



FARM MANAGEMENT CANADA  
GESTION AGRICOLE DU CANADA

# Fall Update 2023





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# Fall Update 2023

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Andrea Gal

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Heather Watson

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**INFO@FMC-GAC.COM**

# MESSAGE FROM OUR CHAIR



**Andrea Gal**

## **OUR VISION:**

A resilient and thriving Canadian agricultural industry.

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## **OUR MISSION:**

To champion farm management excellence.

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## **OUR PURPOSE**

To be the Canadian organization that facilitates the improvement of farm management practices through research and education.

**Hello everyone,**

Our recent report “[The Relationship Between Strategic Management and Farm Success](#)”, developed in partnership with Agri-Food Management Excellence Inc., served as a timely reminder for me on my farm management journey.

Sometimes, when I look back on what I have accomplished since I started managing my family farm, I can feel a bit disappointed. Perhaps I’ll reflect on our grain marketing plan and think that we could have done better. Maybe I’ll wish that I had smoothed out some of the hiccups with our recordkeeping sooner, so that we would have more fulsome information when making our decisions for the next growing season.

The report defines strategic management as:

“The planned use of a business’s resources to reach company goals and objectives.” And goes on to say that “Strategic management requires ongoing evolution of the processes and procedures within an organization and external factors that may impact how the company functions.”

I needed to see that reminder about ongoing evolution. In our industry, we face increasing uncertainty and risk, including more frequent and extreme weather events, rising input costs, and fluctuating markets. We must continue to evolve our plans and practices so we can best manage our risks based on our available resources and knowledge. We must learn from the challenges we face and think strategically about how to best move forward. And, as the [Dollars and Sense](#) study has shown, continual learning and skills development is one of the seven practices of the top performing farms across the country.

Our annual Agricultural Excellence Conference, which we are hosting in Guelph, Ontario from November 21 to 23, serves as a key learning opportunity for me. I always find the event helps me to feel reenergized about my farm business management work, as I get the opportunity to reconnect with friends working in this space and make new connections. Plus, I gather some practical insights that help me to refine my management practices. You can still register to attend – more information is available at [www.agexcellenceconference.ca](http://www.agexcellenceconference.ca) and below. I hope to see you in Guelph!

All the best,

A handwritten signature in black ink, appearing to read 'Andrea Gal'. The signature is fluid and cursive, written in a professional style.

**“Successful people don’t fear failure. But understand that it’s necessary to learn and grow from.”**

*- Robert Kiyosaki*

# MESSAGE FROM OUR EXECUTIVE DIRECTOR



**Heather Watson**

**“Great things in business are never done by one person; they’re done by a team of people.”**

*- Steve Jobs*

Greetings fellow farm management enthusiasts,

I hope everyone has had a wonderful summer and you are well on your way to completing harvest, reaping the benefits of your hard work and dedication!

Over the summer months, we have been working on our programming in preparation for our growing season as fall and winter means it is time for the team at Farm Management Canada to plant the seeds of inspiration and innovation through our educational programming and outreach!

As you’ll read throughout this newsletter, we’ve got an incredible line-up of programs for the 2023/24 learning season. We hope you will take advantage of the many opportunities available to you. Sign up for our National Farm Leadership Program beginning in January to learn how to become the best version of yourself and draw on your strengths when it matters most. Or brush up on your farm financial literacy, conduct a comprehensive risk assessment for your farm, and gather together with your family to make headway on your farm transition journey through our workshops. We hope to see you all in Guelph for our annual Agricultural Excellence Conference – the only national gathering place dedicated to supporting farm management excellence! Build your personal and professional network with fellow farm management enthusiasts!

We’re also proud to recently announce the results of two new research reports focusing on the benefits of strategic management and understanding the experience of farm women.

We look forward to continuing to serve a vital role in helping our agricultural sector “embrace the opportunity” through farm business excellence.

We continue to wait for news on our application to Agriculture and Agri-Food Canada’s AgriCompetitiveness program under the Sustainable Canadian Agricultural Partnership, along with our fellow national organizations so that we can leverage our collective expertise and resources to help farmers and future farmers across Canada build their capacity for success through education and skills development.

As a non-profit industry organization, working together is vital to our success. I invite you to become a partner with Farm Management Canada and help us continue to build the business acumen of Canada’s farmers to confront change with confidence and seize new opportunities.

