assistance to young and new farmers to identify their critical development areas."

This award is especially dear to us at Farm Management Canada, as Colleen was part of the creation of the organization, formerly the Canadian Farm Business Management Council, in 1992. Colleen remained an active member of the Farm Management

Canada Board of Directors for a number of years and as our Provincial/Territorial representative to PEI.

Wilson Loree presented the award to Colleen during the Agricultural Excellence Conference on November 24th saying "Colleen, your commitment and constant focus on farm families in PEI and across Canada with practical strategies that address their issues and opportunities has gained membership for you in the group of award winners. Congratulations on behalf of Farm Management Canada and myself!"

"I feel deeply humbled, yet truly honoured, to have been selected for the 2021 Wilson Loree Award. It is an award to which I have aspired, never thinking that I could possibly be considered. This recognition holds great value for me. Thank you so much. Wilson has been a mentor to me throughout my career, so to have him present the award enhances its meaningfulness," said Colleen upon accepting the Award.

Wilson Loree retired as Branch Head of Agriculture Business Management after 27 years with Alberta Agriculture, Food and Rural Development. The Award was created in 2002 in Wilson's name by Farm Management Canada. Wilson is cited as "an individual who exemplifies innovation, wisdom, and a constant focus on the farm manager and the farm family." Currently Wilson resides in Calgary, Alberta.

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THANKS FOR JOINING US!

Farm Management Canada, Farm Credit Canada, BDO, RBC and the Canadian Association of Farm Advisors joined forces to celebrate the 2nd annual Farm Transition Appreciation Day (FTADay) on January 11, 2022.

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.

Farm Management Canada marked the day with a **social media campaign** while the Canadian Association of Farm Advisors held a virtual **Ask the Expert** event featuring Wendell Kerr, Lorna McKercher, Kelli Potter and Kagan Sirett and FCC and BDO partnered to host a discussion forum called **Turning Your Succession Roadblocks into Building Blocks** hosted by Kevin Stewart, Patti Durand, and Maggie Van Camp including insights from Lesley



Celebrate the future
of farming.

January 11,
2022



Kelly and Colin Penner. RBC also shared a new video from Justin Funk of AgriStudies with the results of a recent family farm transition study.

Farmers, organizations, agribusinesses and ag media joined in FTADay, sharing 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.

In partnership with:



An advertisement for the Farm Transition Guide. It features a laptop displaying the website 'FarmTransitionGuide.ca' against a background of a green field under a blue sky. The text 'Your one-stop shop for farm transition.' is prominently displayed. Below the laptop, there are logos for the Canadian Agricultural Partnership, the Government of Canada, the Farm Management Canada logo, the FFC logo, MNP, and the Canada wordmark.

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. The program is specifically designed to help producers understand, interpret, and use financial tools including balance sheets, financial statements, cash flow, budgets, and financial plans. Participants will be better equipped to have progressive discussions and planning sessions when working with their lenders, accountants and financial advisors.

The program is 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.

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

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 (sponsorship@fmc-gac.com).

Upcoming Session: Register Today!

Dairy Farmers - March 7, 9, + 11 from 1-3pm EST

We're pleased to offer the Farm Financial Fluency Training Program to dairy farmers across Canada. Any Canadian dairy farmer can register for the program!

Through the Farm Financial Fluency program, you will learn:

- ✓ Why financial reporting is important and to whom
- ✓ Key differences between types of financial reporting and who uses what
- ✓ Different farm business structures and their impact on financial reporting
- ✓ How to interpret your financial statements (balance sheet, income statement, cash flow)
- ✓ Financial ratios and how to use them to analyze risk
- ✓ How to spot potential financial issues and opportunities
- ✓ Tools and resources available to manage financial risk

COST: \$250 + tax

[REGISTER TODAY!](#)

farmfinancialfluencycanadiandairy.eventbrite.ca

Thank You to Our Delivery Partners!

Beef Farmers of Ontario

Beef Farmers of Ontario (BFO) sponsored training for their members in December.

