



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

ANNUAL REPORT 2021-2022

CULTIVATING EXCELLENCE
IN FARM BUSINESS MANAGEMENT:
SHARING THE FRUITS OF OUR LABOUR



FARM MANAGEMENT CANADA: AT A GLANCE

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

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

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

Farm Management Canada
21 Florence Street
Ottawa, Ontario K2P 0W6
Telephone: 613 237-9060
Toll-free: 1-888-232-3262
Email: info@FMC-GAC.com

 Please consider the environment

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

Disponible en français.

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

MESSAGE FROM THE MINISTER

Minister
Of Agriculture and
Agri-Food



Ottawa, Canada

Ministre
De l'Agriculture et de
l'Agroalimentaire



Congratulations to Farm Management Canada as you celebrate 30 years of helping farm businesses grow, adapt and thrive!

Your vision of uniting government, academia and industry as a powerful network is a proven winning strategy. Your leadership in national training programs and ground-breaking research has been integral to the success of farm businesses. The Government of Canada is proud to support you through the Canadian Agricultural Partnership.

I also want to congratulate your Executive Director, Heather Watson, on being named one of this year's Influential Women in Canadian Agriculture. What an amazing achievement! This esteemed recognition is in step with Farm Management Canada's new national study to better measure women's participation across the sector and the barriers that still undermine their ability to succeed in agriculture. Today, women are playing a leading role in every aspect of this great industry, and we need their input more than ever if we are going to shape a prosperous and sustainable future in agriculture.

Farm Management Canada steps up in a big way for producers during crises. Over the past year, your services and resources have been more vital than ever, helping producers manage risk, recover from climate-related disasters and maintain mental health. As just one example, your Taking Stock for Flood Recovery webinar has helped flood-affected producers in British Columbia get back on their feet. And each year, the Agricultural Excellence Conference helps producers sharpen their business skills and stay connected to the latest trends and technologies.

Looking ahead, our government is working with the provinces and territories to develop the next agricultural policy framework due to launch spring 2023. Our shared goal is to position Canada as a world leader in sustainable agriculture – environmentally, economically and socially. We are always listening to producers and their concerns and ambitions.

So let's continue our work together to grow the sector, helping farm businesses across Canada thrive and achieve new heights!

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

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

MESSAGE FROM THE CHAIR

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

Farm Management Canada experienced another successful year of industry outreach and engagement in 2021-22. These efforts included extensive programming, presentations, media interviews, and participation in industry consultations and advisory committees.

We were pleased to continue to build on the strengths of some longer-standing offerings, such as the annual Agricultural Excellence Conference and the National Farm Leadership Program. We also developed new programs to meet industry needs, including the Farm Financial Fluency training sessions and Leadership InSight program. You can learn more about all our activities in the pages that follow.

Industry research is at the core of the work that we do, and this year's subject matter is a topic I have long been passionate about: expanding opportunities for Canadian agriculture by understanding the experience of farm women. I am pleased to serve alongside talented women in agriculture from across Canada on the project Steering Committee.

All our work centres on our mission of serving as the national champion of farm business management by connecting industry partners, facilitating networking and learning opportunities, and providing valuable resources.

It takes a dedicated team of members, partners, sponsors, board members, and staff to develop the top-notch programming and materials to support producers in advancing their farm business management. Thank you to each and every one of you who have made our work possible. We appreciate your contributions.

I hope you enjoy reading about our activities in 2021-22. Please do not hesitate to reach out if you are interested in learning more about any of the activities. We are also eager to hear any suggestions of possible collaborations. After all, it is through a collective effort that we can achieve our vision of a resilient and prosperous Canadian agricultural industry that prioritizes farm business excellence.

All the best,



Andrea Gal, Chair



Our Past Chairs

Ron Archibald ('92 - '94) | Larry Campbell ('94 - '95) Terry Murray ('95 - '98) | Ann Forbes ('98 - '03)
Bill MacFarquhar ('03 - '06) | Scott Dingwell ('06 - '08) Donald Daigle ('08 - '10) | John Coté ('10 - '11)
Richard Robert ('11 - '13) | Linda Pipke ('13 - '15) | Sterling Hilton ('15 - '18) | Joerg Zimmermann ('18 - '21)

MESSAGE FROM THE EXECUTIVE DIRECTOR



Greetings members, partners and stakeholders,

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

Even more so, as 2022 marks the 30th anniversary of our organization.

Farm Management Canada was established as the Canadian Farm Business Management Council in 1992 following the financial crisis of the 1980s where interest rates spiked and commodity prices bottomed out, leaving many farmers struggling and many others forced out of farming.

Industry and government turned to farm business management as a way to build resiliency and ensure prosperity no matter what lies ahead. For 30 years, Farm Management Canada has worked to increase awareness and adoption of farm business management practices to equip Canada's farmers with the tools to weather the storm, confront change with confidence and seize opportunity.

Our mandate has been our greatest challenge, and yet, our greatest strength.

Our Agricultural Excellence Conference continues to be the ultimate gathering place for farm management enthusiasts across Canada and 2021's event was no exception welcoming close to 1000 participants. Our National Farm Leadership Programming continues to grow and welcomed back program alumni looking to continue to evolve their skills. Our Roots to Success risk management training and Farm Financial Fluency program were so popular, each had its own waiting list. And, our national study of the experience of farm women was met with incredible enthusiasm and participation. As a champion for farm business excellence, we were called upon to contribute to countless industry events and media through presentations, articles, podcasts and video, helping enhance our reach and impact.

Highlights from all of our programs are detailed further in this Annual Report.

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

We hope that reading our Annual Report will instill as much pride in our members, partners and supporters as our Board and staff. We look forward to continuing to serve you.

Takin' care of business,

A handwritten signature in blue ink, appearing to read 'Heather Watson', written in a cursive style.

Heather Watson, Executive Director

CORPORATE PROFILE & GOVERNANCE

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

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

2021-2022 BOARD OF DIRECTORS



Andrea Gal, Chair
Member at Large (ON)



Roberta Galbraith, Vice Chair
Farmer (MB)



Derek Brewin, Secretary/Treasurer
Academic (MB)



Terry Aberhart,
Farmer (SK)



Bradley Barton
Provincial Government (YT)



Steve Duff
Farmer (ON)



Annessa Good
Young Farmer (AB)



Janine Sekulic
Member at Large (AB)



Henry Vos
Member at Large (AB)

STRATEGIC PLAN AND PRIORITIES

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 networking and learning opportunities, and providing valuable resources.

OUR CORE COMPETENCIES:

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

OUR STRATEGIC PRIORITIES (2020-23):

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

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

WE BELIEVE:

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

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

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

Farmers who follow beneficial business practices are rewarded with increased profitability, family and farm team harmony, confidence in decision-making and peace of mind.

OUR VALUES

We at Farm Management Canada believe in:

A CULTURE OF MANAGEMENT

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

SUCCESSFUL RELATIONSHIPS

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

KNOWLEDGE MANAGEMENT, TRANSFER AND TRANSLATION

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

INNOVATION IN FARMING

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

MANAGING CHANGE

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

LEADERSHIP IN OUR FIELD

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

PARTICIPATING IN THE FUTURE OF AGRICULTURE

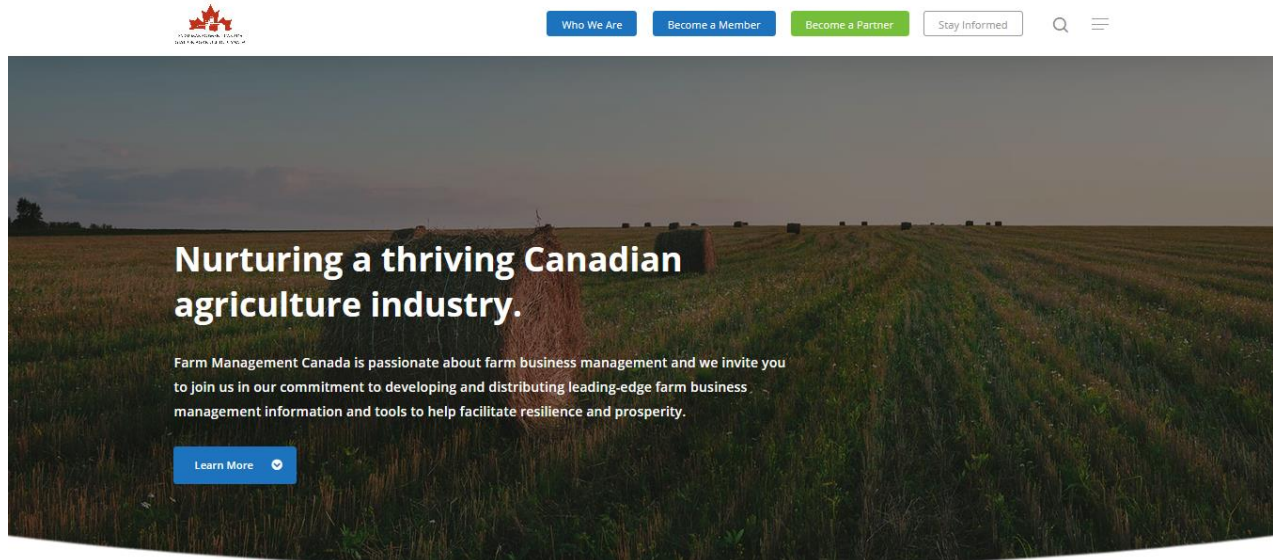
Farm Management Canada is a centre of excellence in business management at the farm level and is called upon to provide expert insight for the ongoing success of Canada's agricultural industry.

