



FARM MANAGEMENT CANADA  
GESTION AGRICOLE DU CANADA

# ANNUAL REPORT 2019-2020

*CULTIVATING EXCELLENCE  
IN FARM BUSINESS MANAGEMENT*



# FARM MANAGEMENT CANADA: AT A GLANCE

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

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

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

Farm Management Canada  
300-250 City Centre Ave.  
Ottawa, Ontario K1R 6K7  
Telephone: 613 237-9060  
Toll-free: 1-888-232-3262  
Fax: 1-800-270-8301  
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).

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

# MESSAGE FROM THE MINISTER

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Minister  
Of Agriculture and  
Agri-Food



Ministre  
De l'Agriculture et de  
l'Agroalimentaire

Ottawa, Canada



I would like to thank Farm Management Canada for the strong support you have provided again this year to farmers and agri-food entrepreneurs across the country.

By delivering the resources they need, including financial tools, webinars and best management practices, you are helping them meet major challenges – especially during the COVID-19 crisis which is ongoing as I write this message. During these times of pressure and financial instability, the resilience of our farmers and food processors depends on their risk management skills – and you have been helping them strengthen those skills for over 25 years.

Farm Management Canada continues to foster strong collaboration among all industry stakeholders, which is more important now than ever. You are a bridge between producers, governments, agricultural organizations and research institutions, and others, for sharing information and resources. These are so vital for the continued growth of the industry, and ultimately, for our food security. And thank you for inspiring Canadian farmers to grow their business each year through your annual AgEx conference.

The Government of Canada is proud to support your work through the Canadian Agricultural Partnership. We want to support efforts like yours to help our agri-businesses become more competitive and shape the future of our industry.

We are also proud to support your recent study on mental health and farm business management. Thank you for helping to challenge the stigma around farmers' mental health. I am very passionate about this cause, along with our Government. We need to ensure a healthy future for the men and women who work so hard every day to feed us, while strengthening the sector as a whole.

I wish you continued success. I look forward to continuing our strong collaboration as we work together to build a bright and innovative future for the Canadian agriculture and agri-food industry.

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

## MESSAGE FROM THE CHAIR

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

We have wrapped up our 2<sup>nd</sup> year of our 3-year Contribution Agreement with Agriculture & Agri-Food Canada under the Canadian Agricultural Partnership AgriCompetitiveness Program. The Agreement allows us to continue to provide the farm business management support and resources needed for farm families across Canada to continue to thrive and contribute to Canada's social, economic and environmental excellence. And, we're pleased to have a new 4-year project under the AgriRisk Initiative to further support managing risk on Canada's farms.



The year has been busy with our mainstay learning programs and exciting new projects. A few that we are particularly proud of was the launch of our new AgriShield® risk assessment platform, conducting a study exploring the connection between mental health and farm business management, adopting the [takeanewapproach.ca](http://takeanewapproach.ca) website and creating a new expansive online resource centre, and of course AgEx 2019, which for the first time was held on the east coast in Fredericton, New Brunswick. These projects would not have been possible without the support of our partners and members. Thank you.

Although no one could have predicted COVID-19 and how it would change the world we live in, we navigate these new challenges looking forward to the year ahead. We are excited this year to be launching the results of our ground-breaking research, and we are in the midst of developing two toolkits: a Farm Transition Toolkit and a Farm Business Management Toolkit. We are launching a study exploring the Farm Business Management Needs of Indigenous Producers, and look forward to hosting the 2020 Agricultural Excellence Conference.

It is with your support that Farm Management Canada can celebrate another successful year and looks forward to continuing to serve as Canada's only national organization dedicated to cultivating excellence in farm business management. We hope you enjoy our Annual Report and wish everyone a prosperous year.

Stay safe,

A handwritten signature in black ink, appearing to read 'Joerg Zimmermann'.

Joerg Zimmermann, Chair

### FMC 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)

# MESSAGE FROM THE EXECUTIVE DIRECTOR

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Greetings members, partners and stakeholders,

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

We welcomed four new Directors to our Board, helping bring new insights and ideas to shape our strategic direction.

We launched the National Farm Leadership Program, nearly doubling the number of participants we expected.

And, with the support of the AgriRisk Initiative, we embarked on a new, 4-year project titled Roots to Success to continue our work to promote a comprehensive approach to managing farm risk. Our recently developed AgriShield platform is perfectly positioned to help the sector take a

comprehensive approach to managing risk.

We hosted a successful Agricultural Excellence Conference and new workshop series focused on supporting positive mental health through business management. Speaking of which, we completed our groundbreaking study Healthy Minds, Health Farms – Exploring the Connection between Mental Health and Farm Business Management, and also completed our Dollars and Sense Update Study – Exploring the Drivers and Barriers to Adopting Farm Business Management Practices.