BMO

BMO sponsored training for their clients in February.

Alberta Canola and Manitoba Canola Growers

Alberta Canola and Manitoba Canola Growers have joined together to offer Farm Financial Fluency Training to their members. The training will take place in late February/early March.



TAKE CHARGE OF YOUR LEADERSHIP EFFECTIVENESS



Leader effectiveness can account for as much as 1/3 of business performance.

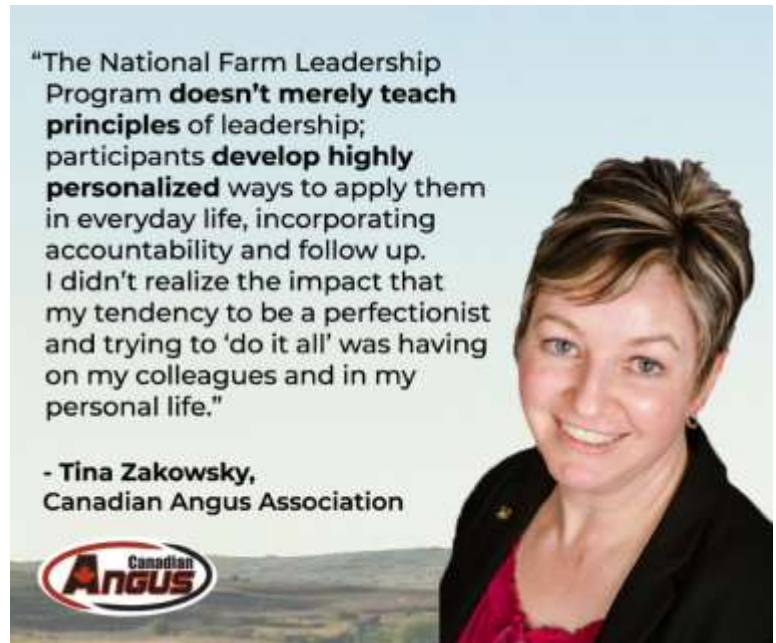
The National Farm Leadership Program fits into busy farm life to help farmers identify the critical development areas that will have the greatest impact on their personal and professional lives. Not only is leadership good for business; it's good for the well-being of the leader and those they work with.

- 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 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



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.

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.

"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**

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:



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING

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

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:

February 1st and 4th
February 8th and 11th

February 15th and 18th
February 22nd and 25th

All workshops are 1:00 p.m. to 4:00 p.m. ET

More to come!

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 a 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 is an excerpt:

What Business Risk Management Tools are Right for You?

Business risk management (BRM) is most often understood in reference to federal or provincial risk management programs aiming at mitigating the consequences of financial and production uncertainties. But business risk management is more than that.

The approach of business risk management is also about reducing or eliminating risk by taking proactive, systematic action to ensure resilience to potential impacts resulting from known or unknown threats. This approach does not and should not exclude reactive supports, but can enable farmers to rely more on themselves to build holistic durability and adaptability into their farms. They can do so by having a plan to prevent, mitigate, and manage not only what can be controlled, but what cannot be controlled.

You can read more articles at www.agriresponse.ca

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

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.

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.



A Steering Committee has been formed, comprised of women representing the farm women and women in ag groups across Canada to help steer the project. Our Environmental Scan is nearing completion – thanks to everyone who has contributed. Focus groups and interviews are underway, and a national survey will follow in the coming months.

Farm Management Canada and CentricEngine Inc. are now seeking to interview women of farm and contribute to the success of the farm to complete the qualitative phase of the study.

Interested in partnering with us? We're still 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 financial contributions 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**

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.

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

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

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

Twitter: www.twitter.com/IFMAOnline

Facebook: www.facebook.com/ifmaonline

LinkedIn: www.linkedin.com/groups/3161741

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.

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.



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](#)

VISIT AGRIWEBINAR.COM



ACCESS OVER 250 ARCHIVED WEBINARS!