2021-22 PERFORMANCE HIGHLIGHTS

- HOSTED 17 **ROOTS TO SUCCESS RISK MANAGEMENT** TRAINING SESSIONS WELCOMING 250 PARTICIPANTS FROM ACROSS CANADA
- CREATED 7 VIDEOS, 5 FACTSHEETS AND 20 INFOGRAPHICS PROMOTING **RISK MANAGEMENT BEST PRACTICES**
- HOSTED 6 **FARM FINANCIAL FLUENCY** TRAINING SESSIONS WELCOMING 137 PARTICIPANTS FROM ACROSS CANADA
- HOSTED **FARM TRANSITION APPRECIATION DAY** WELCOMING 426 PARTICIPANTS VIA 2 VIRTUAL LEARNING SESSIONS
- HOSTED THE **NATIONAL FARM LEADERSHIP PROGRAM** WELCOMING 11 NEW PARTICIPANTS AND 9 ALUMNI FROM ACROSS CANADA
- HOSTED THE **LEADERSHIP INSIGHT PROGRAM** WELCOMING 13 PARTICIPANTS FROM ACROSS CANADA
- HOSTED THE ANNUAL **AGRICULTURAL EXCELLENCE CONFERENCE** ONLINE, OFFERING OVER 30 LEARNING SESSIONS TO OVER 900 PARTICIPANTS
- CONDUCTED GROUND-BREAKING RESEARCH INTO **UNDERSTANDING THE EXPERIENCE OF FARM WOMEN**
- **WEBSITES** FMC-GAC.COM, TAKEANEWAPPROACH.CA, AGRIWEBINAR.COM, FARMBUSINESSASSESSMENT.COM, FARMFINANCIALS.CA, FARMTRANSITIONGUIDE.CA, MYAGRISHIELD.CA, WWW.AGRIRESPONSE.CA WELCOMED OVER 147,174 COMBINED VISITORS
- 1,268 POSTS TO **TWITTER, FACEBOOK, INSTAGRAM, LINKEDIN, YOUTUBE** GARNERING 543,711 USERS REACHED AND 79,230 ENGAGEMENTS
- 170 **eBLASTS** SENT TO 28,962 SUBSCRIBERS
- FEATURED IN 61 **AG MEDIA ARTICLES AND INTERVIEWS**, 7 **RADIO INTERVIEWS** AND 7 **PODCASTS** REACHING WELL OVER 1,000,000 TOUCHPOINTS WITH SUBSCRIBERS
- SOUGHT BY INDUSTRY TO PROVIDE 40 **INDUSTRY PRESENTATIONS** REACHING OVER 6,312 AUDIENCE MEMBERS. REGULAR CONTRIBUTOR TO 6 **INDUSTRY AND PARTNER NEWSLETTERS**.
- SOUGHT BY INDUSTRY TO PARTICIPATE IN 29 **INDUSTRY CONSULTATIONS** AND 24 **ADVISORY COMMITTEES**
- CONTINUED RECOGNITION OF EXCELLENCE THROUGH THE **WILSON LOREE AWARD**

FMC-GAC.COM

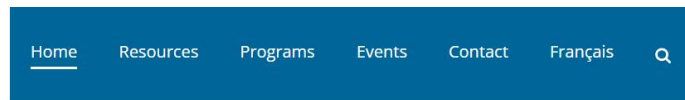
Visit fmc-gac.com to learn about our team, our mission, programs, projects, research, publications, and other initiatives.



ONLINE RESOURCE CENTRE: www.TakeANewApproach.ca

As a one-stop-shop, the National Farm Business Management Resource Centre showcases the best resources available including programs, publications, videos, funding programs and business-focused events, ensuring Canada's farmers are equipped with the learning resources necessary to build their capacity to confront change with confidence and seize opportunities.

NATIONAL FARM BUSINESS MANAGEMENT RESOURCE CENTRE



The National Farm Business Management Resource Centre provides Canada's farmers with access to tools and learning opportunities to support farm business skills development.



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
Follow us on [LinkedIn](#) Follow us on [Instagram](#) @FMC.GAC

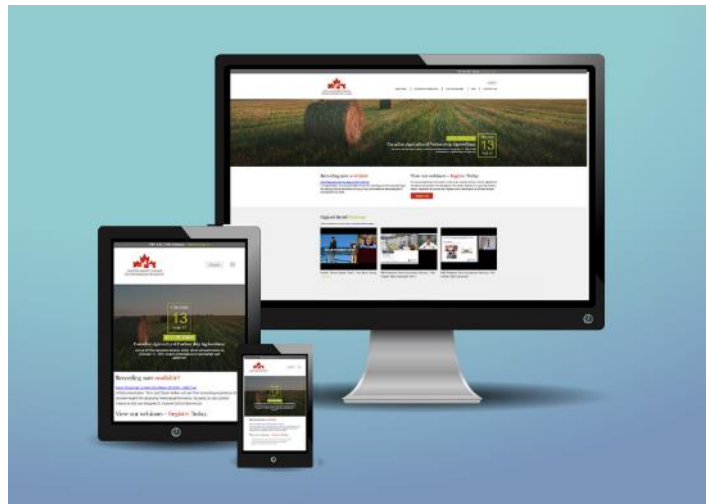
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AGRIWEBINAR®

Agriwebinar® provides access to topical and timely farm business management information from anywhere at any time.

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

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



Agriwebinars are available from any mobile device or desktop computer using any internet connection. Presentations are archived for later viewing.

PUBLICATIONS CATALOGUE

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

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



AGRICULTURAL EXCELLENCE VIRTUAL CONFERENCE



THE CHALLENGE OF CHANGE

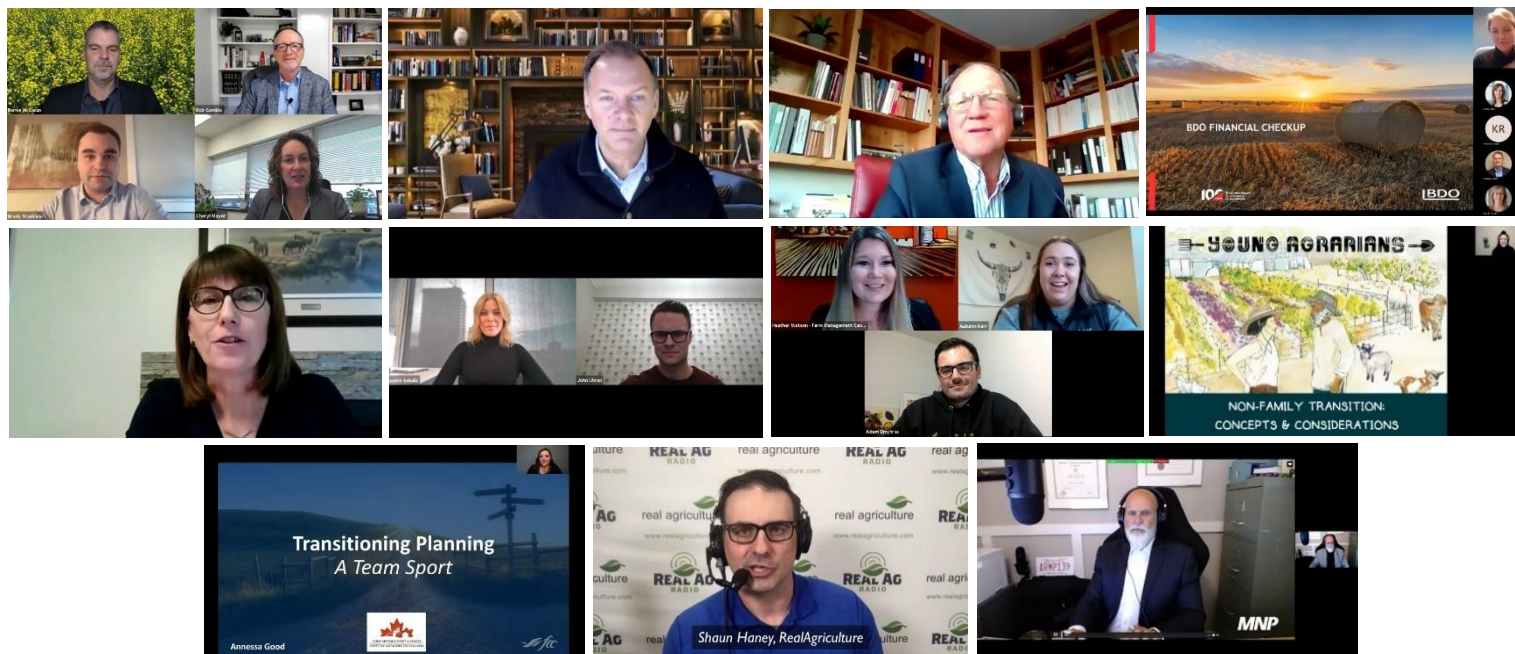
November 24-26, 2021

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.