Farm Management Canada continued to be heavily involved in industry consultations and policy discussions, pushing for a greater emphasis on fostering farm business management excellence as the key to building the underlying capacity for farmers to confront change with confidence and remain resilient in an ever-changing and increasingly complex sector.

We had the pleasure of delivering a number of industry presentations on best management practices across Canada thanks to invitations from our partners and supporters, while showcasing Canada's excellence and exchanging insights with peers from across the globe at the International Cash Crops Conference. We also contributed to countless agricultural media outlets to share best management practices.

We feel extremely privileged to continue to excellent work of the Agri-Food Management Institute in maintaining [www.takeanewapproach.ca](http://www.takeanewapproach.ca) as the National Farm Business Management Resource Centre and look forward to continuing to build this resource as a one-stop-shop for all things farm business management.

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

Takin' care of business,

A handwritten signature in black ink, appearing to read "Heather Watson". The signature is fluid and cursive, written over a thin horizontal line.

Heather Watson, Executive Director

### **Our Vision:**

Canada's Farmers are world leaders for a sustainable future through business management excellence.

### **Our Mission:**

Cultivate excellent Canadian farm business management through awareness and adoption of beneficial management practices.

### WE BELIEVE:

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

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

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

Farm Management Canada is Canada's only national organization devoted exclusively to developing, delivering and connecting farmers with farm management information, tools and resources to give farmers their best chance for success, from coast to coast to coast.

As Canada's national umbrella for farm business management, crossing and connecting regions and production sectors, Farm Management Canada is uniquely positioned to play a leading role in fostering the collaboration needed to effectively reach Canadian farm managers with the information and resources they need – when they need it, and how they need it.

Farm Management Canada's reputation extends beyond Canada; we are involved in a number of international conversations to share best practices in the development and delivery of business management information, tools and resources.

Supported by Agriculture and Agri-Food Canada and a growing number of partners, Farm Management Canada is fulfilling a significant role in nurturing a thriving Canadian agricultural industry.

# 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.



# 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 or territorial government. 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 will continue 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.

## 2019-2020 BOARD OF DIRECTORS



Joerg Zimmermann, Chair  
Member at Large (MB)



Terry Aberhart, Vice Chair  
Farmer (SK)



Jeannette Mongeon-Dignard,  
Secretary/Treasurer  
Farmer (ON)



Andrea Gal  
Member at Large (ON)



Annessa Good  
Young Farmer (AB)



Bradley Barton  
Provincial Government (YT)



Derek Brewin  
Academic (MB)



Larry Martin  
Member at Large (ON)



Roberta Galbraith  
Farmer (MB)

# PARTNERSHIP DEVELOPMENT & INDUSTRY ENGAGEMENT

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

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

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

Farm Management Canada's industry outreach endeavours include:

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

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

## A Chance to Meet, Engage, and Learn

Industry events including conferences, meetings and advisory panels present an opportunity to raise the profile of beneficial farm business management and skills development practices while collecting valuable input and ideas on the best resources and methods to reach producers with relevant, effective information and learning opportunities.

Farm Management Canada strives to continue to promote farm business management principles and practices, strengthening its network of leading experts working together to continuously improve management behaviour at the farm level.

