



FARM MANAGEMENT CANADA  
GESTION AGRICOLE DU CANADA

# Annual Report 2022-2023

Celebrating 30 years of  
Farm Management Excellence



# FARM MANAGEMENT CANADA: AT A GLANCE

- *A national champion for farm management excellence and national umbrella for Canada's farm business management activities*
- *Connecting diverse industry players to share insights and expertise across regions and production sectors*
- *Delivering business skills development 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](mailto:info@FMC-GAC.com)

 Please consider the environment

This report may also be downloaded from [www.fmc-gac.com](http://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 OUR MINISTER

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Minister  
Of Agriculture and  
Agri-Food



Ministre  
De l'Agriculture et de  
l'Agrolimentaire

Ottawa, Canada



Thank you to Farm Management Canada for your leadership and expertise in farm business management and planning. Through your tools and resources, you are helping farmers to keep their businesses strong, resilient and ready for what lies ahead.

This report reflects the important work you have done over the past year.

Your Agriculture Excellence Conference brings farmers and industry experts together to learn, share and make those valuable connections. This year's theme "Embracing Opportunity" reflects the amazing potential of this great sector. You're helping farmers see how sound business management can have a positive impact on mental health and lead to peace of mind. As well, Farm Management Canada is launching impactful initiatives to support greater

participation of women, youth, Indigenous Peoples, and underrepresented groups in agriculture.

Over the past three years, our farmers have shown incredible strength and resilience as they've navigated through unforeseen challenges facing the sector – from the pandemic, to extreme climate events, to avian influenza – all while continuing to feed Canadians and the world. These challenges have shone a spotlight on the importance of the program and services offered by the Farm Management Canada.

The future is bright for the agricultural sector! Our Government continues to strengthen and open markets worldwide, including Canada's first-ever agricultural trade office in the Indo-Pacific region in Manila, Philippines, which offers enormous growth potential for the sector. The new Sustainable Canadian Agricultural Partnership will help take the sector to the next level. Over the next five years, federal-provincial-territorial funding will support key priorities for farmers and food processors – from sustainability, to innovation, to trade, to resiliency and public trust.

Our goal, as always, is for our farmers to prosper for the long-term, with unlimited potential for the next generation.

Once again, thank you for continuing to innovate and deliver the very best business tools to support our farmers. Let's continue to work together towards a stronger and even more prosperous sector.

The Honourable Marie-Claude Bibeau, P.C., M.P.  
Minister of Agriculture and Agri-Food

Canada

# MESSAGE FROM OUR CHAIR

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

I am proud of Farm Management Canada's accomplishments in 2022-23, as we continue to extend our reach and impact across the Canadian agricultural industry.

We served the needs of the industry through a variety of initiatives including:

- Our annual Agricultural Excellence Conference focused on reaching new heights through farm management excellence
- Our training sessions, including Roots to Success to Manage Farm Risk, Farm Financial Fluency and Bridging the Gap for Farm Transition
- Our online resources, including our National Farm Business Management Resource Centre and AgriResponse, which provides advice and tools to respond to farm risk
- Our participation in industry groups, including the Government of Canada's Skills Development Table and the Canadian Agricultural Sustainability Initiative
- Our presentations to industry, including college and university students
- Our research, including our Acquiring Environmental Allies project, which explored ways to encourage increased adoption of agri-environmental programming



We achieved well over one million touchpoints with the industry through our websites, social media, and contributions to ag media, radio, and podcasts.

I am also pleased to share that we developed a new strategic plan to guide our organization into 2026. Our updated vision, mission, purpose, and strategic priorities will serve as a clear road map for our work in the coming years. We will unveil the new strategic plan and priorities soon!

Finally, I would like to acknowledge the team that empowers us to champion farm management excellence. The passion of Heather Watson, our executive director, shines through in her leadership of the organization. She works alongside our talented staff and is supported by our dedicated Board of Directors. Our members, partners, and sponsors make all this work possible. Thank you for enabling us to continue to support our industry!

I hope you enjoy learning more about our activities and accomplishments in the past year through our Annual Report. We encourage you to reach out to share your experiences with our programming and resources, as well as to share your ideas of how we can better serve our industry. After all, our success – just like success on the farm – hinges on our dedication to continuous improvement.

All the best,

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

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 OUR EXECUTIVE DIRECTOR

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Greetings members, partners and colleagues,

It has been an incredible year for Farm Management Canada as we celebrated 30 years of fostering farm management excellence through leading-edge skills development programs, resources and tools.

Looking back at what we have achieved over the last 30 years has been a source of immense pride. If I could sum it up in 3 words: Innovative Business Thinking! I encourage you to check out our special 30th anniversary page on our website to read more about our history, accomplishments and celebrate with us.

We are extremely grateful for everyone who has played a part in our continuing success...our Directors, staff, members and partners including Agriculture & Agri-Food Canada who have been by our side every step of the way.

This year's Annual Report celebrates our accomplishments over the last year.

Our Agricultural Excellence Conference continues to be the ultimate gathering place for farm management enthusiasts and thought-leaders across Canada to learn and build their business networks, while our National Farm Leadership Program, Roots to Success risk management training, Farm Financial Fluency training and Bridging the Gap Farm Transition workshop helped us zero in on management challenges and work with farmers to build their capacity for success. As a national champion for farm business excellence, we were called upon to contribute to countless industry events, consultations, studies and popular press to promote the importance of business skills development and best practices that will help our industry reach for new heights.

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

As I look at our agricultural sector and the increasing uncertainties and opportunities that present themselves, it will be vitally important for our agricultural sector to continue to invest in farm business skills and practices to not only survive, but thrive.

We look forward to continuing to occupy a much-needed space as a national coordinating body and umbrella for business management activities.

We hope that reading our Annual Report will instill as much pride in our members, partners and supporters as our Board and staff.

Takin' care of business,

A blue ink handwritten signature, which appears to read "Heather Watson".

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.

## 2022-2023 BOARD OF DIRECTORS



Andrea Gal, Chair  
Member at Large (ON)



Steve Duff, Vice Chair  
Farmer (ON)



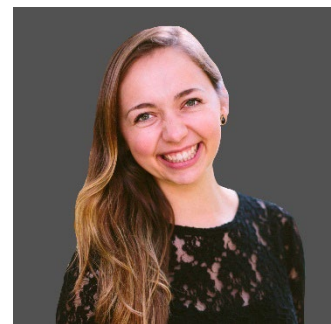
Derek Brewin, Secretary/Treasurer  
Academic (MB)



Terry Aberhart,  
Farmer (SK)



Bradley Barton  
Provincial Government (YT)



Julia Buckingham  
Member at Large (ON)



Harsh Khela  
Young Farmer (BC)



Stuart Person  
Corporate (AB)



Jim Selman  
Member at Large (ON)

## CELEBRATING 30 YEARS

During the farm financial crisis of the 1980s, interest rates soared to more than 20% and markets plummeted, leaving Canada's farmers struggling to stay in business and many forced to leave their farms indefinitely.

Government and industry turned to investing in business skills development programming and created Farm Management Canada (then known as the Canadian Farm Business Management Council) in 1992 to coordinate, develop and disseminate farm business management resources and tools to help farmers adopt the business skills and practices necessary to remain resilient and not only survive, but thrive.

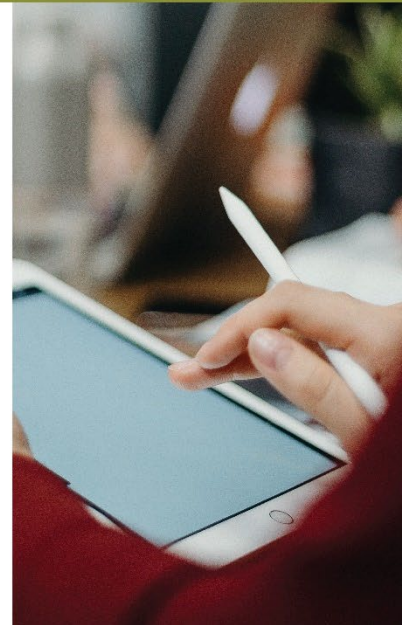
2022 marked the 30<sup>th</sup> anniversary of our tireless efforts to build the capacity of Canada's farmers to weather any storm, embrace change with confidence and seize opportunity.



Celebrating  
**30 YEARS**

We pride ourselves on **our commitment to lifelong learning and leading** at the forefront to ensure top-notch programs, resources and services are available to all farmers across Canada.