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.

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.

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.



Thank you to our AgEx Ambassador Committee: Kelly Green, Rick Taillieu, Trish Laugharne, Sterling Hilton, Holly White and Scott Ross for helping guide and promote AgEx 2021.

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



RealAg Radio



Student Session



Community Gallery



Prize Sponsor



Kickstart



Media Partners



Supporting Partners



Government



WILSON LOREE AWARD

Congratulations to our 2021 recipient: Colleen Younie!

Now in its nineteenth year, the Wilson Loree Award honours individuals or groups who have made an extraordinary contribution to advancing agricultural business management practices in Canada.



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

Through her involvement on a multitude of local boards and 4-H, Colleen 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.

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.

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

Wilson Loree presented the award to Colleen during the Agricultural Excellence Conference, 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.



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

FARM TRANSITION APPRECIATION DAY 2022

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.

Farm Management Canada marked the day with a social media campaign. The Canadian Association of Farm Advisors held a virtual Ask the Expert event and FCC and BDO partnered to host a discussion forum called Turning Your Succession Roadblocks into Building Blocks.

RBC also shared a new video 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.



THE INTERNATIONAL FARM MANAGEMENT ASSOCIATION

Farm Management Canada is pleased to be a long-standing member of the International Farm Management Association (IFMA) and has served on IFMA's Council for many years. Each year, Farm Management Canada submits a country report to provide IFMA members with insights into agriculture in Canada – challenges and opportunities from politics to production. And, Canada's Next Gen representatives submit a Hands on Farmer Report every 6 months that's shared around the world. Meet our IFMA reporting team:



Heather Watson
Farm Management Canada



Hannah Konschuh
Grains and Oilseeds Farmer, AB



Morgan Smallman
Potato Farmer, PEI

AGRI SHIELD® - COMPREHENSIVE RISK ASSESSMENT AND PLANNING PLATFORM



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

We now have over 300 producers using the platform.

AgriShield also allows producers to measure their sustainability, based on a scoring system developed by the Sustainable Agriculture Initiative (SAI) Platform's Farm Sustainability Assessment 2.1 (FSA 2.1), an internationally recognized farm sustainability measure. This new AgriShield feature was added to allow producers to obtain a preliminary measure of their farm's sustainability, while assessing your farm for risk exposure and preparedness, and all without doing any extra work!



In partnership with:



ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING PROGRAM

The Roots to Success project is making meaningful progress towards improved risk management for the agriculture and agri-food sector by providing producers and advisors with training on how to take a comprehensive approach to managing risk. The project is led by a National Risk Management Roundtable, comprised of a variety of industry stakeholder to inform and guide the project.

TRAINING

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

"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

Funded in part by:



AGRIRESPONSE.CA

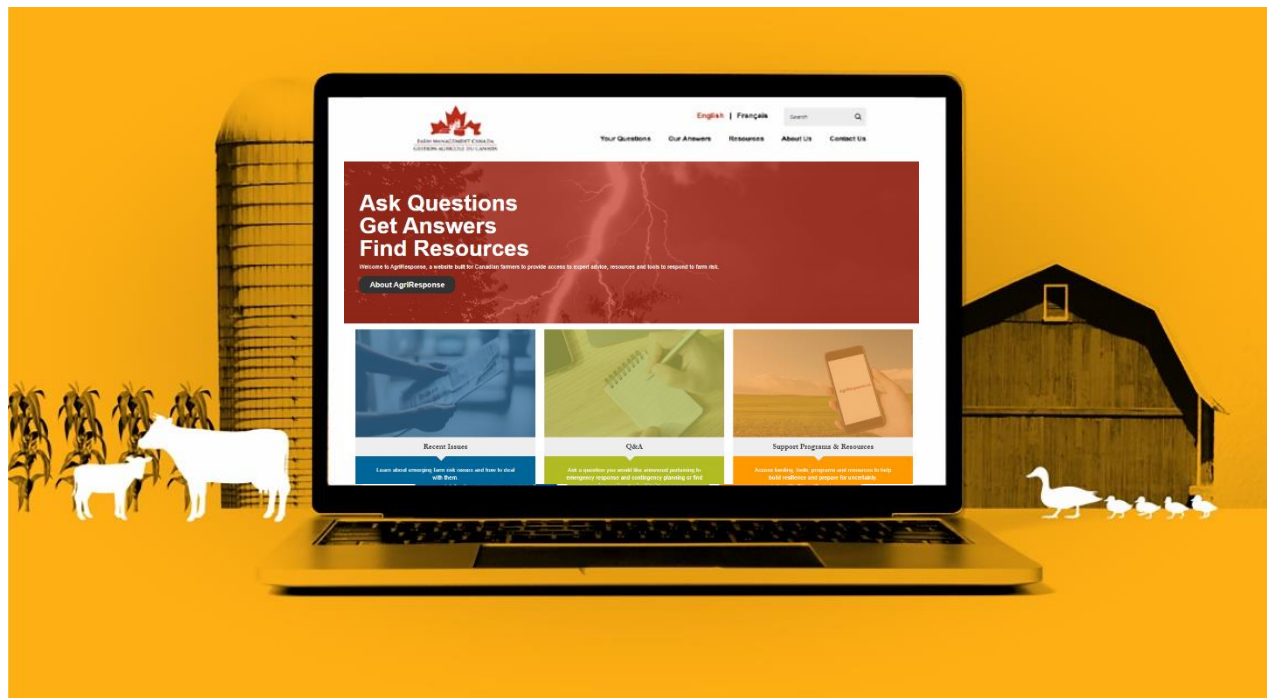
ASK QUESTIONS. GET ANSWERS. FIND RESOURCES.

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

As much as we encourage producers to take a proactive approach to managing risk, we realize many of us tend to react to changing circumstances. It is our hope to help farmers consider emergency preparedness measures and contingency planning as a necessary component to managing the farm – to be prepared for whatever may happen, drawing on their current experiences of COVID.

The website includes:

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



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

Funded in part by:



NATIONAL FARM LEADERSHIP PROGRAM

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 third cohort of the National Farm Leadership Program began its journey in January and welcomed 11 participants who will continue their learning and leading journey for the remainder of the year.

Program details:

- 11 weeks of structured online learning
- 3-day residency in Victoria, BC
- A personal 360° leadership assessment
- A personal plan
- Unlimited personal coaching
- Unlimited access to the LeaderLab

Nine program alumni joined the 2022 cohort for the residency to revisit their personal develop plans and work on skills development.

"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



"It's been a 180 turnaround for me. Before, when something went wrong everyone was waiting for a big blow-up. Now, that's not even a thing. It has been amazing to see the transformation when you invite others to step in. Sometimes they can do it better than you! It's humbling, and freeing."

- Derek Axten, Axten Farms



NEW OFFERING!



The first InSight cohort embarked on their learning journey in February. Unlike the National Farm Leadership Program, InSight takes place entirely online over the course of a month. The first intake welcomed 13 participants from across Canada.

CHECK OUT OUR NEW APP!



Led by certified executive coach and fourth generation farmer, Kelly Dobson, LeaderShift combines adult learning research, with neuroscience and IT, enabling leader development at any age and stage in life.

Powered by



LeaderShift

FARM FINANCIAL FLUENCY TRAINING PROGRAM



In recognition of the need for greater financial literacy amongst Canada's producers, Farm Management Canada and MNP joined forces to offer a 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.

6 training sessions were delivered in 2021-22 covering grains and oilseeds, dairy, hog and beef production. 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.

Thank you to our delivery partners:



MANITOBA
CROP ALLIANCE

BMO



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. has undertaken 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 was formed to help guide the project, comprised of women representing the farm women and women in ag groups across Canada: Katie Keddy (Maritime Agriculture Women's Network), Amy Hill (Maritime Agriculture Women's Network), Jeannine Messier (Agriculturices du Québec), Andrea Gal (Ag Women's Network), Pam Bailey (Ag Women Manitoba),

Ashley Nelson (Manitoba Women in Agriculture & Food), Laura Shoemaker (Women in Agriculture Saskatchewan), Kelly Sidoryk (Alberta Ag Women), and Ricky Seelhof (BC Women in Ag).