## 2019-20 PERFORMANCE HIGHLIGHTS

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- LAUNCHED THE **NATIONAL FARM LEADERSHIP PROGRAM** WELCOMING **14 PARTICIPANTS** FROM ACROSS CANADA
- LAUNCHED **AGRI SHIELD** AND THE **ROOTS TO SUCCESS** RISK MANAGEMENT AND PLANNING INITIATIVE
- PUBLISHED NEW RESEARCH INTO THE **CONNECTION BETWEEN MENTAL HEALTH AND FARM MANAGEMENT**, AND **DRIVERS AND BARRIERS TO IMPLEMENTING FARM BUSINESS MANAGEMENT PRACTICES**
- HOSTED THE ANNUAL **AGRICULTURAL EXCELLENCE CONFERENCE** IN FREDERICTON, OFFERING **35 LEARNING SESSIONS** TO OVER **170 DELEGATES** FROM ACROSS CANADA
- HOSTED 30 **AGRIWEBINARS** AND 2 EVENT BROADCASTS TO **9,983 VIEWERS**, AVERAGING **332 VIEWERS PER WEBINAR**
- HOSTED 4 **MENTAL HEALTH AND FARM MANAGEMENT WORKSHOPS** ACROSS ONTARIO REACHING **80 PARTICIPANTS**
- OVER **320 PUBLICATIONS SOLD**, MOST POPULAR: FARM BUSINESS PLANNING
- **WEBSITES** WWW.FMC-GAC.COM, WWW.TAKEANEWAPPROACH.CA AND WWW.AGRIWEBINAR.COM WELCOMED **OVER 100,000 COMBINED VISITORS**
- **1,870 POSTS** TO **TWITTER, FACEBOOK, YOUTUBE** GARNERED **86,768 USERS REACHED**, **298,775 ENGAGEMENTS**, AND **4,962 VIDEO VIEWS**
- **26,732 SUBSCRIBERS** TO OUR NEWSLETTER AND EMAIL UPDATES
- FEATURED IN **38 AG MEDIA ARTICLES AND VIDEO INTERVIEWS** (EX. COUNTRY GUIDE, BETTER FARMING, FCC EXPRESS, GRAINEWS, REALAGRICULTURE, FARMMARKETER) REACHING WELL OVER 200,000 SUBSCRIBERS
- SOUGHT BY INDUSTRY TO PROVIDE **14 INDUSTRY PRESENTATIONS** REACHING **OVER 800 AUDIENCE MEMBERS** WITH BUSINESS MANAGEMENT BEST PRACTICES AND INSIGHTS. REGULAR CONTRIBUTOR TO **6 INDUSTRY AND PARTNER NEWSLETTERS**.
- CONTINUED RECOGNITION OF EXCELLENCE THROUGH THE **EXCELLENCE AWARD FOR AG STUDENTS** AND **WILSON LOREE AWARD**

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

## NATIONAL FARM BUSINESS MANAGEMENT RESOURCE CENTRE



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

As a one-stop-shop, the **National Farm Business Management Resource Centre** showcases the best resources available, ensuring Canada's farmers are equipped with the learning resources necessary to build their capacity to confront change with confidence and seize opportunities. Take some time to explore the website [www.TakeaNewApproach.ca](http://www.TakeaNewApproach.ca) and browse the resources, programs, events and research available to you.



Farm Management Canada also manages [www.FarmBusinessAssessment.com](http://www.FarmBusinessAssessment.com) helping farmers assess their business practices, and [www.PledgetoPlan.com](http://www.PledgetoPlan.com), dedicated to helping farmers create a planning process for their farm.



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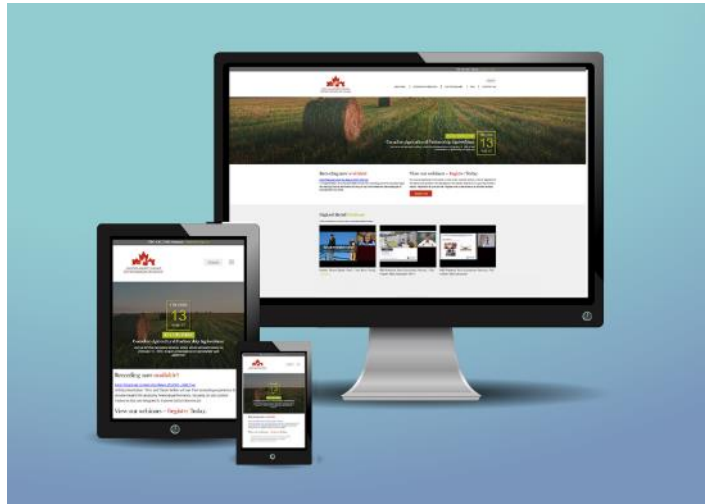
# AGRIWEBINAR®

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

We've updated the Agriwebinar website with a fresh, new look and easy navigation.

Visit [www.Agriwebinar.com](http://www.Agriwebinar.com) to access over 200 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.

All live presentations are archived for later viewing.

We are proud to have worked with the following partners:

- AGRICULTURE & AGRI-FOOD CANADA
- ALBERTA WHEAT
- BACKSWATH MANAGEMENT INC.
- CANADIAN ASSOCIATION OF FARM ADVISORS
- CANADA'S OUTSTANDING YOUNG FARMERS' PROGRAM
- FARM CREDIT CANADA
- LEADERSHIFT

|  |                                    |
|---|------------------------------------|
| SPEAKER   | TITLE                              |
| <b>Kelly Dobson,</b><br><i>LeaderShift Inc.</i>                                     | Nation Farm Leadership Program Q&A |

|   |   |
|--|---|
| SPEAKER  | TITLE   |
| <b>Terry &amp; Gavin Betker,</b><br><i>Backswath Management Inc.</i>   | Farm Financials to Help You Sleep at Night – Part One |
| <b>Terry &amp; Gavin Betker,</b><br><i>Backswath Management Inc.</i>   | Farm Financials to Help You Sleep at Night – Part Two |