Takin’ care of business,

**BECOME A MEMBER  
AND HELP SUPPORT  
FARM BUSINESS  
EXCELLENCE!**

Farm Management Canada is passionate about farm business management, and we invite you to join us in our commitment to developing and distributing leading-edge farm business management information and products.

[www.fmc-gac.com](http://www.fmc-gac.com)

**3 Year Membership  
available with a  
15% discount**

To become a member or renew your membership, please contact:

[info@fmc-gac.com](mailto:info@fmc-gac.com)



## FARM MANAGEMENT CANADA AT A GLANCE

A national umbrella and champion for farm management excellence, Farm Management Canada is helping farmers understand the forces shaping the world around them by providing the information, resources, training and tools to enhance their business skills and practices, while helping the sector leverage and coordinate their capacity to support farmers where and when it is needed most.

We bring a fresh approach to farm business management, fostering innovative ways to develop the capacity of Canada's farmers to continue to be major contributors to Canada's economic, environment and social development goals, and in turn help continue to build a resilient, vibrant agricultural sector for Canada and all of our industry players.

## BOARD AND GOVERNANCE

Farm Management Canada's Board of Directors gathers together on a quarterly basis to review our progress towards meeting organizational goals and discuss emerging trends and opportunities to enhance our programs, resources and services to meet the evolving needs of Canada's farmers.

### Our Strategic Priorities:

- 1. Provide Industry Leadership**  
As the national voice and champion for farm management excellence.
- 2. Advance Industry Knowledge**  
As the curator and go-to resource for farm management expertise, learning opportunities, resources, and tools.
- 3. Promote Industry Success**  
Sharing the positive outcomes of implementing farm management practices to increase the adoption and implementation of best practices.



**Andrea Gal**  
Chair  
Young Farmer  
Ontario



**Stephen Duff**  
Vice-Chair  
Farmer  
Ontario



**Derek Brewin**  
Treasurer/Secretary  
Academic  
Manitoba



**Terry Aberhart**  
Farmer  
Saskatchewan



**Brad Barton**  
Government  
Yukon



**Curtis Boyd**  
Young Farmer  
Alberta



**Rob Cox**  
Farmer  
Ontario



**Stuart Person**  
Corporate Member  
Alberta



**Jim Selman**  
Member at Large  
Ontario

To learn more about our Board of Directors, visit [fmc-gac.com/who-we-are/](https://fmc-gac.com/who-we-are/)

# UPCOMING EVENTS



## BRIDGING THE GAP WORKSHOP

November 7, 2023, Red Deer, AB

## AGRICULTURAL EXCELLENCE CONFERENCE

November 21-23, 2023, Guelph, ON

## BRIDGING THE GAP WORKSHOP

February 26, 2024, Lethbridge, AB

## BRIDGING THE GAP WORKSHOP

March 8, 2024, Grand Prairie, AB

Advancing Women

in Agriculture Conference

## ADVANCING WOMEN IN AGRICULTURE CONFERENCE – EAST

November 19-21, 2023, Niagara Falls, ON



The  
Do More  
Agriculture  
Foundation

## THE CIRCLE OF CARE SUMMIT

November 21, 2023, Guelph, ON



Canada's Outstanding  
Young Farmers  
Jeunes agriculteurs  
d'élite du Canada

## CANADA'S OUTSTANDING YOUNG FARMER'S CONFERENCE

November 23-26, Montreal, QC



## WOMEN'S GRAIN SYMPOSIUM

November 27-28, 2023, Guelph, ON



## AG SUMMIT

December 12, 2023, Red Deer, AB

## WOMEN ENTREPRENEUR SUMMIT

March 7, 2024, Vancouver, BC

## AG SUMMIT

March 13, 2024, London, ON



## INTERNATIONAL FARM MANAGEMENT CONGRESS

July 7-13, 2024, Saskatoon, SK



## **OUT AND ABOUT**

### **FLOCK TALKS**

Farm Management Canada helped lead Alberta's Flock Talks workshop series in partnership with the Poultry Innovation Partnership and the Egg Farmers of Alberta. Workshops took place in Edmonton, Calgary and Lethbridge focusing on managing farm risk in the face of climate change and building resilience for sustainable growth.