Study objectives:

- Identify the range and specific roles and activities undertaken by farm women;
- Develop an understanding of their motivations, goals, aspirations and barriers faced by farm women; and
- Provide insight into the importance of women as a drivers for Canada's agricultural industry through their contributions to farming.

The study consists of four phases:

- Phase 1: An environmental scan to review existing research and insights
- Phase 2: Engagement with farm women through focus groups and interviews
- Phase 3: A national survey for farm women
- Phase 3: An analysis of information gathered and recommendations

We would like to thank our project partners for supporting this incredibly important research:



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

PROVINCIAL-TERRITORIAL MINISTRY NETWORK

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

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



PARTNERSHIP DEVELOPMENT & INDUSTRY ENGAGEMENT

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

- Facilitate a national conversation between diverse stakeholder groups
- Facilitate collaboration and coordinate activities
- Maintain a solid network of thought-leaders across Canada and the world
- Leverage expertise and resources, increasing impact and reducing duplication
- Showcase Canada's excellence on the world stage
- Provide efficient and effective delivery of farm business management information, resources and tools to continue to meet the needs of Canada's farmers

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

Farm Management Canada's industry outreach endeavours include:

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

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

STRATEGIC ALLIANCES



Alberta Canola, Manitoba Canola Growers and Alberta Wheat continued their strategic alliance with Farm Management Canada, and BMO, AFSC and FCC came on board. The goal of the strategic alliance is to support Farm Management Canada as a national resource for farm business management information and learning opportunities for growers and encourage others to support Farm Management Canada.

FARM MANAGEMENT CANADA'S INDUSTRY GROUP INVOLVEMENT



Brigid Rivoire Award for Champions for Agricultural Mental Health



International Farm Management Association



Canadian Association of Diplomas in Agriculture Program



National Agricultural Occupational Framework



Canadian Agricultural Safety Week



Equality, Diversity and Inclusion Working Group



Canadian Agri-Food Sustainability Initiative



North American Agricultural Advisory Network



Empowering Lasting Leadership Excellence (ELLE) Program



Next Policy Framework National Engagement Session



Skills Development Table



Risk Management Education Strategy



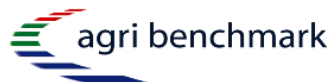
Luminary Works Strategy



Provincial Climate Change Impact Assessment



AgHR Roundtable



Agri benchmark Canadian Network



National Youth Competition



Canadian Roundtable for Sustainable Beef Program Evaluation



Student Farm Project Review Panel



Big Solutions Forum



Workforce Development & Industry Capacity Roundtables



Farm Financial Standards for Canada



Advisor Services Focus Group



Farmer Mental Health Focus Group

FARM MANAGEMENT CANADA'S PRESENTATIONS TO INDUSTRY

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



Extension
UNIVERSITY OF WISCONSIN-MADISON

FARMER MENTAL HEALTH & EXTENSION
May 14, 2021



Ministry of
Agriculture, Food &
Rural Affairs

MANAGING FARM RISK
May 20, 2021



MENTAL HEALTH AND FARM MANAGEMENT
June 3, 2021



realagriculture

MAKING MEETINGS MATTER PODCAST
June 9, 2021



CADAP/APDAC
Canadian Association of Diploma in Agriculture Programs/
Associations des programmes de diplômes en agriculture du Canada

ANNUAL MEETING AND ROUNDTABLE DISCUSSIONS
June 14-16, 2021



NETWORKING TIPS, TRICKS, TRAPS AND BENEFITS (MODERATED DISCUSSION)
June 22, 2021



INDIGENOUS AGRICULTURE & AGRI-FOOD: THE PATH FORWARD
July 15, 2021



USING AGRISHIELD TO SUPPORT MANAGING FARM RISK
July 6, 2021



USING AGRISHIELD TO SUPPORT MANAGING FARM RISK
July 9, 2021



AgSmart

USING FARM TECH TO MANAGE THE FARM BUSINESS
August 9, 2021



USING AGRISHIELD TO SUPPORT MANAGING FARM RISK
August 25, 2021



CULTIVATING EXCELLENCE THROUGH FARM BUSINESS MANAGEMENT
September 4, 2021



Ministry of
Agriculture

A COMPREHENSIVE APPROACH TO MANAGING FARM RISK
September 23, 2021



University
of Manitoba

A COMPREHENSIVE APPROACH TO MANAGING FARM RISK
October 12, 2021



OPPORTUNITIES FOR INDIGENOUS AGRICULTURE
October 19, 2021



CULTIVATING EXCELLENCE THROUGH FARM BUSINESS MANAGEMENT
October 20, 2021



Ontario

OPPORTUNITIES FOR INDIGENOUS AGRICULTURE
October 22, 2021



A COMPREHENSIVE APPROACH TO MANAGING FARM RISK

October 29, 2021



Collège
d'Alma

A COMPREHENSIVE APPROACH TO MANAGING FARM RISK

November 8, 2021



Sheep Producers
Association of Nova Scotia

CULTIVATING EXCELLENCE THROUGH FARM BUSINESS MANAGEMENT

November 13, 2021



AGEx 2021 AND NEW FARM MANAGEMENT TOOLS

November 15, 2021



HOW PROTECTED IS YOUR FARM FROM RISK?

November 16, 2021

NORTH ISLAND COLLEGE



A COMPREHENSIVE APPROACH TO MANAGING FARM RISK

November 17, 2021



MANAGING THE FARM BUSINESS PANEL DISCUSSION

November 29, 2021



USING AGRISHIELD TO SUPPORT MANAGING FARM RISK

December 3, 2021



NATIONAL ROUNDTABLE FOR EDUCATORS

December 16, 2021



MENTAL HEALTH AND FARM MANAGEMENT

January 6, 2022



A COMPREHENSIVE APPROACH TO MANAGING FARM RISK

January 17, 2022



FARMING AND FUNDING

January 18, 2022



USING AGRISHIELD TO SUPPORT MANAGING FARM RISK

January 26, 2022



NORTH OF 60 CONFERENCE - A COMPREHENSIVE APPROACH TO MANAGING FARM RISK

February 16, 2022



UNLOCKING THE POTENTIAL: RURAL BROADBAND

February 17, 2022



A COMPREHENSIVE APPROACH TO MANAGING FARM RISK

February 19, 2022



RISK MANAGEMENT IN AGRICULTURE

March 2, 2022



USING AGRISHIELD IN PEER GROUPS

March 2, 2022



MENTAL HEALTH AND FARM MANAGEMENT

March 13, 2022



PLANNING FOR FARM BUSINESS SUCCESS

March 15, 2022



HEALTHY MINDS, HEALTHY FARMS, HEALTHY FARMERS

March 17, 2022



PLANNING FOR FARM BUSINESS SUCCESS

March 29, 2022



EXPECT THE UNEXPECTED – WHERE RISK MEETS OPPORTUNITY

April 1, 2022

FARM MANAGEMENT CANADA IN THE MEDIA

APRIL

- Country Guide: A Practical Guide to Writing Your Farm Business Plan
- Country Guide: The Next Big Step: Mid-Career Mentorship
- AgriResponse: Supply Chain Disruptions

MAY

- Better Farming: Adoption of Farm Business Practices
- AgriResponse: Buttergate and the Demand for Transparency
- AgriResponse: The Quandry of Livestock Production in Today's World

JUNE

- RealAgriculture: Make Meetings Matter
- Country Guide: Your Approach to a Farm Business Plan
- Milk Producer: Mental Health and Farm Management
- Country Guide: Are You a Good Boss?

JULY

- FCC Express: Tech and Farm Management
- FCC Express: Management Slippage
- FCC Express: Marketing Advice

AUGUST

- Better Farming: Post-COVID Business Practices
- Country Life in BC: Mental Health in Agriculture
- Country Guide: Urban Exodus and Implications for Your Farm
- FCC Express: How Preparation and Planning Can Reduce Farm Risk
- Farms.com: Tackling Family Dynamics

SEPTEMBER

- Country Guide: Farm Advisors Take a Team Approach
- Country Guide: So You Want to Be a Farm Advisor?
- Country Guide: Farm Advisors of the Future
- Press Release: The Path Forward for Indigenous Agriculture
- Better Farming: Report Explores Indigenous Farmer Needs
- Canola Digest: Working with Employees

OCTOBER

- Ontario Grain Farmer: Farm Management and Mental Health
- Golden West Radio: The Business Management Needs of Indigenous Producers
- Pembina Valley: Report Investigates Business Needs of Indigenous Farmers
- Country Guide: Off-Farm Experience for Young Farmers

NOVEMBER

- FCC Express: 10 Steps to a Solid Business Plan
- Canola Digest: What BRM Tools are Right for You?
- Canola Digest: Using Foresight as a Tool for Farm Success
- Country Guide: Managing Millennials
- RealAgriculture: Farm Business Planning Helps Tackle the Challenge of Change
- RealAgriculture: Considering the 5 P's of Effective Lobbying