|  |   |
|--|---|
|   |   |
| <b>SPEAKER</b>   | <b>TITLE</b>                            |
| <b>Elaine Froese,</b><br><i>Seeds of Encouragement</i>   | Healthy Farmer Series: Your Family Farm |

|   |                                     |
|---|-------------------------------------|
|  |                                     |
| <b>SPEAKER</b>  | <b>TITLE</b>                        |
| <b>Craig Klemmer,</b><br><i>Farm Credit Canada</i>                                | Risk Management in Agriculture 2019 |

|   |                                   |
|---|-----------------------------------|
|  |                                   |
| <b>SPEAKER</b>  | <b>TITLE</b>                      |
| <i>Agriculture and Agri Food Canada</i>   | Canadian Agricultural Partnership |

### Live Event Broadcasts

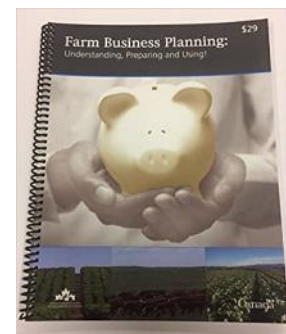
| PARTNER   | EVENT  |
|---|--|
|   | Farm Tax Update  |
|  | Canada's Outstanding Young Farmer National Event:<br>Ross Preston: Building Teams to Build Your Business Forum<br>Honouree presentations:<br>Manitoba: Andre & Katie Stepler, MB<br>Saskatchewan: Jason & Jenna Ranger, SK<br>Alberta/NWT: Roelof & Mary van Benthem, AB<br>British Columbia/Yukon: James & Cammy Lockwood, BC<br>Ontario: Jan & Jony Roos, ON<br>Quebec: Simon Michaud & Mylène Bourque, QC<br>Atlantic: Justin & Laura Rogers, PEI<br>The Motherwell Award Recipient: Angela Fox |

## RESOURCES & PUBLICATIONS CATALOGUE

Farm Management Canada works closely with its partners, members and supporting organizations to offer the very best business management information, resources and tools.

Farm Management Canada titles include 20 farm business management print publications. Farm Management Canada resources are integrated into industry workshops and academic curriculum, providing a national base for training and skills development.

73% of our resources were purchased by academic institutions for use in curriculum.



## AGRICULTURAL EXCELLENCE CONFERENCE



## CULTIVATING RESILIENCE

December 2-4, 2019

Fredericton, New Brunswick



The 2019 Agricultural Excellence Conference was hosted in Fredericton, New Brunswick December 2-4, welcoming over 170 farm management enthusiasts from across Canada to hear from leading experts and exchange insights on today's hot topics affecting farm businesses. The Conference theme, *Cultivating Resilience* was an opportunity for delegates to focus on building the capacity to weather any storm - to confront change with confidence and seize opportunity. Conference-goers came away from AgEx equipped with practical information and tools to cultivate their resilience by enhancing their farm business practices.

The majority of participants were farmers, representing a variety of production sectors including beef, dairy, grains & oilseeds, horticulture, poultry, hog, and fruit, while the remaining participants were advisors, academia, organizations, government and private industry corporations – all with an interest in advancing farm business management in Canada. 39% of participants were under 40 years of age. 47% of delegates were female.

Participants had the chance to hear from a variety of speakers, participate in roundtable discussions and network with farmers and industry experts from across Canada, including:

- Management Tactics for Leading Farmers
- Mental Health Discussion: Taking Care of Business - You and Your Farm
- Bridging the Gap: Farm Transition Panel
- Black Swans – Friends or Foes in Agricultural Systems?
- Building your Peer Advisory Group – Who and How
- Secrets to Success with Canada's Outstanding Young Farmers
- What's their Beef with Beef?
- Making the Case for International Collaboration to Improve Skills Training
- Cultivating Innovation through On-Farm Trials
- Getting Highest Value for your Cash Crop
- Economic Outlook for Canada's Farmers
- Opportunities for Agriculture in New Brunswick

Farm CEO: Transitioning from Manager  
Farm Financial Systems: Design and Analysis  
Farm Business Management Resource Showcase

Altogether, over 35 presentations and resources were shared with participants.