AGRIWEBINAR FEATURE:

Info Session: National Farm Leadership Program

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.



Canadian Agricultural Partnership Agriwebinar

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



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

INDUSTRY AND PARTNER ADVISORY INVOLVEMENT



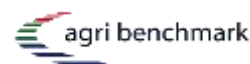
Brigid Rivoire Award for Champions
for Agricultural Mental Health



International Farm Management
Association



Canadian Association of Diplomas
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



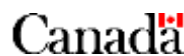
North American Agricultural
Advisory Network



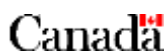
Empowering Lasting Leadership
Excellence (ELLE) Program



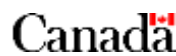
AgHR Roundtable



Next Policy Framework National
Engagement Session



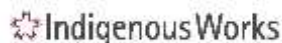
Skills Development Table



Risk Management Education
Strategy



Canadian Roundtable for
Sustainable Beef Program
Evaluation



Luminary Works Strategy



Provincial Climate Change Impact
Assessment

FARM MANAGEMENT CANADA IN THE MEDIA



Managing millennials

Six tips to help this generation thrive, and boost your farm productivity too.

By Jodi Helmer

Published: December 23, 2021
Features, Guide Business



Millennials work more from their work than just a job. Photo: Shutterstock/Getty Images



Farm management and mental health

A CLEAR CONNECTION



FARM BUSINESS PLANNING STARTS WITH ASSESSING THE FARM'S CURRENT BUSINESS SITUATION AGAINST THE FUTURE GOALS OF THE FARM.

BUSINESS MANAGEMENT

WHAT BRM TOOLS ARE RIGHT FOR YOU?



November 2021—After the summer drought and drop in crop productivity in 2021, canola farmers may be reviewing their business risk management (BRM) program. This article describes how FMC's AgRiskNet can help farmers work through a comprehensive approach to manage their risk.

BUSINESS MANAGEMENT

USING FORESIGHT AS A TOOL FOR FARM SUCCESS



The global pandemic has revealed that agriculture is an essential industry, and farmers are resilient. While we celebrate these successes, it's also important to reflect on what we could have done differently to manage risk and maximize opportunity. Moving forward, farms that use foresight and put business practices in place to reduce uncertainty will be better positioned for continued success.



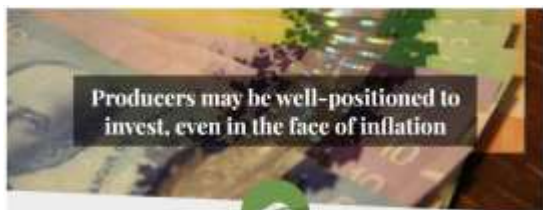
Change is everywhere in farming and often everything seems to be in flux, whether it's markets, trade relationships, weather, or family relationships. Depending on the circumstances, farmers react differently to change says Heather Watson, executive director at Farm Management Canada (FMC). "Some people see that as unwelcome and unnerving; others see it as an opportunity."



Many Canadian beef cow-calf operators are not just surviving, they're thriving. That's one of the key takeaways from the first report produced by the Canadian Cow-Calf Cost of Production Network, which was established in the spring of 2021. Made up of cow-calf operations from across Canada, the network of producers is working with Canfax Research Services.



A strong legacy component to a farming operation can often make choosing who will take over the farm a difficult decision. Renee Wain, family business management specialist with Purdue University's agricultural economics department, talked succession planning with RealAg Radio host Shaun Haney, as part of Farm Management Canada's Agricultural Excellence Conference. "Farming is a very..."



Turn on Bloomberg, CNBC, or Fox News and just about every mainstream news outlet is talking about inflation. But how worried should farmers or ranchers be about inflation? In some ways, farmers or ranchers may be set up to benefit from inflation, says Shawn Haas of RBC Dominion Securities, in this interview with Shaun Haney.