DECEMBER

- RealAgriculture: New COP Data Shows Many Canadian Beef Cow-Calf Operations are Thriving
- RealAgriculture: Farm Succession – How to Get Out of the Way Without Going Away
- RealAgriculture: Younie Honoured with Wilson Loree Award
- RealAgriculture: Overcoming the Biggest Barriers to the Succession Process

JANUARY

- Country Life in BC: Developing Your Leadership Effectiveness
- RealAgriculture: What's the Future for AgriStability?
- Medicine Hat News: Farm Transition Appreciation Day Aims to Bridge the Succession Gap
- RBC: Mental Health and Farm Management
- Radio Canada: Farm Transition Appreciation Day
- Toronto Star: Farm Transition Appreciation Day
- Financial Post: Farm Transition Appreciation Day
- Yahoo Finance: Farm Transition Appreciation Day
- CTV News Northern Ontario: Farm Transition Appreciation Day
- PEICanada.com: Farm Transition Appreciation Day
- Squamish Chief: Farm Transition Appreciation Day
- Agricom: Farm Transition Appreciation Day
- Lethbridge News Now: Farm Transition Appreciation Day
- Farms.com: Farm Transition Appreciation Day

FEBRUARY

- Country Guide: Farm Advisors a Growing Trend
- Canola Digest: Contingency Plan for Health

MARCH

- FCC Express: Managing Financial Stress
- Country Guide: Building a Knowledge Base for Your Farm
- Country Guide: 5 Moves to Make in 2022
- Country Guide: Your CEO Interview Six Years On
- How the Microchip Shortage is Impacting Farms

REACH & IMPACT: A NATIONAL SUMMARY

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

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

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

Farm Management Canada uses a multi-medium approach to meet the learning preferences and practices of industry stakeholders, thereby increasing participation in the programming. Farm Management Canada distributed over 2,100 information products resulting in over 6,00,000 touch points and over 8,000 individuals reached through industry presentations including the annual Agricultural Excellence Conference, Leadership Program and speaking at industry events.

The results of Farm Management Canada's 2021-22 Performance Survey confirm that Farm Management Canada's project activities have contributed to increasing knowledge and awareness of beneficial management practices, while also changing management behaviour at the farm level, leading to the advancement and achievement of business goals, and overall, making positive contributions to the farm business and farm family.

As a result of Farm Management Canada's activities:

- ✓ 82% of Farmers are more aware of beneficial business management strategies and tools
- ✓ 87% of Farmers are adopting beneficial management strategies and tools in their operation
- ✓ 86% of farmers are adopting planning practices for their operation
- ✓ 89% of Farmers have advanced their business goals

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

1. Risk Management Plan
2. Strategic Business Plan
3. Financial Plan
4. Operational Plan
5. Environmental Plan
6. Marketing Plan
7. Succession or Transition Plan

The top beneficial practices adopted*:

1. Created or updated a business plan
2. Conducted a risk (and opportunity) assessment for my farm

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

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

1. Increased confidence to make better decisions
2. Adapt, respond to, and manage change
3. Achieve well-being and happiness
4. Maintain/increase profitability and keep finances under control
5. Prepare the business for transition

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

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

- 52% of Farmers gained over 5% in well-being (personal/family health, mental state, stress)
- 47% of Farmers gained over 5% profitability
- 42% of Farmers gained over 5% cost savings
- 30% of Farmers gained over 5% access to capital

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

Farmers	Non-Farmers (ex. Advisors)
<ol style="list-style-type: none"> 1. Seeking increased profitability 2. Market changes influencing sales 3. Comparing performance with previous years or other farms 4. Creating or reviewing a strategic plan for the farm and setting performance targets 5. Insights gained from a learning event or resource such as a workshop, conference, webinar, article, or publication 	<ol style="list-style-type: none"> 1. Conducting a business assessment (including risk assessment, skills assessment) 2. Planning for transition/succession or a change in ownership 3. Creating or reviewing a strategic plan for the farm and setting performance targets 4. Planning to expand/increase production 5. Seeking increased profitability

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

Farmers	Non-Farmers (ex. Advisors)
<ol style="list-style-type: none"> 1. A new risk has emerged 2. Demands from lenders/creditors 3. A new opportunity has emerged 4. Government regulations/policy/incentives/programs 5. Changing human resources or quality of life needs 	<ol style="list-style-type: none"> 1. Comparing performance with previous years or other farms 2. Consumer demands/perceptions influencing farm practices 3. Advice from a professional (agrologist, accountant, lawyer, business advisor, banker, etc.) 4. Changing human resources or quality of life needs 5. Government regulations/policy/incentives/programs

Farmers and Non-Farmers (ex. Advisors) were also asked the **biggest challenge** in implementing farm business practices:

Farmers	Non-Farmers (ex. Advisors)
<ol style="list-style-type: none"> 1. Farm transition process challenges 2. Lack of time to devote to training/time management 3. Lack of access to capital 4. Risk and uncertainty from weather and other volatile elements of the industry 5. High cost of production 	<ol style="list-style-type: none"> 1. Lack of interest in management, don't pay attention to management needs until a problem arises or unless a short-term financial incentive is presented 2. Too much focus on production 3. Resistance to change 4. Farm transition 5. Lack of access to comparative data

The contrast between comments from farmers and non-farmers is an interesting point of discussion and reflection to inform Farm Management Canada's programming and communication efforts.

Comments taken from the 2021-2022 Performance Survey and event attendees:

What impact have Farm Management Canada's Activities had on you?

"In times of high anxiety on the farm two things always helped. One a strategic plan formulated from a list of the options and second a cashflow plan for the time period in question. After doing these two things anxiety disappeared and one felt in control."

"Great quality resources and programming overall."

"Farm management Canada has improved my zeal in farm management by helping me focus on strategies to develop positive mind set in farm practices."

"Definitely most helpful in risk management."

"The team at Farm Management Canada really goes above and beyond to gather valuable and relevant information for participants in the sector. They are also a pleasure to work with!"

"Farm business management many times takes a back seat to operational items that are on the agenda, however if you are looking for the greatest ROI for your business it is the largest contributor to health and wellness and profitability in my opinion."