### **INTERNATIONAL FARM MANAGEMENT CONGRESS SITE VISIT**

Farm Management Canada met with colleagues from the International Farm Management Council and University of Saskatchewan College of Agriculture and Bioresources to plan for the 24th International Farm Management Congress taking place at the University from July 7-13, 2024. The Congress will take place in Saskatoon where hundreds of farm management enthusiasts from around the world will gather to share insights and expertise in support of farm management excellence.

### **NORTH AMERICAN AGRICULTURAL ADVISORY NETWORK (NAAAN) CANADA COUNTRY HUB**

Farm Management Canada participated in the Canada Country Hub meeting as part of the NAAAN. The discussion focused on issues related to labour, sustainability, barriers to entry in the agriculture sector and the growing challenge of attracting of youth, underrepresented and underserved groups and immigrants to pursue careers in agriculture in preparation for the Global Forum for Rural Advisory Services taking place in Colorado in October.

### **NATIONAL WORKFORCE STRATEGIC PLAN ACTION SYMPOSIUM**

Farm Management Canada participated in the National Workforce Strategic Plan for Ag & Food and Beverage Manufacturing's Action Symposium in Prince Edward Island led by the Canadian Agricultural HR Council, Food and Beverage Canada and the Canadian Federation of Agriculture where sector players gathered to discuss progress to date and next steps under the strategies' 5 key themes:

1. Perception and Awareness of Industry and Careers
2. People and Workplace Culture
3. Immigration and Foreign Workers
4. Skill Development
5. Automation and Technology

### **AGRICULTURE & AGRI-FOOD CANADA SKILLS DEVELOPMENT TABLE**

Farm Management Canada participated in AAFC's Skills Development Table meeting to discuss skills development requirements for career pathways, labour strategies and microcredentials.

### **PROVINCIAL/TERRITORIAL MINISTRY NETWORK MEETING**

Farm Management Canada hosted its quarterly meeting of the P/T Ministry Business Development Network to get an update from the provinces and territories on Sustainable-CAP programming available to farmers, opportunities to collaborate on national programming and plan for the November national showcase of farm business resources and tools for producers.

### **GUEST LECTURES**

Farm Management Canada provided a guest lecture to Algonquin College agricultural program students on the benefits and how-to of strategic farm management and the resources and tools available to support their agricultural careers, and to Lakeland College advanced farm finance students on risk management.



## STAY CONNECTED

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

Sign up to our mailing list to stay informed at [fmc-gac.com/sign-up/#mailing-list](https://fmc-gac.com/sign-up/#mailing-list)

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

## KEEP US INFORMED

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

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

# FOLLOW US ON SOCIAL MEDIA



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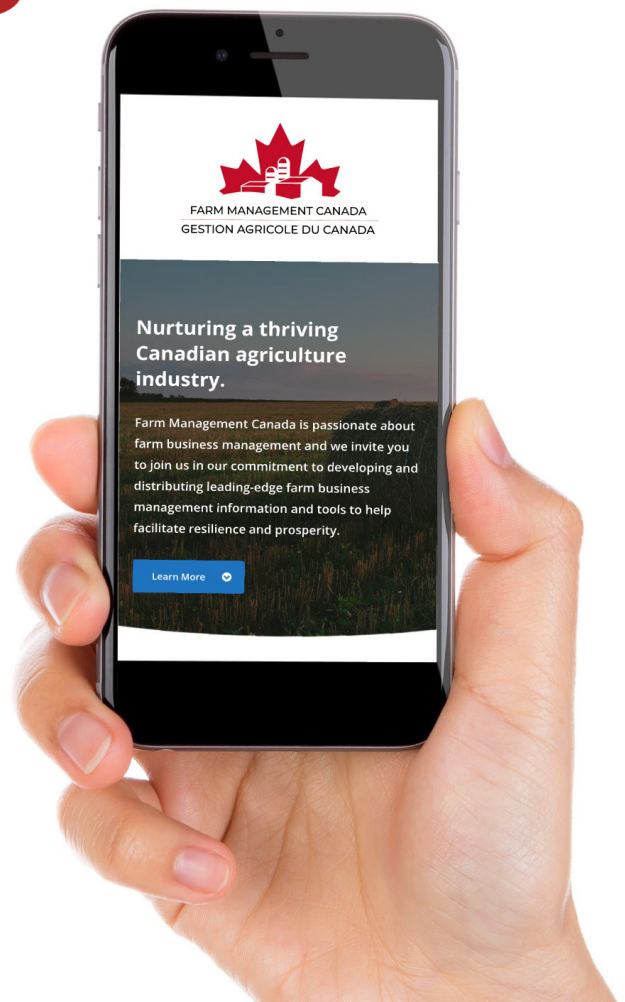
@FMC\_GAC