**#FMCGAC30**



### Fun Facts:

- The Farm Business Management Information Network (FBMINet) was created in 1994 to help farmers access business management information before the internet became widely available
- The first National Farm Business Management Conference was held in 1994 to showcase resources developed and available to farmers across Canada
- The first Agriwebinar was hosted in 2005 as the first online seminar farmers could tune into from anywhere across Canada
- The Step Up Program, Canada's first farm business mentorship program was launched in 2007
- Growing Your Farm Profits: Planning for Business Success was launched in 2009 as the first national farm business practices self-assessment tool for farmers



- In 2012, the Canadian Farm Business Management Council was renamed Farm Management Canada and took its first foray into social media with Twitter and Facebook channels
- The first comprehensive guide to managing farm risk was launched in 2014, later becoming AgriShield, Canada's only risk assessment and planning platform in 2018
- The National Farm Leadership Program was launched in 2020

Check out our special 30th anniversary page on our website ([fmc-gac.com/30th](http://fmc-gac.com/30th)) to read more about our history and accomplishments.

## STRATEGIC PLAN AND PRIORITIES

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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.

### **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 industry gaps.



# OUR VALUES

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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.

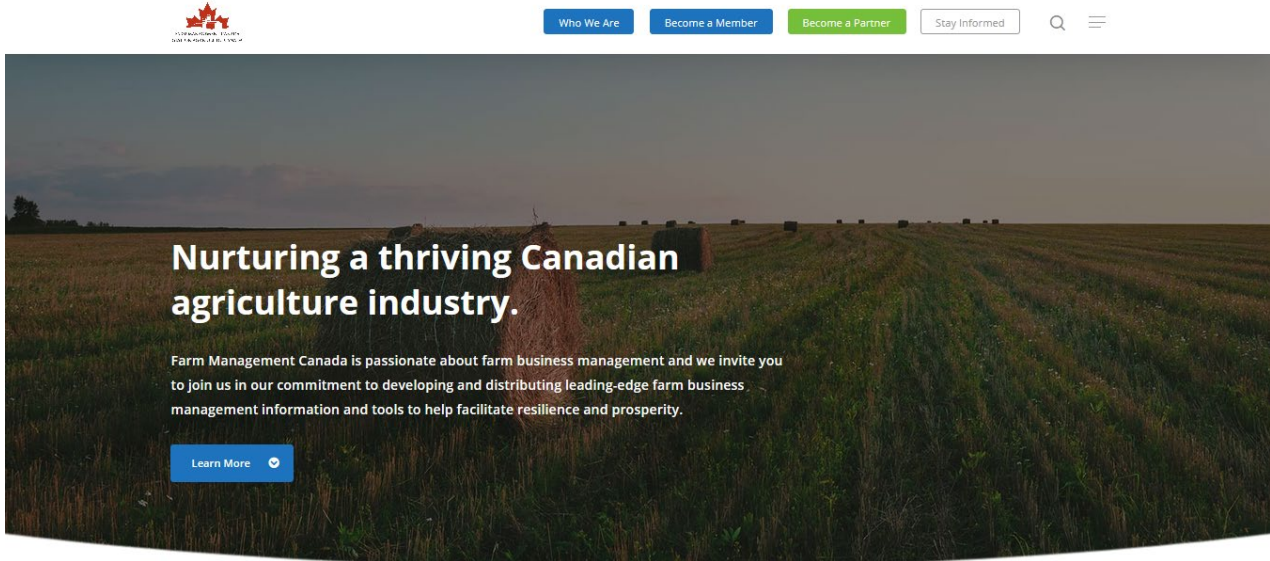
# 2022-23 PERFORMANCE HIGHLIGHTS

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- WELCOMED 75,000 VISITORS TO OUR **WEBSITES** FMC-GAC.COM, TAKEANEWAPPROACH.CA, AGRIWEBINAR.COM, FARMBUSINESSASSESSMENT.COM, FARMTRANSITIONGUIDE.CA, MYAGRISHIELD.CA, WWW.AGRIRESPONSE.CA
- 371,599 SOCIAL MEDIA USERS REACHED THROUGH 1,136 POSTS TO **TWITTER, FACEBOOK, INSTAGRAM, LINKEDIN, YOUTUBE**
- 118 **eBLASTS** SENT TO 31,704 SUBSCRIBERS
- FEATURED IN 40 **AG MEDIA ARTICLES AND INTERVIEWS, 5 RADIO INTERVIEWS** AND 6 **PODCASTS** REACHING OVER 1,000,000 TOUCHPOINTS WITH SUBSCRIBERS
- SOUGHT BY INDUSTRY TO PROVIDE 40 **PRESENTATIONS** REACHING OVER 3,000 AUDIENCE MEMBERS. REGULAR CONTRIBUTOR TO 6 **INDUSTRY AND PARTNER NEWSLETTERS**.
- SOUGHT BY INDUSTRY TO PARTICIPATE IN 20 **INDUSTRY CONSULTATIONS** AND 10 **ADVISORY COMMITTEES**
- CONTINUED RECOGNITION OF INDUSTRY EXCELLENCE THROUGH THE **WILSON LOREE AWARD**
- HOSTED THE ANNUAL **AGRICULTURAL EXCELLENCE CONFERENCE** ONLINE AND IN-PERSON, OFFERING OVER 30 LEARNING SESSIONS TO OVER 350 PARTICIPANTS
- HOSTED THE **NATIONAL FARM LEADERSHIP PROGRAM** WELCOMING 10 NEW PARTICIPANTS AND 10 ALUMNI
- HOSTED **FARM TRANSITION APPRECIATION DAY** WELCOMING 446 PARTICIPANTS VIA 3 VIRTUAL LEARNING SESSIONS AND 2 **BRIDGING THE GAP FARM TRANSITION WORKSHOPS** WELCOMING 300 PARTICIPANTS
- HOSTED 9 **ROOTS TO SUCCESS RISK MANAGEMENT** TRAINING SESSIONS WELCOMING 100 PARTICIPANTS
- HOSTED A **NATIONAL RISK MANAGEMENT FORUM** WELCOMING 30 INDUSTRY LEADERS AND CREATED A **FORUM REPORT** WITH RECOMMENDATIONS FOR BUILDING FINANCIAL RESILIENCY
- HOSTED 5 **FARM FINANCIAL FLUENCY** TRAINING SESSIONS WELCOMING 135 PARTICIPANTS
- CONDUCTED NEW RESEARCH INTO **UNDERSTANDING THE IMPACT OF CLIMATE CHANGE ON FARM RISK AND THE ADOPTION OF BEST MANAGEMENT PRACTICES, AND THE COMPETITIVE ADVANTAGE, BUSINESS SKILLS GOALS AND NEEDS OF CANADIAN FARMERS**

## FMC-GAC.COM

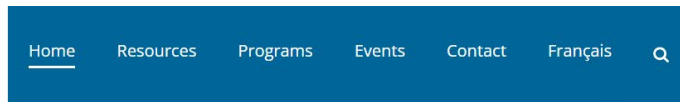
Visit [fmc-gac.com](http://fmc-gac.com) to learn about our team, our mission, programs, projects, research, publications, and other initiatives.



## ONLINE RESOURCE CENTRE: [www.TakeaNewApproach.ca](http://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





## 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  
Follow us on [LinkedIn](#)

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

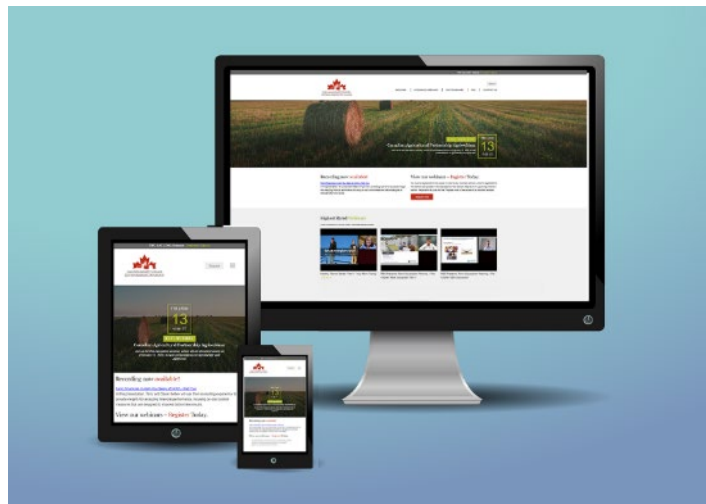
Subscribe to our  
[YouTube](#) channel /FMCGAC

## AGRIWEBINAR®

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

Visit [www.Agrிwebinar.com](http://www.Agrிwebinar.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 CONFERENCE



## REACHING NEW HEIGHTS

November 22-24, 2022  
Canmore, Alberta and Online

Farm Management Canada held its annual National Agricultural Excellence Conference in Canmore, Alberta and virtually welcoming over 350 participants from across Canada.