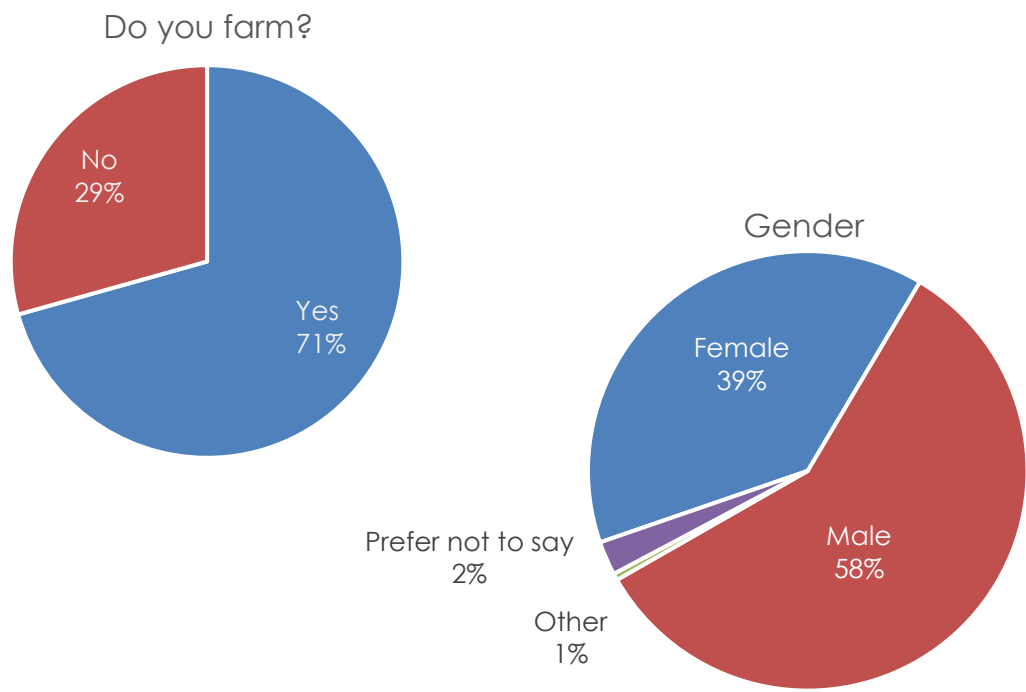
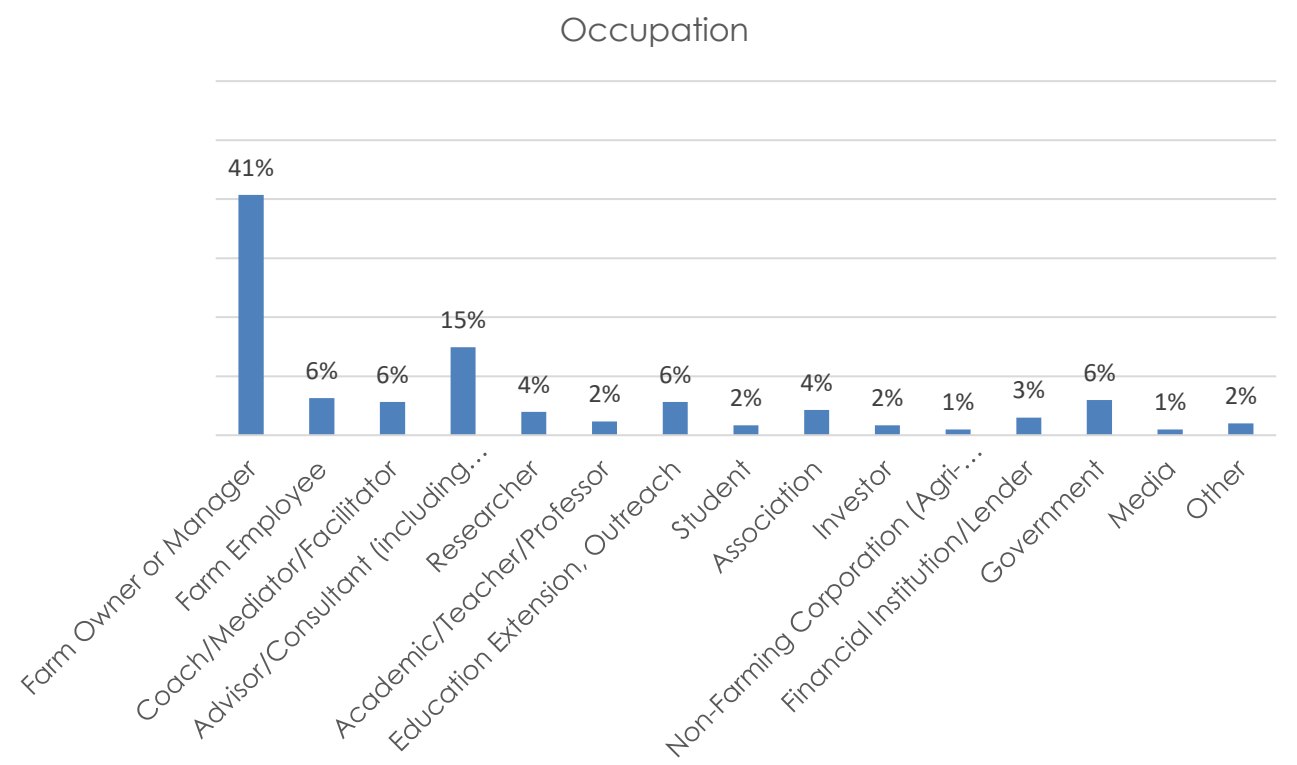
"Farm Management Canada has had a huge impact on my confidence and knowledge to move our farm forward in uncertain times. It has given me a more positive outlook on the viability of our "smaller" farm where we are surrounded by large farming operations."

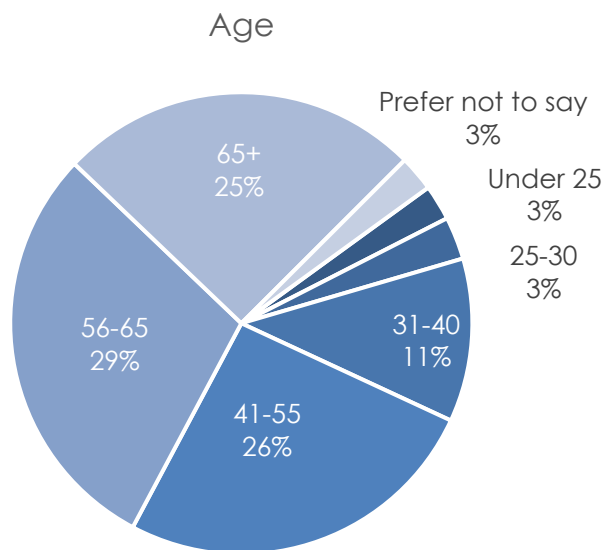
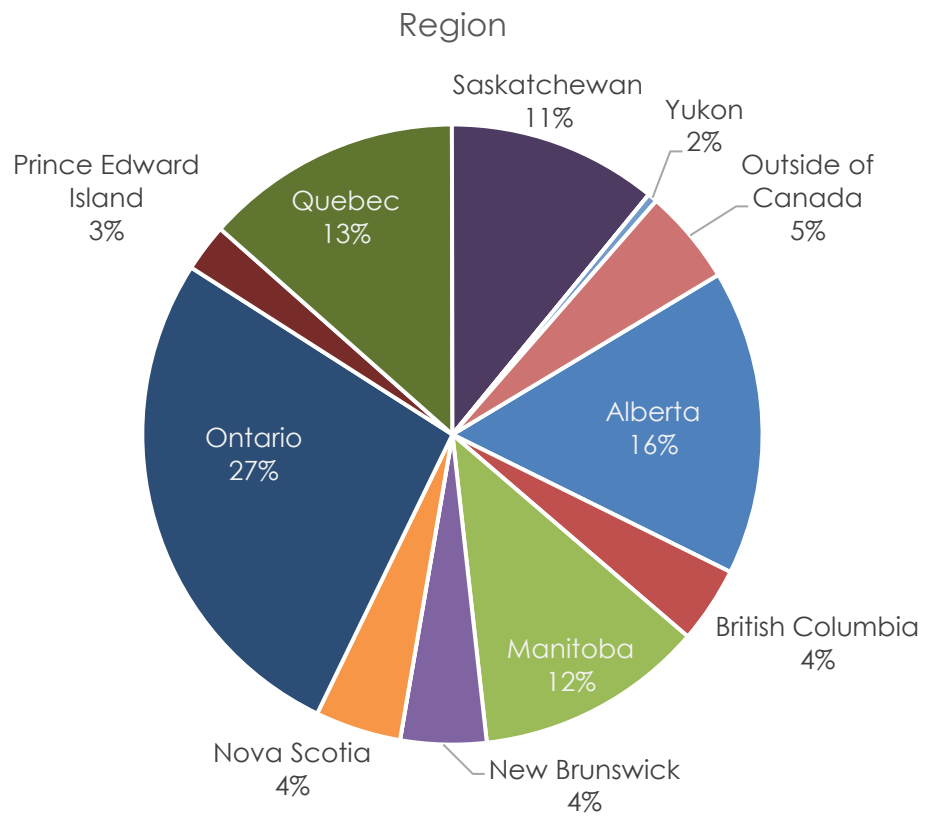
"Brilliant and very interesting, the knowledge acquired helps us to monitor the developments of our business."

"I think Farm Management Canada is unfortunately one of agriculture's best kept secrets."

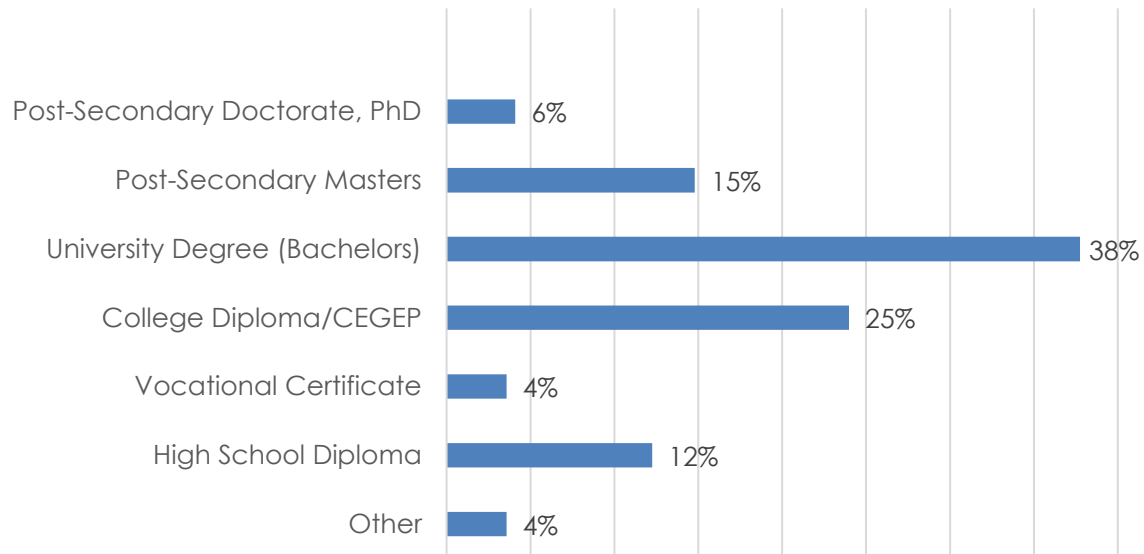
Farm Management Canada continues to calculate year-over-year demographic information to observe trends and target activities to continue to meet the needs of specific target groups.