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Channel/FMCGAC





## PROJECTS AND PROGRAMS



# Embrace the Opportunity

NOVEMBER 21-23, 2023 | GUELPH, ONTARIO

What sets AgEx apart is our exclusive focus lies in nurturing the business acumen and prosperity of Canada's farmers and commitment to interactive learning. We recognize the diversity in learning preferences and practices among our delegates. That's why our Conference is structured to cater to various styles, ensuring that every participant can engage in a manner that resonates with them. Whether you thrive in hands-on workshops, dynamic group discussions, or immersive presentations, AgEx has something tailored for everyone.

AgEx serves as a beacon of practicality, delivering actionable takeaways and concrete learning outcomes. We understand that the world of farming demands not just theoretical knowledge, but tangible skills that can be applied on and off the farm. Every session, panel, workshop, and discussion at AgEx is carefully designed to provide insights that can be directly integrated into your farm management strategies.

This year's Conference theme, Embrace the Opportunity, is a chance to explore the social, economic, and environmental pressures facing farmers and how to turn risk into opportunity. Learn how to nurture your entrepreneurial spirit and increase your capacity to lead and foster farm management excellence.

## Elevate Your Image!

Make a lasting impression with a **FREE** professional headshot at AgEx.



[AgExcellenceConference.com](https://AgExcellenceConference.com)

# Register Today

REGISTER HERE

## Exclusive Savings with our Group Rate Pricing

Contact us at [info@fmc-gac.com](mailto:info@fmc-gac.com) for group registration prices (5 or more people).



## SOME OF OUR FEATURED SPEAKERS



Catherine Burns

Panel: *Meeting the Needs of Farm Women*



Dave Mitchell

Plenary: *Peak Performance Culture*



Elaine Froese

Plenary: *Improve Conflict Dynamics for Better Risk Management*



Eric Olson

Plenary: *Gumption: The Root of Robust Growth in Canadian Agriculture*



France De Montigny

Panel: *Meeting the Needs of Farm Women*



Heather Watson

Panel: *Meeting the Needs of Farm Women*



Kelly Dobson

Workshop: *Grow Your Potential*



Sangeeta Lalli

Plenary: *Embracing Connectivity & Digital Policy*



Shaun Haney

*RealAg Radio LIVE!*

**Don't get left out in the cold!**

Book your room early and secure  
our discounted price of \$189/night

Room block pricing ends October 21, 2023.



Delta Hotels Guelph Conference Centre  
50 Stone Road West  
Guelph, Ontario

Book your room [HERE](#).

**THANK YOU TO OUR GENEROUS SPONSORS FOR MAKING THIS CONFERENCE POSSIBLE.**

Title Sponsor



Workshop Sponsor



Session Sponsor



Panel Sponsor



Seeding Excellence



Meal Sponsors



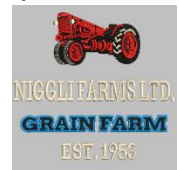
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# FARM FINANCIAL FLUENCY TRAINING PROGRAM



## WANT A BETTER UNDERSTANDING OF YOUR FARM'S FINANCIAL SITUATION?

Register for our Farm Financial Fluency Program today!

Farm Management Canada is seeking partners to host our Fall/Winter 2023/24 [Farm Financial Fluency training program!](#)

Participants will benefit from a deeper understanding of their financial situation and the different options available to remain competitive and take calculated risks for continued success. Through the Farm Financial Fluency program, participants learn:

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

The program consists of three 2-hour online training sessions spaced out to allow time for reflection and homework. There is also an optional complimentary meeting (60 minutes) with an MNP business advisor to discuss the interpretation of your own financial statements.

If you or your organization is interested in sponsoring and hosting a Training Program for your clients or members, please contact our Business Development Lead, Nick Oakley, at [sponsorship@fmc-gac.com](mailto:sponsorship@fmc-gac.com).