This year's theme, **Reaching New Heights**, was a celebration of the opportunities ahead for Canadian agriculture and acknowledging and embracing the farm business management practices that provide the foundation for success.

In addition to 6 keynote presentations, the Conference included a farm tour at Hilton Ventures Farm and Origin Malting & Brewing, 4 panel discussions, 4 concurrent workshops and a RealAg Radio Live broadcast. All sessions are available to view on our [YouTube channel](#).

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 generous sponsors and supporting partners for making this conference possible.

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**Workshop Sponsor**



**Panel Sponsor**



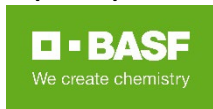
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## WILSON LOREE AWARD

### Congratulations to our 2022 recipient: Michele Rogalsky!

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

Michele has dedicated her career to the advancement of agricultural education and training, retiring in 2022 from the University of Manitoba, School of Agriculture after 33 years of service. She spearheaded a critical revitalization of the two-year Diploma in Agriculture program, transforming the curriculum into one of the top applied farm management and production agriculture training programs in Canada. As part of the renewed curriculum, Michele engaged with industry technology partners to integrate digital agriculture which resulted in a new course titled "Agricultural Technologies for Farm Management Decision Making" which has brought together agricultural tech firms with students to explore and evaluate instrumentation and digital analysis platforms at the University of Manitoba's Carman research station and on their own farms.



Pictured (L-R): Michele Rogalsky accepting the 2022 Wilson Loree Award from Wilson Loree.

Under her guidance, the School of Agriculture has established itself as a farm safety education and training leader, and Michele facilitated a collaboration with Brodenhead Ojibway Nation to incorporate growing Indigenous foods and medicines, exploring sustainable food systems, nutrition, land stewardship and business practices.

According to student feedback, Michele's farm instructors made one of the best pivots to deliver effective online offerings during the COVID shutdowns on campus. Most of her current team of instructors were mentored by Michele as her students.

Throughout her career, Michele served on a number of industry Boards including the Canadian Agricultural Safety Association, the Canadian Agricultural Human Resources Council, and as Chair of the Canadian Association of Diplomas in Agriculture Program.

Michele was nominated by Derek Brewin, Chris Hamblin, and Martin Scanlon to receive the 2022 Wilson Loree 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 – JANUARY 10, 2023

Farm Transition Appreciation Day (FTADay) was created to encourage and celebrate progress in farm transition.

Farm Management Canada marked the day with a social media campaign and an Agriwebinar presentation titled *Succession Planning on Canadian Farms: Evidence from the Farm Financial Survey* presented by Jennifer Syme of Agriculture and Agri-Food Canada's Research and Analysis Directorate who shared some of the highlights of the survey. The Do More Agriculture Foundation also presented a fireside chat with farm family coach Elaine Froese and mental health professional Mona Cooley discussing *Prioritizing Emotional Wellbeing While Finding Harmony in Farm Transition*, facilitated by Executive Director Megz Reynolds. Farm Credit Canada presented a session titled *Handing over the keys: Transferring knowledge in farm transition*, presented by FCC's Annessa Good.



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.

**Colin Penner** @ColinPenner · Jan 10  
There are still a lot of questions whether this crew will be the next generation to farm this land but I'm very thankful for the folks that have given me the opportunity to start thinking about it [#FTADay2023](#)



2 6 67 11.3K

**Lonesome Dove Ranch** @tara\_m\_davidson · Jan 10  
It's Farm Transition Appreciation Day. When we think of the long-term future of our farm, we think of our children and want to encourage their dreams wherever they take them! (One kid is literally dreaming here 😊👉) [#familyfarm](#) [#FTADay2023](#)



2 4 39 3,314

In partnership with:



## BRIDGING THE GAP: FARM TRANSITION WORKSHOPS

This workshop is uniquely designed to engage multiple generations working together on the family farm in meaningful discussions to better understand each others' concerns and considerations for the future of the farm and in support of farm transition planning. Participants receive a workbook to guide them through assessing their situation, improving communication, navigating resistance, the key elements to planning, and working with a transition team. They also gain access to valuable resources and tools to help them along the way.

*"This was the first time that all four of us have been encouraged to attend the same learning event together. Usually only one person is able to attend and attempts to bring home the information and try to relay what they learned. This was a priceless experience."*

Participants are encouraged to ask questions and discuss their farming situations with the group, for an opportunity to share insights, transfer knowledge and network.

In partnership with:



## 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.



Training sessions were delivered covering grains and oilseeds, dairy and mixed 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:





# 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 800 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 3.0 (FSA 3.0), 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.

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. Presentations were also provided to agricultural students and at industry events.

**"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**

## NATIONAL AGRICULTURE RISK MANAGEMENT FORUM

A National Risk Management Forum was hosted in Ottawa to identify the impacts of actual, emergent, and potential risks and opportunities for agriculture to establish a path forward and make meaningful progress in building on-farm risk resilience and the build capacity for Canada's farmers to seize new opportunities.

A comprehensive Forum Report is now available at: [www.fmc-gac.com/programs-services/research-analysis/#risk-management](http://www.fmc-gac.com/programs-services/research-analysis/#risk-management).

The Report contains key messages and recommendations identifying roles and responsibilities for key players within Canada's agricultural sector.

Recommendations include:

- Create a national risk management education and communication strategy for producers.
- Demonstrate the connection between sustainability, resilience and risk management to increase the understanding of the practical benefits for farmers.
- Undertake greater collaboration with farmers when designing farming policies and programs like the Sustainable Agricultural Policy.
- Coordinate and expand farm financial literacy and risk management training.
- Standardize farm financial statements and streamline farm financial reporting.
- Encourage producer groups and farm organizations to prioritize, invest in, and coordinate risk management training and education.
- Identify gaps in agricultural research and development of new technologies to support emerging risks.
- Invest in mental health programming that caters to the unique needs of farmers.
- Prioritize investments into high-speed internet to ensure rural communities have access to educational programming and resources.



## SEEDS OF CHANGE REPORT: HOW CLIMATE CHANGE IS DRIVING NEW OPPORTUNITIES AND RISKS IN AGRICULTURE

Traditional forecasting methods fail when the future looks nothing like the past. How best then, to manage risk when faced with this kind of uncertainty? Farm Management Canada responded to this challenge by undertaking a foresight exercise focused on the risks and opportunities surrounding:

- Shifting diets to include more fruit, vegetables and non-animal protein alternatives; and
- Soil carbon sequestration markets.

Potential outcomes including opportunities and risks to farmers and ranchers were identified, along with recommendations for Canada's agricultural industry. To read the full Report, visit:

[fmc-gac.com/programs-services/research-analysis/#climate](http://fmc-gac.com/programs-services/research-analysis/#climate)



# AGRIRESPONSE.CA

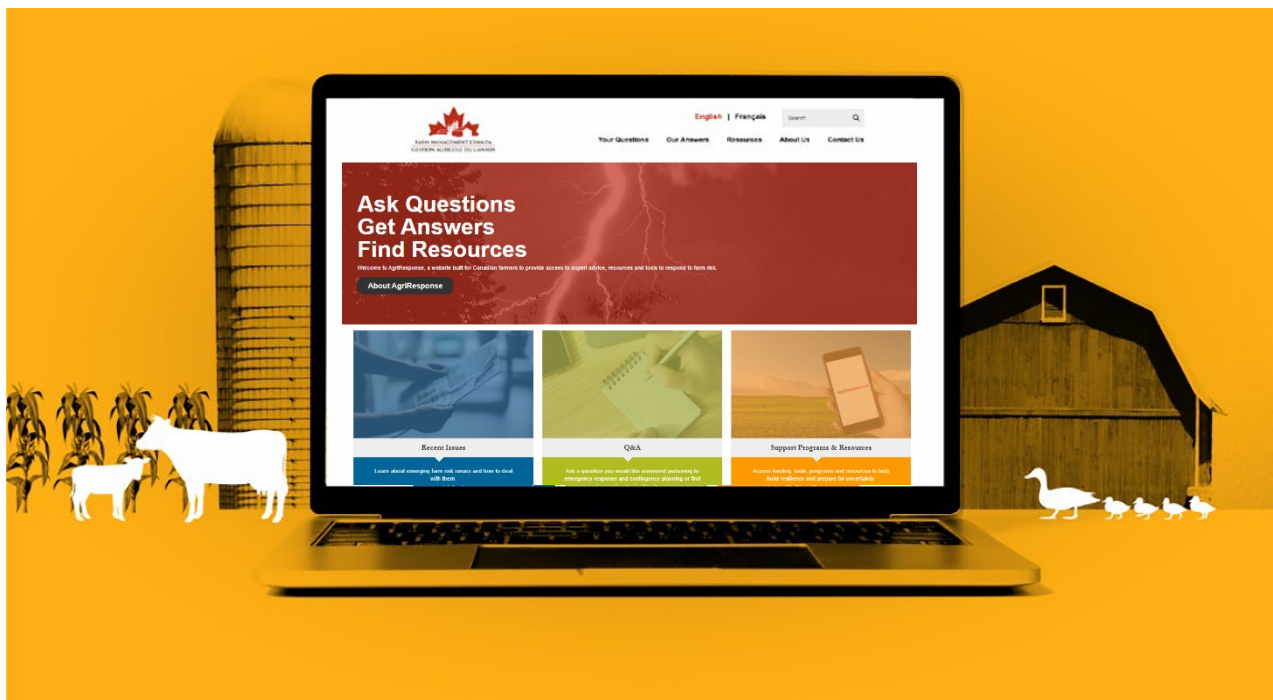
## ASK QUESTIONS. GET ANSWERS. FIND RESOURCES.

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.



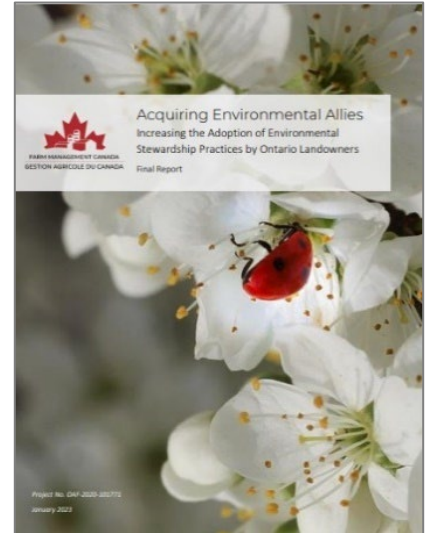
AgriResponse is a way for us to focus our attention on the immediate concerns expressed by producers, and help provide immediate solutions. We hope that Canadian producers will take advantage of this opportunity to build their resilience.

Funded in part by:



# ACQUIRING ENVIRONMENTAL ALLIES: INCREASING THE ADOPTION OF ENVIRONMENTAL STEWARDSHIP PRACTICES BY ONTARIO LANDOWNERS

As societal pressures around environmental stewardship increase and Canada has set ambitious targets for achieving its environmental outcomes, the agricultural sector will continue to come under the spotlight for its role in environmental sustainability. While environmental stewardship is practiced by many primary producers and recognized as a necessity for the sustainability of the sector's natural capital, participation in environmental programs remains relatively low, especially in Ontario. Industry associations in various production sectors have created sustainability assessment frameworks for their members to measure and work towards desired environmental and social goals. Now more than ever, environmental practices are inherently linked to more than just environmental outcomes.



Management experts and scholars view sustainability through the triple-bottom-line, recognizing there is a balance between achieving environmental, economic and societal goals. Government and Industry will benefit from recognizing and promoting the triple-bottom-line to primary producers to help increase the adoption of agri-environmental programming.

This project sought to improve our understanding of how landowners could be engaged to participate and improve the environmental stewardship of their lands by studying the adoption of environmental stewardship practices in other jurisdictions and farm business management best practices.

The research reveals a number of opportunities to increase the participation of landowners in agri-environmental programming. The recommendations derived from this research are presented in three (3) distinct categories: Policy and Programming, Communication Tactics and Strategies, and Future Research.

For the Final Report including Findings and Recommendations, visit: [fmc-gac.com/programs-services/research-analysis/#stewardship](https://fmc-gac.com/programs-services/research-analysis/#stewardship).

Funded 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 fourth cohort of the National Farm Leadership Program began its journey in January and welcomed 10 participants who will continue their learning and leading journey for the remainder of the year.

## Program details:

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

Ten program alumni joined the 2023 cohort for the residency to revisit their personal develop plans and work on skills development.

"I used to try and micromanage everything to death. On top of that, I wanted perfection. The benefits of teaching and delegating to others is really starting to shine...everyone is stepping up and the work is getting done. I no longer feel like it's all up to me. I can play a more supportive role as a leader."

- Derek Axten, Axten Farms



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:



## 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, 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 that's shared around the world. Meet our IFMA reporting team:



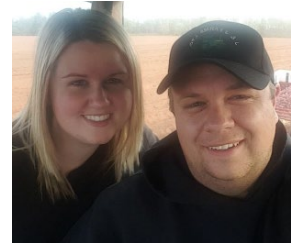
**Heather Watson**  
Farm Management  
Canada



**Eric Micheels**  
University of  
Saskatchewan



**Hannah Konschuh**  
Generation Land & Grain Co.



**Morgan Smallman**  
J & J Farms



## INTERNATIONAL FARM MANAGEMENT CONGRESS

JUNE 26 – JULY 1, 2022

COPENHAGEN, DENMARK

The 23rd International Farm Management Congress took place June 26 – July 1 in Copenhagen, Denmark.

The theme of the Congress was Strategic Farming in Scandinavia and focused on what it takes to be a successful farm business manager under a variety of circumstances and different conditions. The Congress focused on key elements including production, markets, economics, leadership, and strategy.

Over the course of 5 days, participants from around the world heard from industry experts through keynote presentations, concurrent sessions and panel discussions. Participants also had the opportunity to participate in 2 days of farm tours to explore the farming challenges, as well as having the opportunity to enjoy the beautiful countryside of Scandinavia.

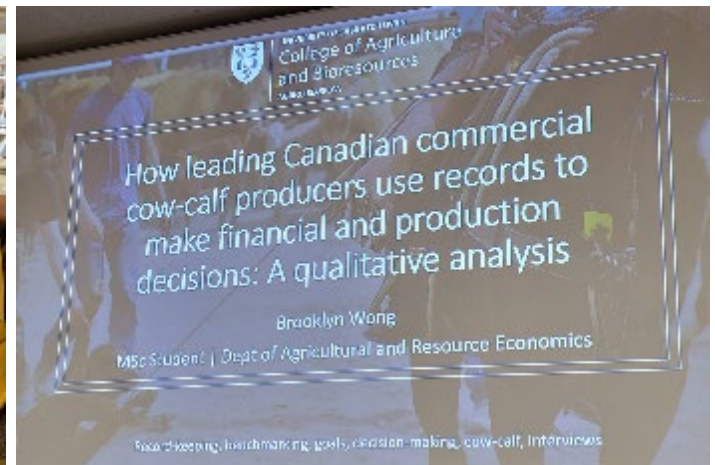
For those looking for more, a Pre-Congress tour was hosted, taking delegates on an agricultural tour starting in Norway, through Sweden and ending up in Denmark for the Congress.

Visit our social media channels to follow our journey through Scandinavia and the Congress @IFMAOnline!











## 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.



## 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
- Facilitate collaboration and coordinate activities
- Maintain a solid network of thought-leaders
- 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



The goal of these 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



Skills Development Working Group



Canadian Agricultural Safety Week and Audit Committee



Farm Financial Standards for Canada



Canadian Agri-Food Sustainability Initiative



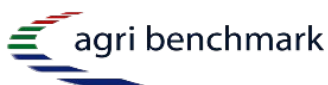
North American Agricultural Advisory Network



Empowering Lasting Leadership Excellence (ELLE) Program



AgHR Roundtable



Agri benchmark Canadian Network



Student Farm Project Review Panel





Farmer Mental Health Focus Group



Peer Groups Toolkit



Measuring Program Impact and Organizational Governance



Risk Management Study



Farmer Health and Wellbeing Study



Farmer Mental Health Strategy



Advisory Committee



International Farm Transition Network



Program Review

## FARM MANAGEMENT CANADA'S PRESENTATIONS TO INDUSTRY

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



**EXPECT THE UNEXPECTED – WHERE RISK MEETS OPPORTUNITY**  
April 1, 2022



**ANNUAL P/T MINISTRY BUSINESS DEVELOPMENT SHOWCASE**  
November 25, 2022



**ANNUAL MEETING AND ROUNDTABLE**  
June 13-15, 2022



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



**USING FARM TECH TO MANAGE THE FARM BUSINESS**  
August 9, 2022



**MANAGING FARM RISK**  
September 15, 2022



**FARM BUSINESS MANAGEMENT 101**  
September 16, 2022



**ANNUAL CONFERENCE: SAFETY IS OUR PROMISE**  
October 3-6, 2022, Hamilton, Ontario



**A COMPREHENSIVE APPROACH TO MANAGING FARM RISK**  
October 12, 2022



**INFLUENTIAL WOMEN IN CANADIAN AGRICULTURE SUMMIT – WORKING TOWARDS WORK/LIFE BALANCE**  
October 18, 2022



Statistics  
Canada

Statistique  
Canada

### FPT MINISTRY MEETING

October 26, 2022



### NEXT GENERATION OF LEADERS IN AGRICULTURE – CANADA CONVENING

November 3, 2022



### FARMER MENTAL HEALTH

November 10, 2022



### MANAGING FARM RISK

November 16, 2022



### NATIONAL ROUNDTABLE FOR EDUCATORS

December 16, 2021



### PLANNING FOR FARM BUSINESS SUCCESS

March 8, 2023



### AGRICULTURAL LEADERSHIP

March 14-16, 2023, Ottawa, Ontario

## FARM MANAGEMENT CANADA IN THE MEDIA

### APRIL

- FCC Express: Consider Yourself a CEO?
- Country Guide: So You Want to Be a Farm Advisor
- WS: Understanding the Experience of Canada's Women on the Farm
- Press Release: AgEx Conference
- Press Release: The 23<sup>rd</sup> International Farm Management Congress

### MAY

- Better Farming: Farm Transition Planning
- Annex Business Media: Interview with Influential Women in Canadian Agriculture Heather Watson
- Press Release: 23<sup>rd</sup> International Farm Management Congress in Denmark

### JUNE

- Country Guide: Making Up Your Mind in 2022
- AgriResponse: A New Kind of Pest: Hackers and Cyberattacks in Today's Agriculture
- AgriNews: Heather Watson is One of 2022's influential Women in Canadian Agriculture
- The Western Producer: A Farm Women's Life: Survey on Experiences of that World

### JULY

- HillNotes: The Mental Health of Canadian Farmers
- Ontario Farmer: Losing the Farm
- Stigma Free Society: Farmer Mental Health

### AUGUST

- FCC Express: Farm Incorporation
- FCC Express: How Preparation and Planning Can Reduce Farm Risk
- Farms.com: Tackling Family Dynamics

### SEPTEMBER

- Country Guide: Education Issue



- Canola Digest: Farm Financial Literacy
- Impact Farming: Celebrating 30 years of Farm Business Excellence

#### OCTOBER

- Impact Farming: What to Expect at AgEx
- Press Release: Farm Transition Appreciation Day 2023

#### NOVEMBER

- Country Guide: Do You Have a Plan to Learn?
- RealAgriculture: Three Ways to Reduce Financial Stress on the Farm
- RealAgriculture: In-Person, Online or Hybrid Learning?
- RealAgriculture: Building a Strong Farm Team Through People Power
- RealAgriculture: Leveraging Management Expertise to Achieve a Future Vision
- RealAg Radio: Achieving Farm Management Excellence
- RealAg Radio: Farm Succession Stories
- RealAg Radio: Setting the Farm Up for Financial Success
- AgriResponse: What the Transformation of Protein Production Means for Livestock Producers

#### DECEMBER

- RealAgriculture: Data Optimization Can Make a Good Farmer Great
- RealAgriculture: Including Farmers Voices in Policy Making
- RealAgriculture: Planning for Business Growth
- The Island: Farm Transition Appreciation Day

#### JANUARY

- RealAgriculture: Succession Planning Questions to Ask – Even If the Kids are Still in Diapers
- RealAgriculture: A Path to Greater Leadership Effectiveness
- Press Release: National Farm Leadership Program
- The Grower: Farm Transition Appreciation Day
- Manitoba Cooperator: Farm Transition Appreciation Day
- Penticton Herald: Farm Transition Appreciation Day
- Farms.com: Ontario Producer Shared her Farm Transition Story
- Niagara This Week: Farm Transition Appreciation Day
- RFDTV “Frontline Farming”: Farm Transition Appreciation Day

#### FEBRUARY

- Country Guide: Farm Advisors a Growing Trend
- Canola Digest: Contingency Plan for Health
- AgriResponse: Carbon Farming – The Way of the Future?

#### MARCH

- Impact Farming: The Farm Transition Dating Game
- AgriResponse: Global Supply Chain Conditions are Changing – What Will This Mean for Canadian Farmers?
- Post-Pandemic Inflation and the Need for On-Farm Financial Management
- Press Release: National Farm Risk Management Forum – How to Build Farm Financial Resilience
- Press Release: AgriShield Becomes the First Risk Management Platform to Achieve FSA 3.0 Gold
- Press Release: New Research Report – Acquiring Environmental Allies

# REACH & IMPACT: A NATIONAL SUMMARY

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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 2,000 knowledge resources resulting in over 6,000,000 touch points.

The results of Farm Management Canada's 2022-23 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:

- ✓ 92% of Farmers are more aware of beneficial business management strategies and tools
- ✓ 92% of Farmers are adopting beneficial management strategies and tools in their operation
- ✓ 80% of farmers are adopting planning practices for their operation
- ✓ 85% of Farmers have advanced their business goals

The top 5 plans farmers adopted\* through Farm Management Canada programs, resources, and/or tools:

1. Financial plan
2. Strategic Business plan
3. Environmental plan
4. Operational plan
5. Succession or Transition plan

The top 5 beneficial practices adopted\*:

1. Conducted a risk (and/or opportunity) assessment for my farm (ex. SWOT analysis)
2. Managed my business and made decisions according to my plan
3. Established a clear vision and strategic goals for my farm
4. Used a detailed financial record-keeping system to track production costs more carefully

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

The top 5 ways Farm Management Canada has contributed to business success\*:

1. Increase confidence and make better decisions
2. Maintain/increase profitability and keep finances under control
3. Adapt, respond to, and manage change
4. Strengthen my ability to obtain financing
5. Capture opportunities and innovate

*\*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

- 79% of Farmers gained over 5% profitability
- 74% of Farmers gained over 5% cost savings
- 67% of Farmers gained over 5% in well-being (personal/family health, mental state, stress)
- 56% of Farmers gained over 5% access to capital

### **What impact have Farm Management Canada's activities had on you?**

*"This is exactly what I was looking for. I plan to present this information to my dad and uncle and hopefully we can get some more plans and structure in place to streamline everything going forward!"*

*"This is really great information - it helps us understand how some of our programs may be falling short between policy frameworks."*

*"The chronic issue is if you don't fully understand your ROI opportunities across the farm enterprise you can't make a leap to understanding the benefit of eBMP's"*

*"As a business professional with a focus on agriculture, I have been to many industry conferences and this conference was the first time I felt like it was 100% applicable to me and my role within the industry. Lakeland College was fortunate enough to bring our farm management class to the conference and the experience was fantastic. Not only did our students learn more about management practices from the industry experts they also had the opportunity to build their networks that will work to expand their future potential as they begin their careers in the world of agriculture."*

*"My favorite part is really bridging that gap between what we teach in the classroom theoretically, and how that applies in farm business management practice. I've seen lots of connections made between what my students are learning in the classroom and how that would apply in a farm management context."*

*"The opportunity for both generations to sit down in a workshop and actually work through some of the questions that need to be answered. This was the culmination of all my previous preparation work and provided the best opportunity for all invested parties to make some progress."*

*"Ag Excellence is always a great conference to connect with other business leaders, industry partners, and farmers. To get together and celebrate the benefits and value, farm business management, and creating what you want out of your life and business."*

*"The Farm Financial Literacy course was invaluable. It has helped me follow along with what my accountant presents and has taught me the basics of calculating financial ratios and identifying trends so that I can make financial decisions that are congruent with my desired amount of risk."*

*"After taking the farm financial literacy course, I plan to modernize my accounting to include Labour Power Machinery (LPM) and Land Building and Finance (LBF) expenses, calculate ratios to look at trends, and talk to farm business experts about what these numbers mean and base future decisions off of them."*

*"I now understand the different financial information available and how to utilize it to analyze farm financial health."*

*"Understanding the value of the difference in cash and accrual accounting, and the importance of using accrual information to get a more accurate picture of my farm finances."*

*"I am going to keep working on getting better at communication and leadership skills. I'm no longer afraid to spend money on specialized advisors if we need them as the transition to next generation goes into the implementation stage."*

*"We are going to start having more business-focused meetings on the farm."*

*"To plan, organize, guide, coordinate, supervise and control all farm business activities in order to achieve efficient, economic and sustainable development of agricultural production."*

*"I have learned so much and implemented a lot of what I have learned into our business and plan to continue to do so."*

*"Learned that leaving a toxic family business is an option and that failure in family succession is not fatal."*

*"I have started many binders with specific business plans in place, I still need to fully implement all the practices and then update yearly."*

*"Over one's lifetime there is a transition of skills needed, the first ones are building and growing and strategic, the later ones are advisory, mentoring and transitioning."*

*"Making connections with other people in similar circumstances - or different stages in their learning journey. Seeing how other businesses manage changes and strategies - getting inspired by what they do."*

*"Without groups like Farm Management Canada, I would not feel confident in the transitioning of our farm to the next generation or the continued viability of the farm with all the government policy changes."*

*Farm Management Canada has encouraged me to sit down with my brother and look at our farm, and see the financial areas we can improve.*

*We are better equipped to bring on the next generation and more confident that the farm will continue to be successful. These sessions have also alleviated some of the fear of current & future government policies that have & will impact the profitability of our farm. I am very grateful to Farm Management Canada and all the organizations that are helping farmers better manage their business and quality of life!*

*Farm Management Canada provides excellent and impartial advice to consultants like me and the rest of the ag industry*



## Drivers and Challenges in Changing Management Practices

As part of the annual Performance Survey, 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"> <li>1. Comparing performance with previous years or other farms</li> <li>2. Planning for transition/succession or a change in ownership</li> <li>3. Seeking increased profitability</li> <li>4. Conducting a business assessment (including risk assessment, skills assessment)</li> <li>5. A new opportunity has emerged</li> </ol> | <ol style="list-style-type: none"> <li>1. Planning for transition/succession or a change in ownership</li> <li>2. A new opportunity has emerged</li> <li>3. Advice from a farm advisor/consultant including agronomist, accountant, lawyer, business advisor or coach, banker, lender</li> <li>4. Creating or reviewing a strategic plan for the farm and setting performance targets</li> <li>5. Planning to expand/increase production</li> </ol> |

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"> <li>1. Demands from lenders/creditors</li> <li>2. Market changes influencing sales</li> <li>3. Consumer demands/perceptions influencing farm practices</li> <li>4. A new risk has emerged</li> <li>5. Planning to reduce farm debt</li> </ol> | <ol style="list-style-type: none"> <li>1. Government regulations/policy/incentives/programs</li> <li>2. Insights gained from a learning event or resource such as a workshop, conference, webinar, article, or publication</li> <li>3. Consumer demands/perceptions influencing farm practices</li> <li>4. Comparing performance with previous years or other farms</li> <li>5. Market changes influencing sales</li> </ol> |

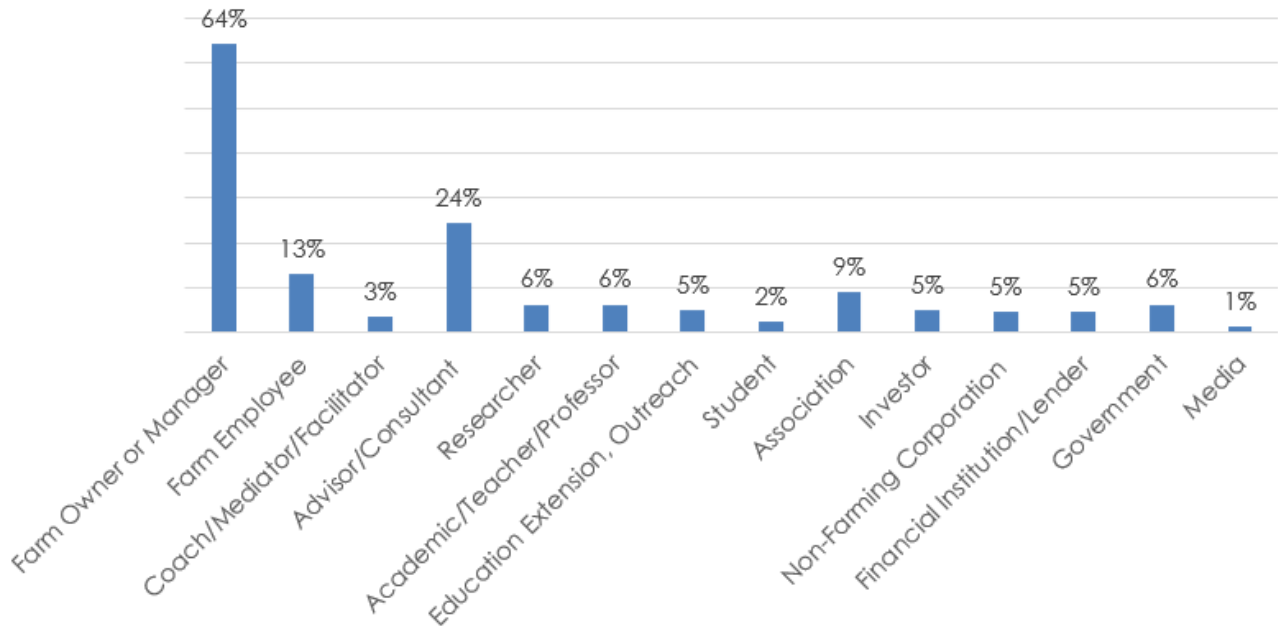
Farmers and Non-Farmers (ex. Advisors) were also asked the **Biggest Challenge** in implementing farm business practices:

| Farmers   | Non-Farmers (ex. Advisors)  |
|---|---|
| <ol style="list-style-type: none"> <li>1. Time management</li> <li>2. Financial management</li> <li>3. Lack of access to funding</li> <li>4. Lack of access to skilled labour</li> <li>5. Difficulty with transition process and generational issues</li> </ol> | <ol style="list-style-type: none"> <li>1. Getting farmers to see the value of focusing on business management</li> <li>2. Getting farmers to see the value of acquiring the services of advisors and consultants</li> <li>3. Lack of education</li> </ol> |

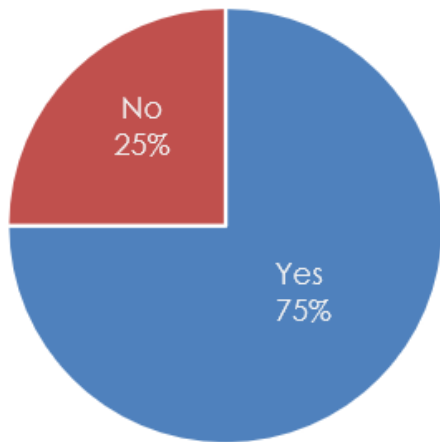
The contrast between comments from farmers and non-farmers is an interesting point of discussion and reflection to inform Farm Management Canada's programming and communication efforts.

# DEMOGRAPHIC PROFILE OF FARM MANAGEMENT CANADA'S 2022-23 AUDIENCE

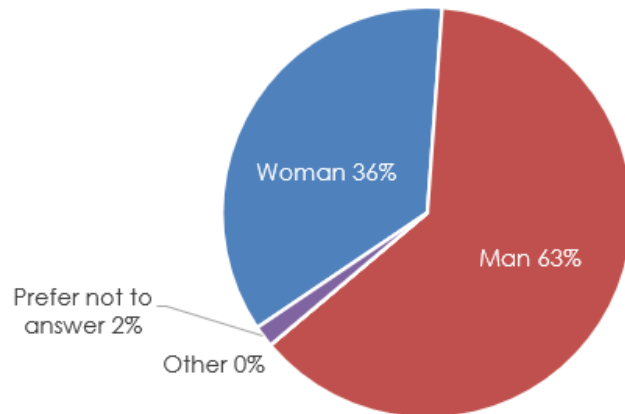
## Occupation



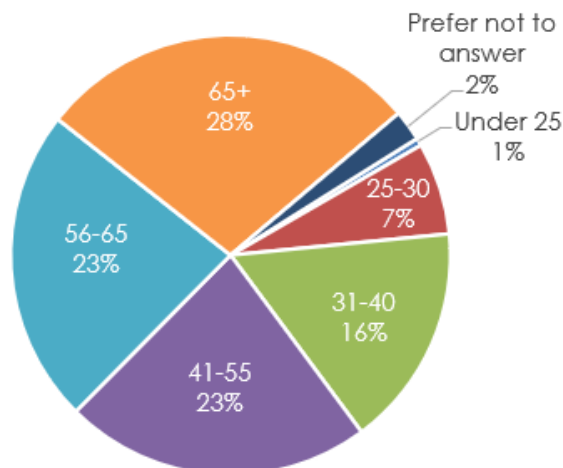
## Do you farm?



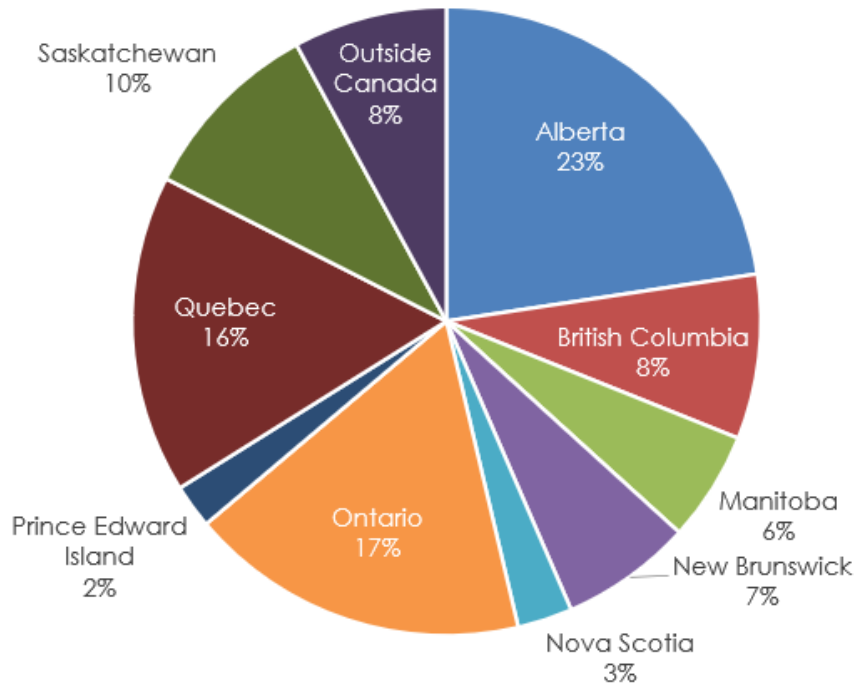
## Gender



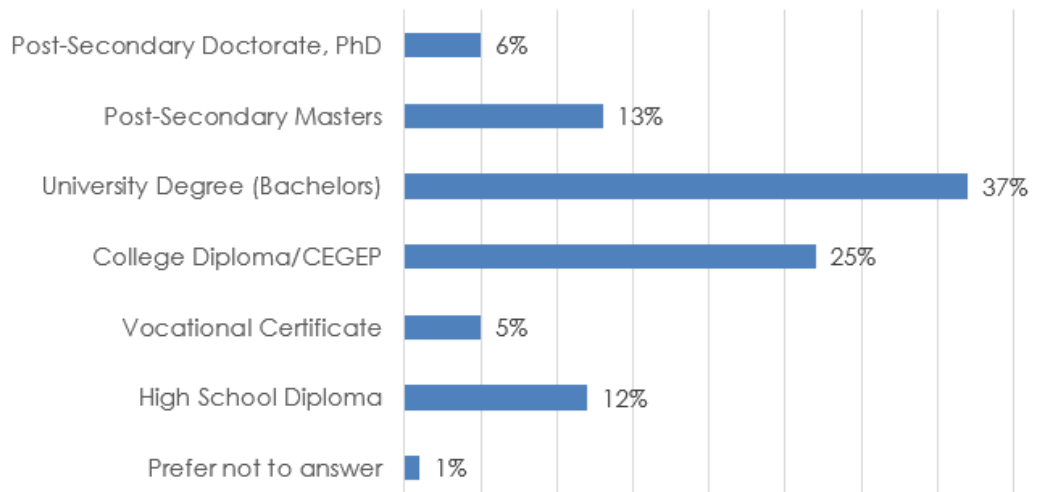
## Age



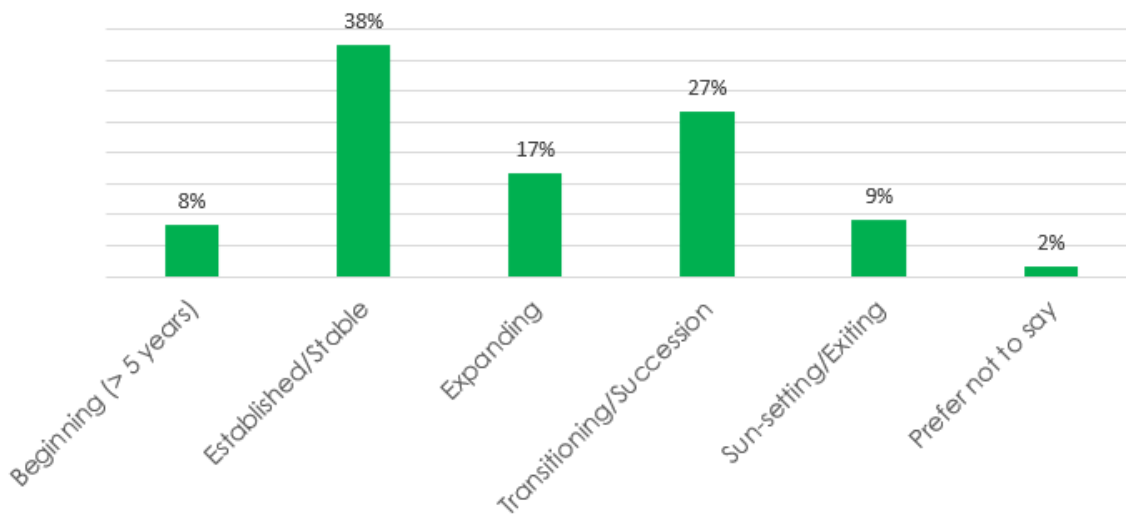
### Location



### Level of Education

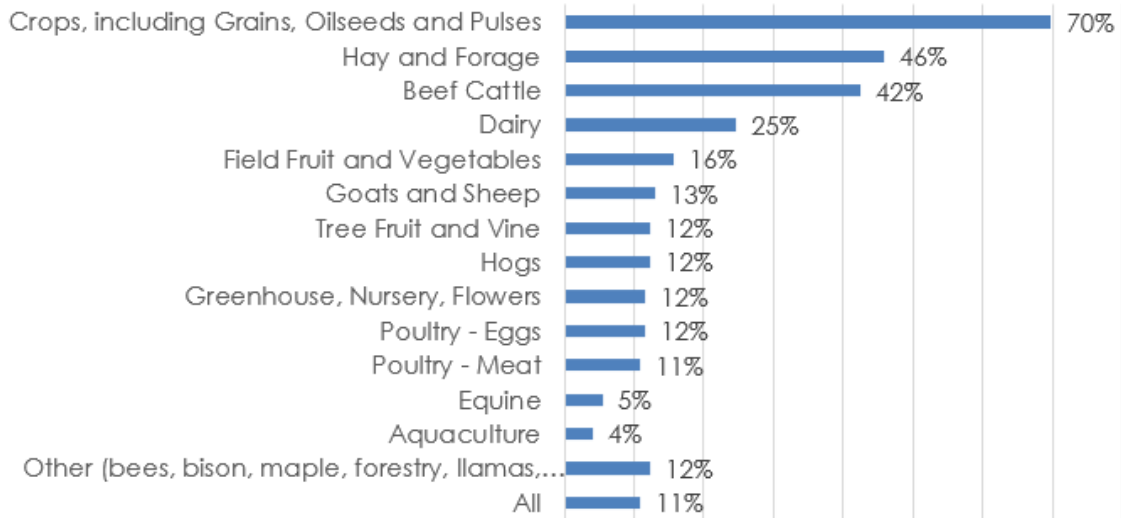


### Stage of Farming

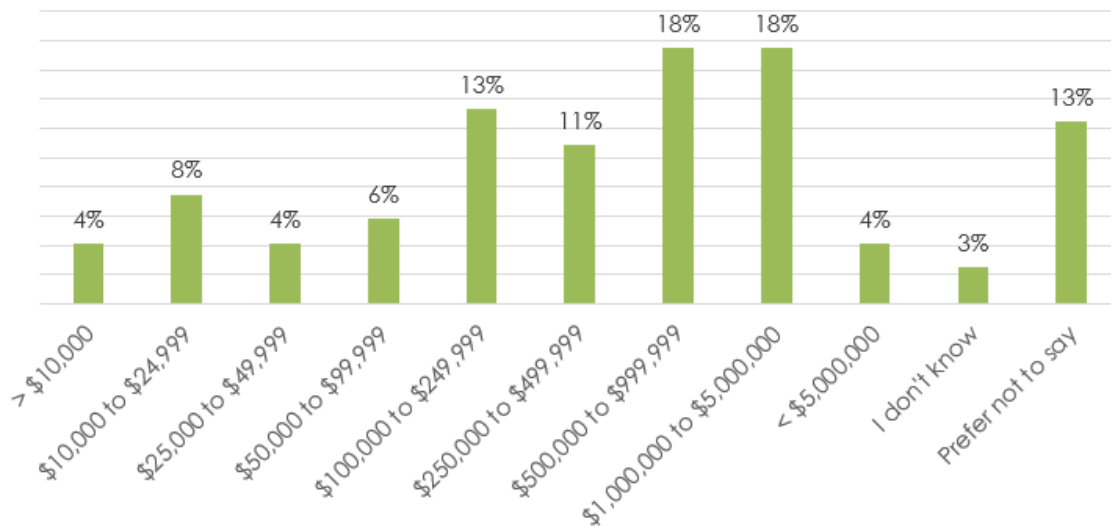




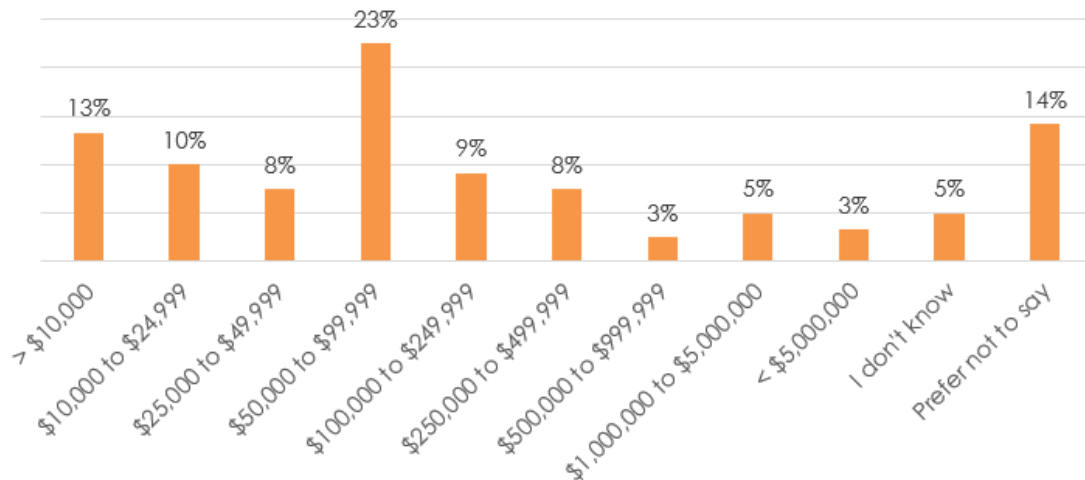
## Production Sector



## Gross Farm Sales



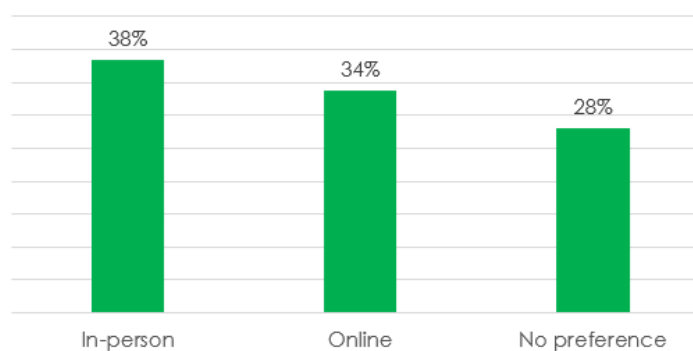
## Net Farm Income



## Preferred Learning Topics



## In-person vs Online Learning Preference



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.

## OUR MEMBERS

### CORPORATE MEMBERS

- BDO CANADA LLP
- MNP
- BMO BANK OF MONTRÉAL
- FARM CREDIT CANADA
- AGRICULTURAL FINANCIAL SERVICES CORPORATION
- TELUS AGRICULTURE

### ASSOCIATION/ORGANIZATION MEMBERS

- AGRICULTURAL PRODUCERS ASSOCIATION OF SASKATCHEWAN
- AG RISK MANAGERS
- 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 FEDERATION OF AGRICULTURE
- 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
- MANITOBA FORAGE AND GRASSLAND 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 MANITOBA

## GOVERNMENT

- BRITISH COLUMBIA MINISTRY OF AGRICULTURE AND FOOD
- 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
- 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

### *PROVINCIAL/TERRITORIAL REPRESENTATIVES:*

|                      |                              |
|----------------------|------------------------------|
| British Columbia     | Trish Laugharne, Gary Flaten |
| Manitoba             | Lynn Gilmore                 |
| New Brunswick        | Sylvain Gadbois              |
| Nova Scotia          | Jeff Wentzell                |
| Prince Edward Island | Suzanne MacNeill             |
| Quebec               | Patrice Carle                |
| Saskatchewan         | Jaycee Adrian, Ken Evans     |
| Yukon                | Brad Barton                  |

## INDIVIDUAL MEMBERS

|                         |                                    |                         |
|-------------------------|------------------------------------|-------------------------|
| ADELE MINEAU            | JAKE LEGUEE                        | MICHAEL BOSSY           |
| ANDREA GAL              | JEANNETTE MONGEON + MICHEL DIGNARD | MONIKA BENOIT           |
| ANDREA MCCOY-NAPERSTKOW | JIM SELMAN                         | NANCY ROSS              |
| ANNESSA GOOD            | JOERG ZIMMERMANN                   | PAUL & JENNIFER LOEPPKY |
| ART LANGE               | JOHN SPENCER                       | REG SHANDRO             |
| BARBARA PARKER          | JOHANNE HOGERVORST                 | RICK LEKX               |
| COLLEEN YOUNIE          | JONATHAN SMALL                     | ROBERTA GALBRAITH       |
| DONALD GOOD             | JUDY WILSON                        | RON FRIESEN             |
| EARL POLLOCK            | KENT FULFORD                       | SALAHUDDIN SAIYED       |
| FREDERICK MINER         | LARRY MARTIN                       | SCOTCH LINE FARM        |
| GEORGE GELDART          | LEIGHTON KOLK                      | STEPHEN DUFF            |
| GILLES-ANDRÉ GAUTHIER   | LEN DAVIES                         | STERLING HILTON         |
| GRAHAM GILCHRIST        | LYNDA TAYLOR                       | TERRY ABERHART          |
| HARSH KHELA             | MARIO ROY                          | TERRY KREMENIUK         |
| HENRY VOS               | MATHIEU ROULEAU                    | TRAVIS HOOPER           |
| HOLLY WHITE             | MELANIE LALONDE                    | TRUDY NIGGLI            |
| HUMPHREY BANACK         | MÉLANIE LANCAULT                   | VINCENT CLOUTIER        |
| JACOB MURRAY            | MERLE GOOD                         | WILSON LOREE            |



## STAYING CONNECTED

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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](http://www.FMC-GAC.com) to stay informed of our activities.

## LOOKING AHEAD: 2023-24

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2022 marked our 30<sup>th</sup> 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, managing farm risk, and helping farms transfer to the next generation of leaders. We look forward to bringing new learning opportunities to Canada's agricultural industry to foster on-farm resilience and sustainable growth. And, we will continue to conduct ground-breaking research to understand and meet the evolving needs of Canada's farming population and opportunities to deliver best-in-class programming.

We hope that we will be successful in securing continued support under the Sustainable Canadian Agricultural Partnership. 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 contribution to the economic, social and environmental goals of our great nation.

Sincerely yours,

*Farm Management Canada*



**"The future belongs to those  
who prepare for it today."**

~Malcom X



FARM MANAGEMENT CANADA  
GESTION AGRICOLE DU CANADA