"Resilience is not something that happens in reaction to a crisis, but something that you need to build into your farm business so that when a crisis happens, you are positioned to see it for the challenge it really is, and use the plans you have in place to guide you forward. Attending this event made me feel more confident about the many uncertainties that face us in the future of agriculture. There may be many things out of our control, but we are far from helpless. Our farm will continue to work to have plans in place, and position ourselves so that we can be resilient when challenges inevitably do come our way." – Amy Vanstraten

"This Conference has definitely made my husband and I are more intentional, more disciplined with planning...[The Conference] gave us an opportunity to sit down and do some one-on-one coaching with Elaine Froese, she gave us a place to start with succession planning and to do some good farm management ...A program like Ag Excellence is really important because it gets you out of day to day operations to focus on the big picture, future of the farm and how you're going to get to the goals you're going to set...I've been to a lot of conferences and this one was excellent. A lot of great farm management professionals there to have great discussions and to help you with your operation in a personal setting. I highly recommend the Ag Excellence Conference to anybody" – Doreen Blumhagen

And thank you to our industry partners for choosing to host their learning events alongside AgEx!

- Bridging the Gap: Successor Development Program Alumni Session
- Nuffield Canada Annual Meeting and Scholarship Orientation
- Canada's Outstanding Young Farmers National Conference
- Provincial/Territorial Ministry of Agriculture Annual Meeting





Some great memories from AgEx2019:



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

### Sponsors



### Supporting Partners



### Media Partners



### Government



## WILSON LOREE AWARD

### Congratulations to our 2019 recipient: Len Davies

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

Len Davies is a family business continuity planner who for the last 17 years has helped farmers throughout Ontario and the Maritimes complete their business continuity plans.



Len grew up on a dairy farm and studied agriculture at the University of Guelph. After graduating, Len worked for a feed company and the Ontario Ministry of Agriculture, Food and Rural Affairs as a Research Analyst in cost of production studies. For many years, Len served as Field Operations Manager for Agricorp.

After an early retirement, Len founded Davies Legacy Planning Group Inc. in 2003 where he has guided over 600 clients through an 8-step process towards developing an action plan to ensure their business continues to the next generation. The 8-step process addresses the components of a business continuity plan using the 3-circle model; Family, Management and Ownership. 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.

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 long-time member of Farm Management Canada. Len also has designations as a Certified Financial Planner, Chartered Life Underwriter and Certified Divorce Financial Analyst.



Len resides in Muirkirk, Ontario with his wife, Mary. Len has two daughters, Janet and Carla, and one son, Jeff.

This is some of what Len's colleagues, peers and clients had to say about his contribution to affecting positive change in farm business management:

*"To say that Len Davies exemplifies all that is positive in the agriculture industry, would be a profound understatement. Very simply, Len Davies wakes each day with an immense passion for the industry and a goal of making yet another farm family better off for having met him."*

*"To witness the skill with which Len encouraged all family members to actively participate in the succession planning process, and to ensure that all difficult conversations happened as a prelude to the written plan, was like watching art appear on a canvas. There wasn't a farm family issue that Len hadn't already dealt with at some point and he was able to instill a comfort level that made families comfortable and engaged to see the plan through. Some farm family scenarios were more challenging than others but, Len treated them all with the utmost in respect and a determination to provide them with innovative approaches to resolve the succession planning challenge. His wisdom and his experience are second to none."*

*"Len provided emotional and mental health support that allowed us to be completely comfortable bearing our souls and working toward a plan that was tailored to us. Len sees each farm family as "one of a kind" and never uses a cookie cutter approach. Through the process of preparing our business plan, Len gave us back our pride in ourselves and our farm and left us proud and passionate about our future in this great industry."*

Wilson Loree personally presented the award to Len at the Agricultural Excellence Conference. Len was accompanied by his daughter, Janet.

"After retiring early from Agricorp, Len took a friend's suggestion to get into the field of farm succession planning, where he has worked with over 600 clients," recounted Wilson. "I think we owe a debt of gratitude to that friend. Len, we're pleased to have you join this prestigious group of previous winners including people like Elaine Froese, Merle Good, Terry Betker, Larry Martin, Lyle Stavness."

In his acceptance speech, Len recounted advice he heard and has held close from Zig Ziglar. "I have always believed that if you help enough people get what they want, you will get what you want," noted Len. "It's important that we don't lose sight of what we're doing. Don't lose sight of who the client is. If we make things right for the client, success will come for us."



"I look at myself like your general practitioner. There are all kinds of people who know more than I do when it comes to specific areas, but I need to know what they need so I know where to send them and when to send them. I have built my practice around that."

Pictured Right (L-R): Past winners of the Wilson Loree Award - Terry Betker, Elaine Froese, Wilson Loree, Larry Martin, and Len Davies.



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."