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*“A valuable course that will help you follow along with what your accountant presents you as well as teaching you the basics of calculating financial ratios and identifying trends so that you can make financial decisions that are congruent with your desired amount of risk.”*

*- 2022 Participant*

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## BRIDGING THE GAP WORKSHOPS



# FARM TRANSITION WORKSHOP

**WHERE ENTHUSIASM MEETS EXPERIENCE.**

NOVEMBER 7<sup>TH</sup>, 2023 | RED DEER, ALBERTA



DENTONS



Our Bridging the Gap (BTG) workshops seek to help bridge the gap between generations of farmers to provide Canada's farming future with the best chance for success.

The workshop welcomes farm families to work with Farm Management Canada and our presenting partners MNP, AFSC, Dentons and Alberta Canola to help make meaningful progress in their farm transition journey.

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.

Attendees will work through sessions on planning, communication, navigating resistance, working with your transition team and gain access to valuable resources and tools to help them along the way.

Attendees will be encouraged to ask questions and discuss their farming situations with the group, for an opportunity to share insights, transfer knowledge and network. Farms of all sizes & commodities are welcome.

*"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."*

- 2022 Participant

**[Register Here](#)**

### **UPCOMING BTG WORKSHOPS:**

November 7, 2023 | Red Deer, AB

February 26, 2024 | Lethbridge, AB

March 8, 2024 | Grand Prairie, AB

If you or your organization is interested in sponsoring and hosting a Workshop for your clients or members, please contact our Business Development Lead, Nick Oakley, at [sponsorship@fmc-gac.com](mailto:sponsorship@fmc-gac.com).

## TAKE CHARGE OF YOUR LEADERSHIP EFFECTIVENESS



## NATIONAL FARM LEADERSHIP PROGRAM

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

The National Farm Leadership Program (NFLP) 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.

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.

### What can participants expect?

- Gain in-depth insight into your leadership effectiveness against a global benchmark
- Create a personal development plan to increase your leadership effectiveness
- Develop your skills in real-time, while working in your business
- 6 weeks of structured online learning
- 3-day residency training in Victoria, BC

**“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*



### INTERESTED IN ENROLLING?

Visit [leader-shift.ca/](http://leader-shift.ca/) or contact:  
[FarmLeadership@fmc-gac.com](mailto:FarmLeadership@fmc-gac.com)

Our next cohort begins January 2024.

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### SAVE ON TUITION

This program is eligible for:

- Up to \$10,000 in grant funding under the Canada Job Grant
- Up to \$3,000 in cost-share funding under the Sustainable Canadian Agricultural Partnership

Check with your provincial Ministry of Agriculture for eligibility requirements.

### INTERESTED IN BECOMING A PROGRAM PARTNER?

Consider becoming a partner to support your team, members and clients in developing their leadership effectiveness.

Get in touch with us at  
[farmladership@fmc-gac.com](mailto:farmladership@fmc-gac.com).

Powered by



## LeaderShift

# APPLY FOR CANADA'S NATIONAL FARM MANAGEMENT TRAINING PROGRAM: CTEAM



**CANADIAN TOTAL EXCELLENCE IN AGRICULTURAL MANAGEMENT**

CTEAM is Canada's national Executive Management course for farm managers. Participants come from all sorts of production sectors including cash grain, vegetable, beef, hog, dairy and fruit operations. Many are engaged in value-added activities as well as primary production. CTEAM addresses the business management issues that are common to all businesses, regardless of commodity.



It is presented as a mini-MBA with emphasis on strategy, strategic planning, financial management, human resource management, succession and estate planning, and various aspects of marketing, operations management and various aspects of business leadership.

Participants develop and implement a strategic and operating plan for their farm as part of the course requirement. Based on what we've seen so far, Canadian agriculture is going to be in good hands going forward!

*100% of CTEAM graduates surveyed said taking the time away from the day-to-day operations to look at the big picture of their farm and develop a business strategy was beneficial in their operation.*

## **SAVE ON TUITION!**

This program is eligible for:

- Up to \$10,000 in grant funding under the Canada Job Grant
- Up to \$3,000 in cost-share funding under the Sustainable Canadian Agricultural Partnership

Check with your provincial Ministry of Agriculture for eligibility requirements.

## **UPCOMING PROGRAM DATES:**

Module 1 (Online) December 2023  
Module 2 (Online) January 2024  
Module 3 (Online) February 2024  
Module 4 (Online) March 2024

Sign up for the CTEAM program at [www.agrifoodtraining.com/for-producers-cteam](http://www.agrifoodtraining.com/for-producers-cteam)



# AGRISHIELD® – HELPING CANADIAN FARMERS MANAGE RISK AND BUILD RESILIENCE

## AgriShield

[Available for a FREE TRIAL](#)

*“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

Risk can be hard to predict when you’re busy managing the day-to-day operations of your farm. It’s easy to just deal with problems as they arise. Unfortunately, problems can pile up, jeopardizing the future of your operation, and the hardest part is trying to figure out where these issues might crop up. That’s where [AgriShield®](#) comes in.

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

AgriShield uses a series of questionnaires to determine potential vulnerabilities and creates a detailed risk profile followed by a to-do list that’s prioritized based on the level of risk and how prepared you are to manage it. Subscribe to AgriShield and start your free trial today!

And AgriShield is not just for current farmers, it’s for future farmers as well. We’re offering free farm risk management presentations, using AgriShield, in colleges and universities accross Canada. If you’d like us to present in your class, please contact Mathieu Lipari at [mathieu@fmc-gac.com](mailto:mathieu@fmc-gac.com)



AgriShield is the first and only risk management platform in Canada that meets the Farm Sustainability Assessment (FSA) standard at the highest level – **GOLD**.

The FSA was developed by the Sustainable Agriculture Initiative (SAI), an internationally recognized sustainability standard dedicated to advancing sustainable agriculture across the food and beverage value chain. Over 150 companies in over 30 countries including Canada are using the FSA tool to support their sustainable sourcing goals. These companies include Nestle, Cargill, Bayer, Syngenta, Bonduelle, Kellogg’s, McDonald’s, OceanSpray, and McCain. FSA is used to evaluate the level of on-farm sustainability and encourage continuous farm improvement in economic viability, social responsibility, and environmental stewardship.

And now, AgriShield can be used by farmers to meet on-farm sustainability requirements.

To learn more about AgriShield and to try it for free, visit [www.myagrishield.ca](http://www.myagrishield.ca)

In partnership with:



AGRISHIELD RISK MANAGEMENT PLATFORM RECEIVES TOP MARKS:

**GOLD**

FROM INTERNATIONAL FARM SUSTAINABILITY ASSESSMENT STANDARDS



# ROOTS TO SUCCESS: RISK MANAGEMENT TRAINING

## TAKE A COMPREHENSIVE APPROACH TO MANAGING RISK

Our Roots to Success workshops provide farmers and consultants working directly with farmers with much-needed training to identify, assess, and prioritize risks and create comprehensive risk management plans.

These 6-hour online or one-day in-person workshops guide participants through a comprehensive risk management process using AgriShield to help increase on-farm resilience and manage risk.



*"I enrolled in the risk management course at a very stressful time for our farm, and I really appreciated the information and tools provided through the course. The course helped me identify areas for improvement, and learn how to prioritize risks, which in turn has brought us some peace of mind."*

New workshop availability to be announced shortly!

If you would like to host or sponsor a comprehensive risk management workshop for your members or clients, please contact Mathieu Lipari, Program Manager at Farm Management Canada: [mathieu@fmc-gac.com](mailto:mathieu@fmc-gac.com).

# AgriResponse

Access expert advice, resources  
and tools to respond to risk situations.

Learn about emerging farm  
risk issues and how to deal  
with them.



For more information, please visit [www.AgriResponse.ca](http://www.AgriResponse.ca)

# AGRIMENTOR PROGRAM

The **Union des cultivateurs franco-ontariens** (UCFO), in partnership with Dimension E-Canada program of Agricultrices du Québec, is recruiting French-speaking, English-speaking or bilingual female mentors across Canada as part of the AgriMentor mentoring project.

The project aims to provide support to female entrepreneurs in agriculture, whether they are already established or aspiring to join the sector, by pairing them with experienced female mentors in agriculture or business for guidance tailored to their specific needs.

The program runs for **six (6) months**, with **one monthly meeting** of up to one hour each between the mentor and the mentee. The guidance provided will help to strengthen the establishment of women in agriculture.

We are seeking female mentors with the following characteristics:

- be a women working in the field of agriculture or business;
- be French-speaking, English-speaking, or bilingual;
- reside in one of the provinces in Canada;
- have more than five (5) years of experience in entrepreneurship, or agriculture;
- be available for virtual meetings, and make a commitment allowing mentees to achieve the objectives set at the beginning of the program.

**To learn more and to fill out the statement of interest form, click  
HERE**

Our goal is to create a dynamic, united farming community, where knowledge and experience are shared in a meaningful way. To encourage the participation of mentors, a budget has been set aside for fair remuneration.