2021 has been a rough weather year. From prolonged drought and excessive heat, to the flooding witnessed in recent weeks in British Columbia — weather disasters have had a tremendous impact on Canadian farms and agriculture businesses. Erik Davies, from Borefoot Consulting, has spent his career working on disaster recovery and risk management issues. Last month...



INDUSTRY MEETINGS, EVENTS & PRESENTATIONS



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING
November 16, 19, 2021



A COMPREHENSIVE APPROACH TO MANAGING FARM RISK
November 17, 2021



SKILLS DEVELOPMENT ROUNDTABLE
November 22, 2021



AGRICULTURAL EXCELLENCE CONFERENCE
November 24-26, 2021



MANAGING THE FARM BUSINESS PANEL DISCUSSION
November 29, 2021



FARM FINANCIAL STANDARDS FOR CANADA DISCUSSION
November 30, 2021



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING
November 30, December 3, 2021



NAOF ADVISORY GROUP MEETING
December 3, 2021



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING
December 7, 10, 2021



FARM FINANCIAL FLUENCY TRAINING

December 7, 14, 21, 2021



Agriculture and
Agri-Food Canada

SKILLS DEVELOPMENT ROUNDTABLE

December 14, 2021



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING

December 14, 17, 2021



PT MINISTRY NETWORK MEETINGS

December 14, 15, 16, 2021



NATIONAL ROUNDTABLE FOR EDUCATORS

December 16, 2021



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING

January 11, 14, 2022



FARM TRANSITION APPRECIATION DAY

January 11, 2022



FARM FINANCIAL FLUENCY TRAINING

January 11, 18, 25, 2022



NATIONAL RISK MANAGEMENT ROUNDTABLE

January 12, 2022



Agriculture and
Agri-Food Canada

SKILLS DEVELOPMENT ROUNDTABLE

January 17, 2022



NATIONAL FARM LEADERSHIP PROGRAM INFO SESSION

January 17, 2022



FARMING AND FUNDING

January 18, 2022



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING

January 18, 21, 2022

January 25, 28, 2022

February 1, 4, 2022

UPCOMING INDUSTRY EVENTS & PRESENTATIONS



NATIONAL STUDENT ROUNDTABLE

February 3, 2022



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING

February 8, 11, 2022

February 15, 18, 2022



UNLOCKING THE POTENTIAL: RURAL BROADBAND

February 17, 2022



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING

February 22, 25, 2022



Agriculture and
Agri-Food Canada

SKILLS DEVELOPMENT ROUNDTABLE

February 25, 2022



ALBERTA CANOLA



Manitoba
Canola Growers

FARM FINANCIAL FLUENCY TRAINING

February 28, March 2, March 4, 2022



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING

March 1, 4, 2022

March 8, 11, 2022



FARM FINANCIAL FLUENCY TRAINING - DAIRY

March 7, 9, 11, 2022



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING

March 15, 18, 2022

March 22, 25, 2022



Agriculture and
Agri-Food Canada

SKILLS DEVELOPMENT ROUNDTABLE

March 28, 2022



FARM BUSINESS MANAGEMENT SHOWCASE

March 31 – April 23, 2022



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 an annual meeting in the winter. Additional meetings are arranged as desired by the network.

The PT Network met online December 14, 15 and 16 to share insights, showcase new programs and resources and strategic plan for the next policy framework and collaborative projects.

MEMBERSHIP

WELCOME & WELCOME BACK TO OUR NEW & RENEWED MEMBERS

INDIVIDUAL MEMBERS

Janet Thompson

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.

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
- Workshops
 - Roots to Success: Risk Management Training
 - Farm Financial Fluency Training
- Agriwebinars
 - Ex. The Healthy Farmer Series



Learning Programs

- National Farm Leadership Program
- LeaderShift Insight



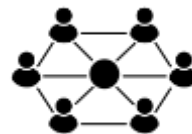
Learning Tools

- 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



#winter2022

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

21 Florence Street, Ottawa, Ontario K2P 0W6

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:

