



AGRICULTURAL EXCELLENCE CONFERENCE

NOVEMBER 21-23, 2017

OTTAWA, ONTARIO

PRESENTATION ABSTRACTS AND SPEAKER PROFILES

BENCHMARKING YOUR MANAGEMENT PERFORMANCE: HOW DO YOU MEASURE UP?

Comparative analysis through benchmarking provides farmers and the agricultural industry with insight into how they are performing, down to the level of individual farm operations. This insight is key in determining what factors are most influencing success and how competitive advantage can be achieved and maintained.



HEATHER WATSON, FARM MANAGEMENT CANADA



Heather Watson is the Executive Director of Farm Management Canada (FMC), the only national non-profit organization dedicated to increasing the awareness and adoption of beneficial farm business management practices on Canada's farms. FMC prides itself on connecting diverse industry stakeholders from farmers to advisors, academics, associations, private industry and government, to exchange insights and increase collaboration for advancing farm business management practices across Canada.

Heather's passionate about education and committed to enhancing efforts to encourage better business management practices for a sustainable and truly remarkable agricultural industry in Canada. She presently serves as the Canadian representative to the International Farm Management Association Council, and works with a number of advisory groups across Canada to ensure farm business management is part of the ongoing agenda for agriculture.

Before joining Farm Management Canada in 2009, Heather worked within the Business Development Centre of the University of Guelph Kemptville Campus. Heather obtained her Bachelor's from the University of Guelph, and went on to obtain her Master's degree from the University of Warwick in the United Kingdom. Heather grew up in Strathroy, Ontario and now lives in Ottawa.



TERRY BETKER, BACKSWATH MANAGEMENT INC



Terry Betker, P.Ag., CAC, is President and CEO of Backswath Management Inc., a Manitoba-based company. Terry has an interest and passion in providing consulting expertise to farmers, focusing primarily on strategic business and succession planning, financial analysis, and risk management. Terry is recognized for his visionary and leading-edge contribution to farm business management.

Terry's 17 years' experience as a grain, oilseed, and special crops producer in Manitoba, gives him first-hand insight into the issues producers face. A popular speaker on management issues, Terry has delivered presentations to the Canadian Bankers Association, American Society of Farm Managers and Rural Appraisers, American Society of Agricultural Consultants, American Association of Production Executions, major farm lenders, international food product and supply companies, agri-marketing and farm management associations, and numerous farm groups. He has made presentations on farm management in the United States, the Netherlands, Chile, Mexico, and New Zealand. He is also a sessional instructor on farm management at the University of Manitoba.

Terry is the past Canadian representative to the International Farm Management Association. He is a founding member of Familybusiness.ag. He is a past director of the Canadian Association of Management Consultants. He is a member, and past director, of the Manitoba Institute of Agrologists. He is past president of the Canadian Consulting Agrologists Association. Terry is also past founding national director of the Canadian Association of Farm Advisors. He is past director of the Canadian Farm Business Management Council. He was appointed to a committee, by the Federal government Minister of Agriculture, to review Business Risk Management program development and implementation. He was appointed to a national committee to report on, and recommend changes to farm income reporting standards.

RESILIENCE AND AGILITY: HOW TO CREATE A BEST IN CLASS FARM BUSINESS!

The first step in managing the business during an economic downturn is to conduct a reality check/stress test regarding the financial vulnerability your business is facing. We will identify how to assess financial vulnerabilities and steps you can take to shore-up the financial resiliency of the operation.

We then develop specific strategies to be “Best In Class,” including buying right, margin management, logistics management and asset utilization, managing operating risk, etc. You’ll discover strategies related to increasing income, lowering cost and enhancing financial resiliency so you can “win in tough times.”



MICHAEL BOEHLJE, PURDUE UNIVERSITY

Professor Boehlje conducts research and teaches in the area of farm and agribusiness management and finance. His research interests include alternative systems of coordination of the food and industrial product chain, innovation and risk and uncertainty.

Professor Boehlje teaches a graduate/undergraduate course in agricultural finance and a graduate course in economics of strategy in the MS/MBA program. He teaches in the executive development programs of the Center for Food and Agricultural Business, as well as in schools and workshops for farmers, lenders and agribusiness leaders on finance/management/strategy topics.

Boehlje is also involved in applied research and Extension education programs on critical risk/finance/strategy issues facing farmers as part of the Center for Commercial Agriculture. He is a Fellow of the American Agricultural Economics Association and of the International Food and Agribusiness Management Association.

CULTURE BEATS STRATEGY: FINDING THE BEST ROLES FOR YOUR FARM TEAM

Culture is the invisible stuff that glues the farm together, the norms of purpose, values, and approach. It's the essence that determines HOW we get things done.

People on your farm make the difference...how do you treat each other?

Passionate leadership drives the vision and doesn't avoid conflict.

Clear roles and a formalized structure for meetings make you more profitable.

Courageous communication that is assertive and not pushy encourages the heart of your farm.

- Do you trust each other on your farm?
- Do you manage conflict well?
- Do you have clear roles and responsibilities?
- Does gender bias and patriarchy cost you opportunity?
- Have you embraced inclusive values of the men and women on your team?

Elaine Froese will provide practical tools in this short presentation to help you be more intentional about creating a "rock 'n roll" farm culture. She'll identify the constructive conflict behaviours you need to groom and the destructive ones you need to curtail.

"The best strategic idea means nothing in isolation if the strategy conflicts with how a group of people already believe, behave or make decisions, it will fail. Conversely, a culturally robust team can turn a strategy into a winner. The "how" matters in how we get performance," says Nilofer Merchant.



ELAINE FROESE, FARM FAMILY COACH

As a certified farm family business coach, Elaine specializes in helping farm families work through the tough issues to take action. She creates a safe place for families to meet, plan for change and be clear about expectations. Faith Today magazine has dubbed her “Canada’s Farm Whisperer”.

Elaine is an award-winning author of *Planting the Seed of Hope*, and author of *Do the Tough Things Right*, *Farming’s In-Law Factor*, and “Building Your Family Legacy”. Her online course “Get Farm Transition Unstuck” helps procrastinating farmers deal with the emotional factors affecting planning.

Elaine Froese is a member of the Canadian Association of Farm Advisors and the Canadian Association of Professional Speakers.

She farms with her husband and married son, in southwestern Manitoba on a certified seed farm. Elaine’s goal is to empower family, increase profit and secure legacy as she provides practical tools for farm families across North America.

Visit www.elainefroese.com. @elainefroese , FB and Youtube : “Farm Family Coach”

THE GREAT DEBATE: SUPPLY MANAGEMENT – WIN, LOSE, OR DRAW?

MODERATOR: REAL AGRICULTURE



SYLVAIN CHARLEBOIS, DALHOUSIE UNIVERSITY



Dr. Sylvain Charlebois is nationally acclaimed as a leading specialist in food distribution and policy.

He is Dalhousie’s Dean of the Faculty of Management since July 2016. Previously, he worked at the University of Guelph as Associate Dean of Research and Graduate Studies of the College of Business and Economics, co-founded the University of Guelph's Food Institute in 2011 and served as acting dean in 2011-12. He is also a former director of the Johnson-Shoyama Graduate School of Public Policy in Regina.

Highly proficient researcher, he has published over 500 papers in peer-reviewed journals, professional publications and conference proceedings. His most renowned research are University of Guelph Food Retail Price Report (2011 to 2016) and the World Ranking Food Safety Performance Report (2008, 2010, 2014). His research and op-ed have been featured in numerous Canadian and international medias.

Dr. Charlebois is an appointed member of the National Scientific Committee and the National Expert Board of the Canadian Food Inspection Agency and a member of the Global Food Traceability Center's Advisory Council. He also sits on numerous company boards, and supports many organizations as a special advisor.

SUPPLY MANAGEMENT 2.0 – SYLVAIN CHARLEBOIS

We see our boards to be a natural, very effective model to allow our farmers to countervail power, down the food chain. Farmers who are inherently price-takers can only get the price inconvenient oligopolistic powers are willing to pay. Farmers are often highly vulnerable. Often, dairy farmers around the world are exposed to high milk price fluctuations and must quickly adapt. Supply management, on the other hand, allows our dairy farmers to rely on predictable revenues, year in, year out. A simple approach really, but maintaining such a system for more than five decades have come at a tremendous cost.

Over the years, supply management in dairy has led to sense of institutionalized entitlement. The words consumer, or even customer have no meaning. Nothing. Over the years, dairy farmers have become great cost managers since it is the only way for them to earn more by doing the same thing. By virtue of maintaining supply management, dairy farmers are, in all intent and purposes, bureaucrats, not entrepreneurs. They work for the state, not for the economy. Dairy Farmers of Canada have spent hundreds of millions of dollars over the years promoting milk to Canadians, while consumption of fluid milk per capita have dropped for almost three decades. No strategy whatsoever. Value chains or even design thinking are irrelevant concepts to them. However, a growing number of dairy farmers are indeed entrepreneurs and want to think differently, but are dragged down by the mediocre class. As Canada was standing still, the world changed. Charlebois' presentation will explain how Supply Management 2.0 should look like so we can really save the "family farm".



BRUCE MUIRHEAD, UNIVERSITY OF WATERLOO



Bruce Muirhead is Associate Vice President, External Research, and a professor in the department of History at the University of Waterloo. He has written extensively on Canadian trade negotiations since the Second World War, as well as Canadian politics, diplomacy and economic development. His more recent work, some of which was funded by the Norwegian Research Council, has focused on the evolution of Canadian agricultural policy, and especially dairy and egg supply management. He is the Egg Farmers of Canada Chair in Public Policy, where his research focuses on issues surrounding the relevance and usefulness of supply management, also known as fair farm pricing.

SUPPLY MANAGEMENT WORKS FOR PRODUCERS AND CONSUMERS - BRUCE MUIRHEAD

Supply management is a fair way to appropriately reward farmers for their labour in the sectors where it is the operative model, while also providing a high quality product at very reasonable cost to consumers. As well, it is a system that Canadian consumers feel strongly about maintaining, according to polling data.

Criticism of supply management in the dairy and egg sectors, the two that I will address in this presentation, is often driven by a cost comparison with their comparators in the US. As one paper suggested, given pricing structures the model entrenches a regressive tax on poorer Canadians. But I believe this argument to be fundamentally flawed for reasons that I will elucidate. The cost of supply managed commodities in Canada, and particularly dairy and eggs, do not adversely affect Canadians in any income bracket in a fundamental way. Indeed, when observed over a 20-year horizon, supply management pricing in dairy and eggs vis-à-vis the US is not discriminatory towards poorer Canadians, as will be shown in my presentation.

Moreover, it provides a myriad of benefits to Canada through guaranteeing Canadian food security and sovereignty in those sectors, sustainability of the countryside as well as providing fairly priced, high quality products for consumers. The result is a sustainable model in Canada which is more resilient to future shocks than those models operative elsewhere. In a very real sense, the paradigm preserves the rural in that it makes farming profitable through regulation of pricing and production but without the use of taxpayer dollars as a subsidy as happens in the US. Absent from government assistance, as in Australia and NZ, and the industry falls apart in times of crisis. What galls the critics is that milk and its products have not been totally financialized, nor are they seen only as tradable products on the global market.

Finally, as Jonathan Swift observed, “nothing is greater or lesser but by comparison.” Using this as a guide, it is important to compare the Canadian dairy and egg systems with their counterparts in other countries. I will do this, using Australia, New Zealand and the US as these are most often cited as countries Canada should emulate, through adopting their dairy and egg models. What becomes apparent is that these national dairy and egg models have systemic and potentially fatal flaws that compromise their operation, benefiting neither consumer nor producer over the medium term.

BRIDGING THE GAP SESSIONS: YOUNG FARMERS’ BEAR PIT / YOUNG AT HEART FORUM

The Bridging the Gap Session is comprised of two separate, simultaneous forums for 1) Young Farmers (dubbed the Young Farmer Bear Pit), and 2) Young at Heart (those over 40). The goal of the forums is to provide mechanisms for different generations of farmers and industry stakeholders to focus on what needs to happen within the agricultural industry to ensure the best chance for success for Canada’s future farmers.

Following the forums, all of the participants will gather together to exchange and discuss insights ...helping bridge the gap between generations of farm managers.



YOUNG AT HEART MODERATOR: ELAINE FROESE



YOUNG FARMER BEAR PIT MODERATOR: HALI VAN VLIET

Hali is a senior consultant with The BDO SuccessCare Program™, a strategic process that assists organizations, family businesses, and privately-owned companies in all stages of the business lifecycle to enhance their growth or sustainability.

Hali brings diverse experience in organizational development and business strategy to the program. She works closely with business owners and their leadership groups to set direction, gain alignment, enhance communication, add structure to decisionmaking processes, and strengthen the level of engagement in their teams.

As a Certified Human Resources Leader, Hali’s insights are invaluable in helping organizations build a cohesive leadership team and plan ahead for succession. She is also experienced in all aspects of organizational behavior, mediation and conflict resolution. With her background and skills in human

resource management she helps businesses implement best practices for enhancing interpersonal relations among shareholders, partners, managers or staff both through one-on-one consultation and via group seminars.

Professional Activities & Affiliations

- Canadian Association of Family Enterprise, Member
- Human Resources Professionals Association, Certified Member
- Public Speakers Association, Woodstock Chapter Member
- Oxford Women in Networking, Member and Past Board Member

FARM MANAGEMENT SHOWCASE

The Farm Management Showcase provides an opportunity for industry stakeholders and especially farmers to learn about farm business management projects, programs, resources and tools available to them. Tables are hosted by industry groups including non-profits, private companies, government and academia, rotating every 15-20 minutes so that participants are exposed to a maximum number of offerings.

PANEL DISCUSSION: THE GREATEST RISK FACING THE FAMILY FARM



MODERATOR: MAGGIE VAN CAMP

Maggie Van Camp is senior editor with Country Guide, and has had various roles in agriculture publishing, including starting her career selling advertising for Ontario Farmer Publications' magazines, freelance writing in Alberta and a three-year stint as senior editor of Grainews. She has written more articles on farm succession than anyone else in Canada, sharing the insights and methods used by farmers to transition their farms to the next generation.

Her experiences with succession are also personal. Currently, she's CEO and owner of Redcrest Farms, a broiler, solar and cropping operation. Before 2014, Maggie and her deceased husband were also part of his family's farm that milked 125 cows and cropped about 1000 acres.

Currently, Maggie is a director for the Eastern Canadian Farm Writers Association and speaks at conferences and meetings across the country. In the last few years she has been on a farm writers tour of Zambia, sipped whisky in Scotland, did a public reading of her fiction writing in a Dublin pub and tried surfing in Costa Rica.

For the past couple of decades her volunteer time has been focused on her three children's representative sports teams, organizing tournaments, travel and fundraising. Maggie's also been a 4-H leader and county board executive member, a Sunday school teacher, involved in her local fair and is a proud graduate of OAC'91(BSc.Agr).

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BRENDA METCALF, PRODUCER

Brenda Metcalf is a proud farmer from Tyrone – a small village just north of Bowmanville, Ontario. Along with her husband and family they milk 150 Holstein cows, collect eggs from just over 22,000 chickens and crop over 1000 acres of land. Her grandkids are the 7th generation of Metcalf's farming in Durham Region.

She is an active volunteer, taking on leadership positions with numerous organizations including her local and district Women's Institute and Enniskillen-Tyrone United Church. She is currently Chair of the Agricultural Advisory Committee of Clarington and has been the Office Administrator for Durham East 4-H Association for over 30 years, receiving an Arbor Award from 4-H Ontario in 2014.

Brenda, a former Dairy Educator has a passion for Agriculture Education and enjoys her many roles on the Durham Farm Connections committee where she and over 100 volunteers share their knowledge of agriculture at events across the province.



DAVID BEKING, PRODUCER



David Beking grew up on a poultry farm 30 minutes south of Ottawa in Eastern Ontario. His grandfather bought the farm in the 60s and his father has been running it now for almost 50 years. He stepped away from the farm to pursue an education in the field of health research and epidemiology with a master's degree from Queen's University and is a PhD candidate at the University of Ottawa. At that time, he was one of three founders and president of a health research consulting company based in Ottawa.

He also has international experience in East Africa spending over a year working with health care and agricultural organizations on development projects. He continues his international work there through agricultural and business development.

Two years ago, David began his journey to slowly transition out of his career in the health sector and take a more active role in the farm. He is now fulltime at the farm and is in the final stages of succession planning. He manages a poultry flock of over 20,000 roam free laying hens, a CFIA inspected grading station, and a distribution arm of the company that delivers eggs direct to market across Eastern Ontario. Through his background in business and the support of the previous generations he hopes to continue the family business for its third generation.



LEN DAVIES, ADVISOR



Len Davies is a family business transition planner who for the last 17 years has helped farmers throughout Ontario, and the Maritimes complete their business continuity plans. Len also has experience as a primary producer in Kent County as a cash cropper.

Len is a firm believer in lifelong learning which has earned him numerous designations. Most recently, Len graduated from the Institute of Family Enterprise at the Sauder School of Business, University of British Columbia. Len is also a founding member of the Canadian Association of Farm Advisors in Ontario as well as a member of Farm Management Canada. Len also has designations as a Certified Financial Planner, Chartered Life Underwriter and Certified Divorce Financial Analyst.

He also has extensive experience in Human Resources before he retired from Agricorp. As Agricorp's Field Operations Manager, Len managed directly as well as indirectly, four hundred of the corporation's field staff. This experience has enabled him to guide his clients through an 8-step process allowing them to develop an action plan that ensures their business continues to the next generation. The 8-step process addresses the three components of a business continuity plan; Family, Management and Ownership. Using the 3-circle model, the process focuses ideally, on the areas where these 3 components overlap. As a team player, Len uses other professionals in his planning process such as a Family Facilitator, Lenders, Accountants and Lawyers. By doing so, he has assured his clients attain the best advice possible to continue their family farm for many more generations.



HUGH O'NEILL, ADVISOR



With over 20 years of banking experience, mainly in Agricultural banking, Hugh is uniquely positioned to help our Agriculture clients plan for their future. Hugh holds an Honors Bachelor of Science degree in Agricultural Economics from the University of Guelph and a certificate in Agribusiness Marketing Management II – Strategic Planning. He also has his Personal Financial Planner designation from the Institute of Canadian Bankers and is a member of the Canadian Association of Farm Advisors. Hugh's experience and education allows him to provide sound financial advice to our clients helping them to obtain their business goals.

Hugh and his wife, Patricia, along with their four children have lived in the community for over 20 years. The O'Neill family has a deep history in the North Grenville Community as the family settled here 5 generations ago. Hugh's love for his community shines through the work he does within it. Most recently Hugh served on the Kemptville District Hospital Board of Directors. His tenure with the KDH Board of Directors came to an end in the summer of 2016 and he is currently exploring other initiative he can support in the community. We are very excited that Hugh O'Neill has joined our Financial Advisory Team at O'Farrell Financial!

Hugh likes to keep himself busy by spending time at the cottage, bee keeping, maple syrup producing and kayaking. Both Hugh and his wife, Patricia, are members of the Kemptville Curling Club. They greatly enjoy spending time at the curling rink through the winters.

INTERNATIONAL INSIGHTS: POSITIONING CANADA FOR SUCCESS IN THE GLOBAL MARKETPLACE

Food; the quintessential element of life itself is affected by cultural, social, economic and political influences around the globe. In Canada, food that is consumed is largely backed by a diverse set of farms, albeit mostly family operated businesses. However, with year round access to products from around the globe, impacted by consumers' desire of diverse, inexpensive and convenient nourishment, farmers feel the pressure of the evolving consumer.

Canada's agricultural system may be as diverse as our geography, however the relationship between farmers and consumers is changing. As part of Clair's 2016 Nuffield Canada Scholarship, he set out to meet, engage and see firsthand how and why certain foods are both grown and marketed around the globe. Asking the questions, Can we do it better? Should we produce our food differently? How do we capture markets and retain consumer trust in meeting their needs? This is all in an effort to strengthen Canada's role in domestic and international food production.

Bringing stories of farmers and consumer relationships from India to the Middle East, through Europe and New Zealand with first hand experiences here in Canada, Clair will share best practices of working through market volatility, utilizing business planning and relationship building to improve the resiliency of Canadian farm managers. The overall study was underpinned by Canada's domestically protected sectors, particularly dairy and poultry, to educate, inform and influence how farmers need to look at the 'uniquely Canadian system of supply management' to ensure its relevancy for the future.



CLAIR DOAN, NUFFIELD SCHOLAR



Clair Doan is a turkey farmer, banker and 2016 Nuffield Canada Scholar.

Clair lives near Norwich, Ontario with his wife Kathryn and three daughters Carmyn, Sophia and Charlotte on their turkey farm which they established 8 years ago where they raise 20,000 turkeys per year on their 190 acre farm.

Originally from a dairy and crop farm, he is a graduate of the University of Guelph with a Bachelor of Science in Agriculture as well from Kansas State University with a Master's Degree in Agribusiness. Professionally, Clair enjoys supporting his team of colleagues as he works as the Associate Vice President of Agriculture Banking for Ontario at National Bank of Canada.

In addition to his family, farm and work commitments, Clair is a 2016 Nuffield Canada Scholar where he travelled for 15 weeks through Europe, North America, Asia as well as Australia and New Zealand looking at global food production and in particular around his research topic 'Evaluating poultry markets to ensure Canada's supply management system is efficient and innovative'. Clair is passionate about agriculture and loves sharing his global perspective of how food is grown, marketed and what it might mean for Canadian agriculture.

COACH ON CALL IN THE HALL

Are you looking for some insight and tools to talk to your parents or other farm team members? Do you need to know how to get unstuck with your communication? Do you wish you knew if what you are experiencing on your farm was workable and able to be changed?

Book 30 minutes for a private coaching session with Farm Family Coach Elaine Froese. She will listen, guide, and empower you to create the next steps for better clarity of expectations and certainty of timelines for your role on your farm. She has coached over 600 farm families and written four books, so she has seen a lot of scenarios. Your session with her is a chance to figure out what you need to act on to get results for a better understanding of your needs and tasks for the stage you are at.

Sessions are confidential and can take place in a quiet space at the hotel, even in the lobby or down the hall.

So, if you see Elaine in an intense conversation, give her space. Book time with her and download her toolbox for free at www.elainefroese.com

The coaching sessions are part of your conference package, on a first come first served basis. Text her at 204-534-7466 to book time.