## 2019 INTERNATIONAL CASH CROP CONFERENCE

### EXPLORING CANADA'S COMPETITIVE EDGE: HOW DO WE STACK UP?

June 26-27, 2019 Winnipeg, Manitoba

In today's global economy, farmers must look beyond the fencepost to gain much-needed insights into how to maintain a competitive position in the global marketplace. agri benchmark is a non-profit global network of 60 agricultural economists from 50+ international partner institutions working closely with farmers and consultants provide international insights into the strength and weaknesses of farmers across the globe. Once a year, members of the agri benchmark network meet for the annual international Cash Crop Conference to share first-hand insights on crop production. The Conference takes place in a different country every year. Canada had the honour of hosting the 2019 Conference.



The Conference welcomed over 40 international delegates and 35 members of the Canadian agricultural industry including growers, agribusiness, academics, consultants and governments to exchange insights with international counterparts and explore paths to sustaining Canada's competitive advantage. Over 40 presentations were shared by industry experts across the globe.

A sincere thanks to Conference sponsors, the Manitoba Ministry of Agriculture, Manitoba Canola Growers Association and Canadian Canola Growers Association.



## EXCELLENCE AWARD FOR AGRICULTURAL STUDENTS

Congratulations to our 2019 recipients!

Farm Management Canada and the Canadian Association of Diploma in Agriculture Programs (CADAP) work together to offer the annual Excellence Award for Agricultural Students.



The Award encourages agricultural students to enhance their communication skills and raises awareness of the importance of farm business management. Each year, Farm Management

Canada collects submissions from agricultural students across Canada and awards deserving students with a scholarship towards their education.

This year, students were asked to submit a multimedia presentation, a video, a Twitter chat, a blog or a Wiki, responding to the following question:

*How can agriculture bridge the increasing rural and urban divide?*

This year's winners are:

**Paula Eraso, University of the Fraser Valley**



**Charles-Étienne Ferland, University of Guelph**



**Alexandra Stinson, University of Guelph**



View the winning videos at [www.fmc-gac.com/programs-services/national-awards-scholarships](http://www.fmc-gac.com/programs-services/national-awards-scholarships)



Few of us consider our own leadership as a competitive advantage, however research has shown that leader effectiveness can account for as much as 1/3 of business performance.

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

The first cohort of the National Farm Leadership Program began its journey in January and just finished its 3-day residency in Sidney, British Columbia. Welcoming 11 participants, the residency provided a physical meeting place and safe space to observe and study our reactive tendencies to stress and uncertainty, and how we can build the skills to choose a better path forward. Participants will continue in the learning program until the end of April and will then have access to monthly group coaching and personal coaching anytime for the remainder of the year to help realize their positive change.

Program details:

- 11 weeks of structured online asynchronous learning
- 3-day residency to develop your skills
- A personal leadership assessment against a global data set of leaders
- Create a personal plan to increase leadership effectiveness
- Unlimited personal coaching for a year and access to the LeaderLab (a private online community)

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.

*"LeaderShift helped me realize the true price of my unhealthy work habits to myself, my team, my peers and my family. Working closely with my cohort and program coaches helped shine light on a new path forward where I am building the confidence to lead as my true, authentic self, and by doing so, empower the growth and development of those around me. I appreciated the flexibility of the online learning community format, yet still bringing us together for a challenging and impactful residency."*

*"LeaderShift revealed a whole new side of leadership that has never been touched on in any previous course that I have taken. I was able to apply the principals immediately and witness the positive effects of clear communication. The leader assessment identified areas where my leadership required improvement and both the LeaderLab and residency were great ways to practice in both an individual and cohort setting."*

Powered by



## AGRI SHIELD® - CANADA'S FIRST AND ONLY 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.

Farm Management Canada's goal is to ensure Canada's farmers are positioned for success through sustainable growth. This takes a comprehensive approach to managing risk on the farm and promotes a globally competitive Canadian agriculture industry. AgriShield is a powerful tool that can help farmers be proactive in strengthening their operations, confront change, and seize opportunities as they arise.



In partnership with:



### ROOTS TO SUCCESS:

### TAKING A COMPREHENSIVE APPROACH TO MANAGING FARM RISK

Funded under the AgriRisk Initiative as part of the Canadian Agricultural Partnership, the Roots to Success project will make meaningful progress towards improved risk management for the agriculture and agri-food sector by promoting a comprehensive approach to managing risk. This project will use a state-of-the-art risk management platform to provide farmers and professionals that work directly with farmers with much-needed training to identify, assess, prioritize risks and create comprehensive risk management plans. The project will also serve to establish industry benchmarks using baseline data to identify opportunities for policy and program improvement to meet the risk management needs of Canada's farmers. This includes looking at ways to establish linkages with industry initiatives including the government's BRM programs.

#### Literature Review

The review looked at risk assessments previously completed by industry stakeholder groups, including projects under AgriRisk Initiatives to ensure our risk management platform includes all identified risks and best practices.



## Sustainable Agriculture Initiative Compliance



The project team has benchmarked AgriShield to the international Farm Sustainability Assessment (FSA) and the platform has been given the GOLD Level, indicating the highest level of sustainability. The platform is considered an exemplary tool to help producers improve their sustainability measures and comply with international standards.

## National Risk Management Roundtable

A national Roundtable comprised of a diverse cross-section of sector players with a common goal – to guide the industry towards comprehensive risk management has been formed. The Roundtable will meet on a regular basis throughout the 4-year to discuss how to drive a comprehensive approach to managing risk for Canada's agricultural sector and to serve in an advisory capacity to the project, evaluating and monitoring progress towards meeting project goals.

The first Roundtable meeting was held by teleconference on December 19<sup>th</sup>, 2019 and the group will convene in-person for the first time in Ottawa on March 4<sup>th</sup>, 2020.

## Training and Workshops

Farm Management Canada will be conducting a series of workshops to train producers on risk assessment and the implementation of a comprehensive risk management plan for their farm, and to train professionals offering consultative services to farmers to use a comprehensive risk management approach with their clients. A series of 40 workshops will be conducted over the next three years.

## HEALTHY FARMERS, HEALTHY FARMS: SUPPORTING THE BACKBONE OF OUR RURAL COMMUNITIES

Farm Management Canada was proud to receive the Peavey Industries LP/TSC Stores Ltd. Community Agricultural Grant designed to address the vast and varied needs of agricultural communities.

October 10 was World Mental Health Day. Farm Management Canada, Peavey Industries LP and The Do More Agriculture Foundation along with representatives from supporting organizations were at TSC Stores in Arnprior to announce the grant and support World Mental Health Day by providing farmers and agricultural supports with the opportunity to join us and take a much-needed break!

Farmers are the backbone of our rural communities. However, our farmers are facing risk and uncertainty like never-before, from Mother Nature to changing markets and regulations, much of which is outside of their control. Public trust is now putting more



pressure on farmers. A recent University of Guelph study shows farmers suffer from higher rates of stress, anxiety, and depression than the general population. This incredible stress is jeopardizing our farmers' health and likewise, the health of our rural communities.

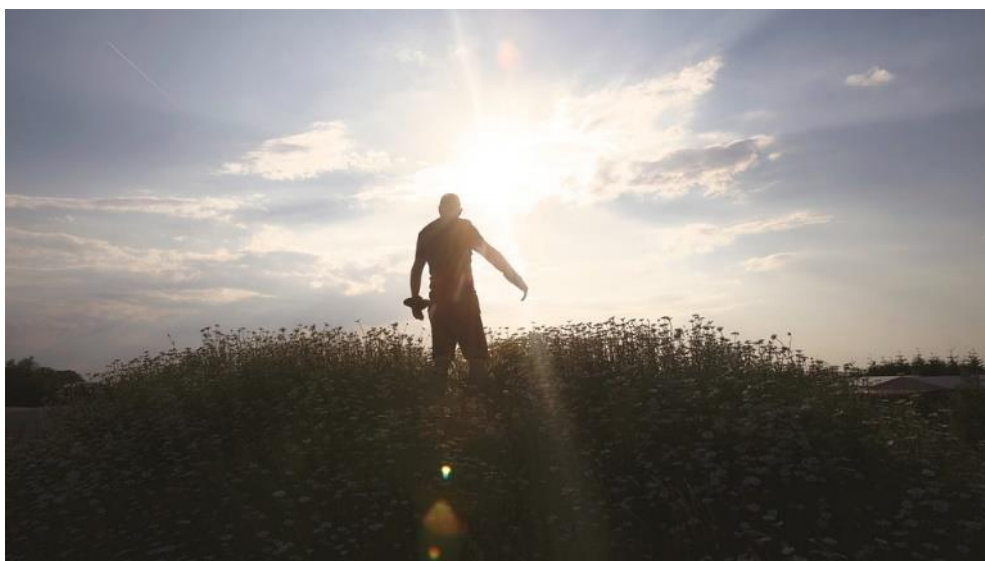
A variety of speakers with diverse backgrounds in Mental Health, Farm Business Management and Community Support helped workshop participants recognize the signs of stress and build the knowledge, skills and practices to gain the confidence to assist one another and build a local support network, while putting measures in place to support their own mental health. We'd like to thank all the speakers who came out and shared your knowledge with our attendees. A special thanks goes out to our keynote speakers, including Martine Oliveria from AGS Rehab Solutions, Darrell Wade and Kim Siegers-Robinson from Farm Life Financial and Len Davies from Davies Legacy Planning.