The **DEMOGRAPHIC PROFILE OF FARM MANAGEMENT CANADA'S 2021-22 AUDIENCE** is summarized as follows:

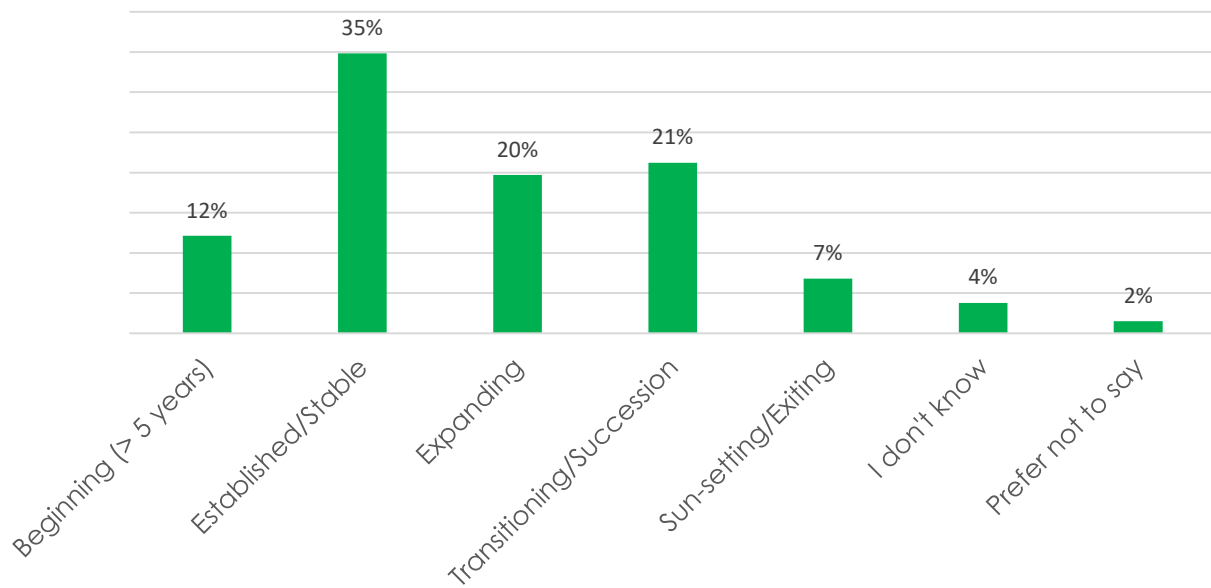




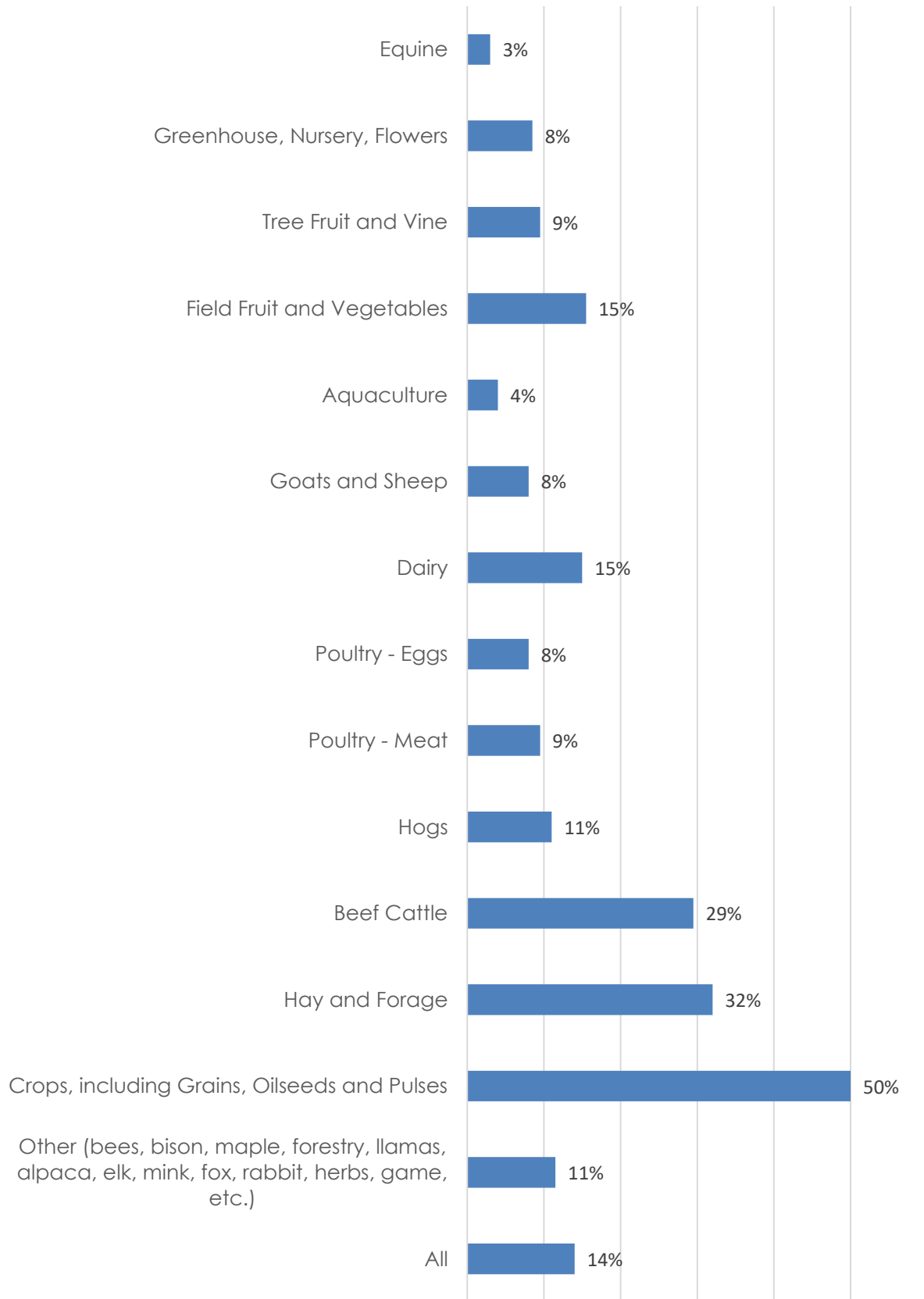
Level of Education



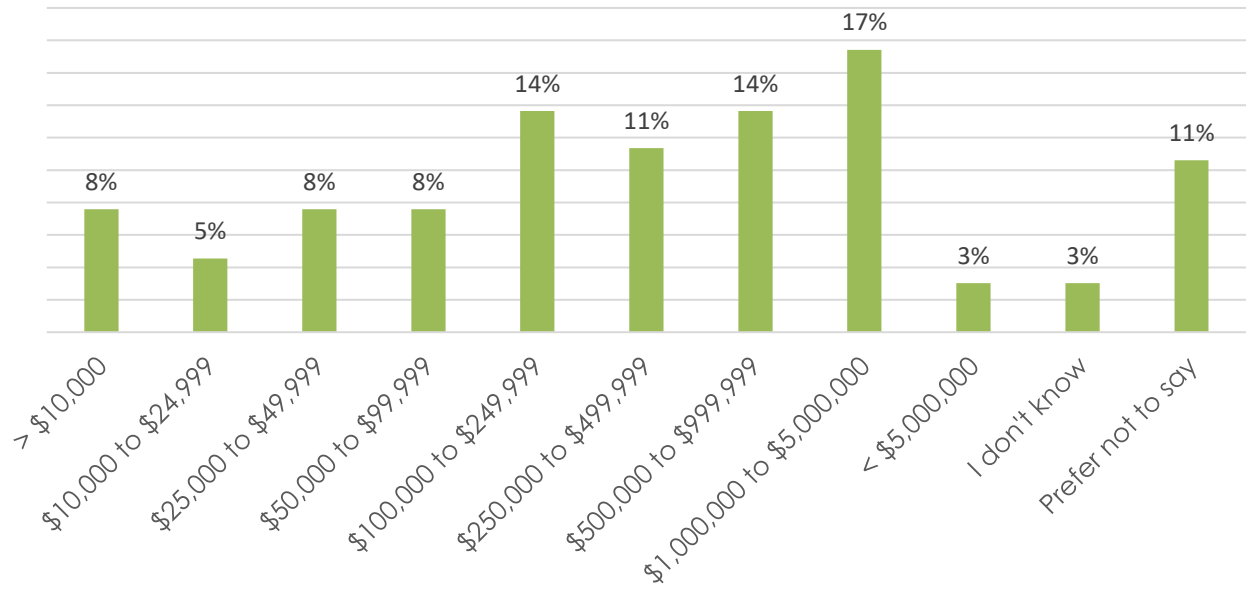
Stage of Farming



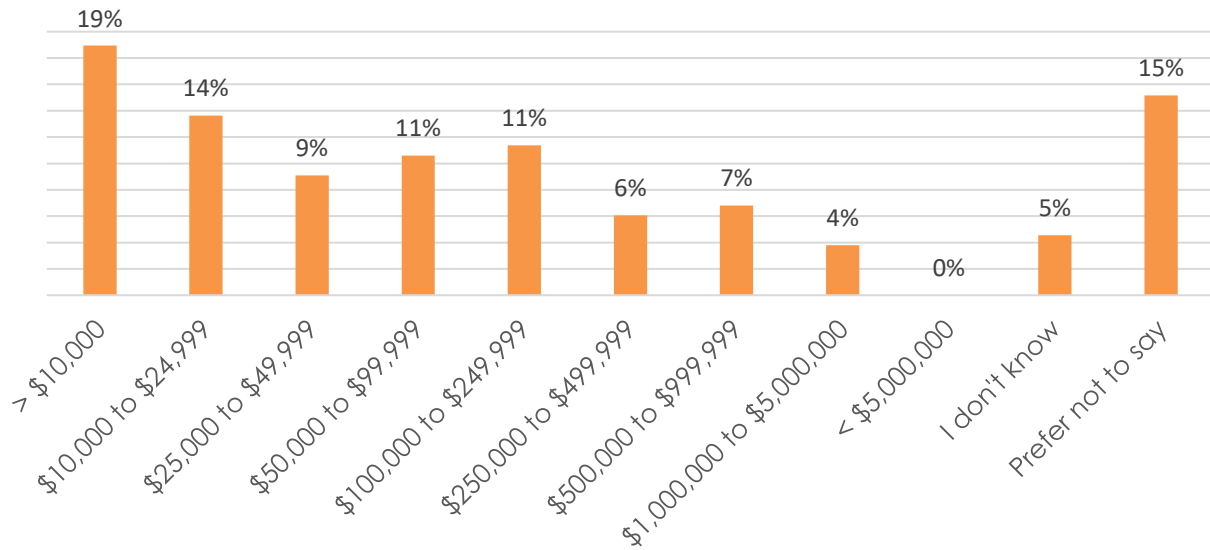
Production Sector



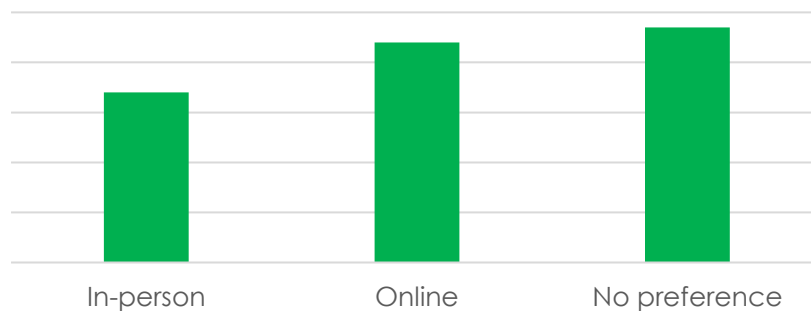
Gross Farm Income



Net Farm Income



In-person vs Online Learning Preference



Preferred Learning Topics



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

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

Farm Management Canada's members:

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

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

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

We also encourage and utilize reciprocal membership opportunities to collectively advance national and international efforts.

70% of new and renewing Individual Memberships choose the 3-year option over the 1-year option.

OUR MEMBERS

**DESIGNATES A NEW MEMBER!*

CORPORATE MEMBERS

- BDO CANADA LLP
- BMO BANK OF MONTRÉAL
- FARM CREDIT CANADA
- AFSC*

ASSOCIATION/ORGANIZATION MEMBERS

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

- CENTRE D'EXPERTISE EN GESTION AGRICOLE (CEGA)
- CENTRE DE RÉFÉRENCE EN AGRICULTURE ET AGROALIMENTAIRE DU QUÉBEC (CRAAQ)
- FOOD PROCESSING SKILLS CANADA
- GLOBAL NETWORKS
- GROUP AGRI-D
- INTERNATIONAL FARM MANAGEMENT ASSOCIATION
- MANITOBA CANOLA GROWERS ASSOCIATION
- MANITOBA LIVESTOCK CASH ADVANCE PROGRAM*
- ONTARIO FORAGE COUNCIL*
- SOLLIO COOPERATIVE GROUP*
- UNION DES CULTIVATEURS FRANCO-ONTARIENS*

ACADEMIC INSTITUTION MEMBERS

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

GOVERNMENT

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

APPOINTED PROVINCIAL/TERRITORIAL REPRESENTATIVES:

British Columbia	Trish Laugharne
Manitoba	Lynn Gilmore
New Brunswick	Sylvain Gadbois
Newfoundland & Labrador	Afton Madore
Northwest Territories	Andrew Cassidy
Nova Scotia	Jeff Wentzell
Prince Edward Island	Suzanne MacNeill
Quebec	Patrice Carle
Saskatchewan	Jaycee Adrian
Yukon	Brad Barton

INDIVIDUAL MEMBERS

BRITISH COLUMBIA

George Geldart

Ryan Scorgie

ALBERTA

Annessa Good
Art Lange

Humphrey Banack
Janine Sekulic

Parvinder Mangat
Reg Shandro

Bill MacFarquhar
Graham Gilchrist
Henry Vos
Holly White

Jonathan Small
Leighton Kolk*
Merle Good
Monika Benoit*

Sterling Hilton
Sydney Siegle
Ulf Geerds
Wilson Loree

SASKATCHEWAN

Jake Leguee
John Spencer

Mike Pylypchuk
Ron Friesen
Ryan & Lauren Maurer

Terry Aberhart
Terry Kremeniuk

MANITOBA

Joerg Zimmermann

Paul & Jennifer Loeppky

Roberta Galbraith

ONTARIO

Andrea Gal
Andrea McCoy-Naperstow*
Barbara Parker
Donald Good
Earl Pollock*
Frederick Miner
Jacob Murray*

Janet Thompson*
Jeannette Mongeon Dignard &
Michel Dignard
Jim Ferrier
Larry Martin
Len Davies
Nancy Ross

Rick Lekx
Salahuddin Saiyed
Simon Somogyi
Stephen Duff*

QUEBEC

Andrew Stairs*
Jeanne Sanchez-Bradley

Mario Roy
Mathieu Rouleau

Sébastien Leveillé
Vincent Cloutier

PRINCE EDWARD ISLAND

Colleen Younie

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

Partnership development and collaboration continues to be a top priority for Farm Management Canada to help farmers advance their farm management skills and practices while ensuring our organization remains positioned to thrive as a national champion for farm business success.