For any further inquiries:

Adelphine Kabedi  
AgriMentor program management  
Union des cultivateurs franco-ontariens  
[akabedi@ucfo.ca](mailto:akabedi@ucfo.ca) | 613-488-2929, ext. 103

The Dimension E-Canada program is funded by the [Women Entrepreneurship Strategy \(WES\)](#), a Government of Canada initiative.



# JOIN US FOR THE 24TH INTERNATIONAL FARM MANAGEMENT CONGRESS

**JULY 7-13, 2024**  
**SASKATOON, SASKATCHEWAN**

[www.ifma2024.org](http://www.ifma2024.org)

Every two years, the International Farm Management Association (IFMA) selects a country to host its International Farm Management Congress. Canada has been selected to host the 2024 Congress in Saskatoon, Saskatchewan in partnership with Farm Management Canada and the College of Agricultural and Resource Economics at the University of Saskatchewan. The Congress provides a unique and most enjoyable way to travel to different parts of the world, to learn about the local agriculture, to meet people of like mind – both in an international and a local context, to form international relationships of mutual benefit, to learn something about the local and national heritage, to taste local food and drink and to altogether have a thoroughly rewarding learning and networking experience.

The first IFMA congress was held in the United Kingdom in 1971.

Each congress lasts 6 days and attracts 400+ participants from all continents. The plenary program is run over the course of three days (Monday, Wednesday and Friday) and includes a mixture of keynote presentations and discussion panels with invited speakers and concurrent contributed paper and poster sessions.

Interspersed with the plenary program, for two days of the Congress (Tuesday and Thursday), delegates participate in field trips to various farms, as well as research, agribusiness and educational facilities in the local area.

Pre- and post- Congress tours are organized to give participants the opportunity to see much more of the host country's agriculture and heritage. And a comprehensive and diverse partners' program is offered, and a varied and enjoyable social program is also included in each Congress.

Catch the action  
online



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@IFMAOnline



# Agriwebinar®

Information at your fingertips.

VISIT [WWW.AGRIWEBINAR.COM](http://WWW.AGRIWEBINAR.COM)



## AGRIWEBINAR FEATURE:

### Making the connection to improved farm safety

The Canadian agricultural industry ranks as the 4th most hazardous industry with respect to rates of fatal injuries. In this webinar, Decisive Farming by TELUS Agriculture, along with the Canadian Ag Safety Association and Farm Management Canada, explore safety issues on-farm and means of prevention.



Visit [www.Agriwebinar.com](http://www.Agriwebinar.com) to access over 250 webinars!

The National Farm Business Management Resource Centre provides farmers across Canada with access to tools and learning opportunities to support farm business skills development all in one place. From business planning tools to workshops and webinars, the website hosts farm business management resources in a variety of formats to meet the learning preference and practices of Canada's farmers.

Planning for success may seem daunting, but it can be as easy as starting here, with a commitment to learning more, and finding the tools that can help you start, grow or transition your farm business.

[www.takeanewapproach.ca](http://www.takeanewapproach.ca)

## NATIONAL FARM BUSINESS MANAGEMENT RESOURCE CENTRE



# OUR LATEST RESEARCH

## EXPANDING OPPORTUNITIES FOR CANADIAN AGRICULTURE BY UNDERSTANDING THE EXPERIENCE OF FARM WOMEN

### GROUNDBREAKING RESEARCH FOCUSES ON FARM WOMEN IN CANADA

The first study to understand the experience of farm women — their motivations, aspirations, challenges and contributions to farm success.



Much has been said about the experience of women in farming, but little has been measured. Farm Management Canada in partnership with CentricEngine offer new research that sheds light on the crucial roles played by farm women in influencing farm success in Canada. This comprehensive research underscores the indispensable contributions of women and offers a compelling narrative that highlights opportunities to foster a transformative shift in the industry by supporting the unique needs of farm women.

The research replaces stereotypes and anecdotal information with an accurate and actionable picture of farm women to create a foundation of facts where none existed before and a path forward to meet the unique current and future needs of this target group.

This research was made possible through the generous contributions of the project Steering Committee including representatives from the Maritime Agriculture Women's Network, la Fédération des agricultrices du Québec, the Ag Women's Network (Ontario), Ag Women Manitoba, Manitoba Women in Agriculture & Food, Women in Agriculture (Saskatchewan), Alberta Ag Women and BC Women in Ag.

To celebrate the release of this research, Farm Management Canada will be hosting a panel discussion at its 2023 Agricultural Excellence Conference taking place November 21-23 in Guelph, Ontario. The session will feature presentations by the lead researchers and invited guests from the Canadian Federation of Agriculture and la Fédération des agricultrices du Québec to explore how the findings of this research can inform policies, programs, and initiatives aimed at empowering farm women.

“We are excited to unveil this transformative research, which provides a roadmap for empowering Canada's farm women,” says Heather Watson, Executive Director of Farm Management Canada. “By recognizing and supporting the unique needs of farm women, we can unlock tremendous potential for advancing Canada's agricultural sector from the grassroots, paving the way for future generations of farmers in Canada.”

The Report is accompanied by an Environmental Scan that helped inform the national study. Read the Press Release here: [fmc-gac.com/farm-women-report](https://fmc-gac.com/farm-women-report)

Farm Management  
Canada would like to  
thank their project  
partners:



# IMPROVING STRATEGIC MANAGEMENT CAN LEAD TO A 100% RETURN ON INVESTMENT

## The Relationship Between Strategic Management and Success in Farming

A Literature Review



In today's dynamic landscape, where conventional industries evolve at a relentless pace, most professionals, across sectors, mandate business degrees as a prerequisite for managerial roles. Yet, within agriculture, a stark contrast emerges. Many dedicated farm operators initially embark on this journey driven by a passion for agriculture, not the intricacies of business management. Consequently, a wide spectrum of attitudes and varying levels of knowledge pertaining to the benefits of strategic management has emerged, painting a diverse canvas across the agricultural landscape.

This comprehensive study delves deep into the pivotal connection between business management practices and farm success to foster a transformative shift in the industry by catalyzing the widespread adoption of strategic management techniques among farmers.

### Results reveal three key findings:

1 - *improving strategic management can lead to a 100% return on investment*

2 - *strategic managers tend to be consistently more successful regardless of size, location or type of enterprise*

3 - *definitions of farm success go beyond profitability*

Larry Martin, Principal of Agri-Food Management Excellence Inc. authored the report, commissioned by Farm Management Canada. Martin conducted an extensive literature review and interviewed business management experts.

In reality, farmers have many goals including work/life balance, improved family relationships, positive mental health and contributions to the community and environment. However, personal or non-economic goals are more easily achieved when a business is not under financial pressure – e. g. farmer mental health is more vulnerable when there is not enough income to service debt.

“Already, we see a number of Canadian farmers benefiting greatly from adopting strategic management processes, and hope these numbers will grow,” says Heather Watson, Executive Director of Farm Management Canada. “We are grateful for the work of Larry Martin in providing evidence-based research that further demonstrates the relationship between investing in business practices and farm success. This research further validates our belief that in an increasingly competitive and volatile business environment, farmers must think and act strategically to remain resilient and competitive.”

Read the Press Release here: [fmc-gac.com/strategic-management-report](https://fmc-gac.com/strategic-management-report)

# PARTNER WITH US!

## How can we help you?

As a valued contributor to Canada's agricultural sector, we are offering a number of ways to show your members, clients and competition just how dedicated you are to helping our industry achieve success through farm management excellence.



**Become a partner to take advantage of our one-of-a-kind programs and services.**

## AREAS OF EXPERTISE:

- Business Assessment and Planning (including farm transition and risk management)
- Building Financial Resilience (including farm financial literacy and economic sustainability)
- On-Farm Leadership (including communicating effectively and supporting mental health and wellbeing)
- Knowledge mobilization (including best practices, resources and support programs)

**We're happy to provide customized training, tools and research to meet your unique needs and interests.**

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Partnerships and collaboration are vital to Farm Management Canada's success. A complete list of partnership opportunities is available on our website. If getting more involved with Farm Management Canada interests you, feel free to get in touch! We are seeking financial and in-kind contributions.

**Contact: Nick Oakley**  
**Business Development Lead, Farm Management Canada**  
**Cell: 519-217-4601 | [sponsorship@fmc-gac.com](mailto:sponsorship@fmc-gac.com)**

**#happyharvesting2023**



## **CONTACT US**

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**FARM MANAGEMENT CANADA**  
**GESTION AGRICOLE DU CANADA**