We continue to seek opportunities to raise the profile of the vital role of farm business management in helping Canada's farmers achieve their goals and in turn, strengthen Canada's agricultural sector.

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

We know that farmers who invest in improving their management practices not only increase profitability, but their confidence in decision-making, family and farm team harmony and the

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

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

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

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

peace of mind that comes from having a plan⁵. We must empower future and current farmers with the capacity to succeed for today, and generations to come.

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

The ongoing BRM review and preparation for the Next Policy Framework provides a significant opportunity to position farm business management in its rightful place as a fundamental contributor to the economic, social and environmental goals of our great nation.

We will continue to be involved in policy and programming discussions to ensure farmers across Canada have equal access to the support and resources required to succeed.

An immense opportunity for growth for the Canadian agricultural sector will come from shifting attitudes towards business management practices to increase adoption rates.

STAYING CONNECTED

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

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

Subscribe at www.FMC-GAC.com to stay informed of our activities.

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

LOOKING AHEAD: 2022-23

2022 marks our 30th anniversary – three decades of being Canada's champion for farm business excellence and offering state-of-the-art programs and services to meet the evolving needs of Canada's farmers. We would not be where we are today, and positioned for such a strong future, without the support of our members, partners, and the underlying commitment of Agriculture & Agri-Food Canada.

Farm Management Canada will continue to offer its flagship programming including the Agricultural Excellence Conference, National Farm Leadership Program, AgriShield® and farm business training programs in support of farm financial literacy and managing farm risk. We look forward to bringing new learning opportunities to Canada's agricultural industry to support farm transition, marketing and other skills for business success. We will continue to conduct ground-breaking research to understand and meet the evolving needs of Canada's farming population by looking at our international counterparts and opportunities for Canada.

We hope that we will be successful in securing continued support under the Next Agricultural Policy Framework. Our passion for and commitment to excellence is unwavering and there is so much more we want to do.

We thank you very much for your ongoing support and enthusiasm as we continue to build a culture of farm business management and skills development so that Canada's farmers can continue to be prosperous and ensure the future of farming in Canada.

Sincerely yours,

Farm Management Canada



"The future belongs to those who believe in the beauty of their dreams"
~Eleanor Roosevelt