Workshops were hosted in Kemptville and Kawartha Lakes (Eastern Ontario) on January 20 and 22. Southwestern Ontario workshops were hosted in Guelph March 9 and London March 11.

A sincere thank you to our partners at Do More Agriculture and Peavey Mart Industries/TSC Stores Ltd. for supporting these workshops through the Community Agricultural Grant.

## EXPLORING THE CONNECTION BETWEEN MENTAL HEALTH AND FARM BUSINESS MANAGEMENT

We know our farmers are incredibly stressed, and we know that stress and fatigue can have negative effects on making informed business decisions. Through ground-breaking research, Farm Management Canada examined the connection between mental health and farm business management. The goal of the research was to develop an understanding of the relationship between farm business management practices and farmer mental health. This question was explored from both sides of the relationship. For example, how does effective farm business management impact or support farmer mental health? As well as conversely, how does mental well-being impact or support farm business decision-making?



## **ENVIRONMENTAL SCAN REVEALS LACK OF RESEARCH EXPLORING MENTAL HEALTH AND FARM MANAGEMENT**

The purpose of the Environmental Scan was to provide a review of the existing research and programs across Canada and around the world relating to farmer mental health and farm business management, and to identify and leverage any existing research connecting the two.

The Scan includes information on mental health, farmer mental health, stress factors, farm business management practices, decision-making, and more specifically, how these topics relate to one-another.

Three main gaps were identified for further exploration:

*Gap 1:* The limited scope of research related to mental health in Canadian Agriculture

*Gap 2:* The connection between mental health and farm management

*Gap 3:* The effectiveness of mental health support programs & resources.

### **FINDINGS REVEAL 88% OF FARMERS SAY FOLLOWING A WRITTEN BUSINESS PLAN HAS CONTRIBUTED TO THEIR PEACE OF MIND.**

An Advisory Committee comprised of diverse agricultural and mental health industry professionals was formed to guide the direction of the research. The qualitative and quantitative research was based on a comprehensive, national study that includes a survey of 1,735 farmers, 14 focus groups and 72 one-on-one interviews with farmers and industry representatives. The survey made use of Farm Credit Canada's (FCC) Vision Panel through a unique partnership between the research team, Farm Management Canada, and FCC. Primary research took place between October 2019 and March 2020.



The findings from this research reveal a positive correlation between mental health and farm business management and inform recommendations to support farm business management activities that positively influence farmer mental health as well as mental health supports that positively influence farm business management activities.

Stress is the personal, emotional response to external factors, or stressors. When stressed, farmers reported several changes in behaviour to try and cope with stress. Most farmers reported undesirable coping mechanisms that may contribute to poor mental health including working more hours and losing sleep, attending social or family gatherings less, and feeling less in control of their emotions. However, some farmers reported more frequent management behaviours like focusing more on financial numbers and assessing or planning for alternative outcomes when stressed.

Employing business management practices can help farmers get through tough times such as market crashes or crop failures. Among farmers who use written business plans, 88% claim that it has contributed to peace of mind. Outcomes of the project reaffirm findings of other recent

research and add new insights into the ways that farm business management can be supported in ways that contribute to farmer mental health.

There is an opportunity to enhance education around the benefits of business planning with a focus on mitigating risk. Further, building support teams to help provide advice can alleviate some of the burdens of decision-making. When difficulties arise, it helps to know that a team of peers, family members and/or advisors has thought through different challenges and weighed in on a course of action. Further education and re-positioning the concept of the farm business plan and farm business team can help farmers see business management and planning as both a way to prepare for uncertain times and a source of guidance when facing difficult circumstances.

The report concludes with four themes that capture how Farm Management Canada and the agricultural industry at large can better support farmer mental health in Canada:

1. Continue raising awareness around stresses and the impact of mental health for farmers
2. Support mental health literacy for farmers and those supporting farmers
3. Deliver business management advice, tools and training that improves risk management literacy and preparedness as a means of supporting positive coping mechanisms and reducing stress
4. Advocate for and expand farmer-specific mental health support services

24 distinct recommendations are explained further within the Full Report. These research findings are critical for informing government policy, resource allocation, and business management and mental health service providers in supporting healthy farmers and healthy farm businesses for a prosperous and sustainable agricultural sector.

To read the full Final Report and Environmental Scan, visit [www.fmc-gac.com](http://www.fmc-gac.com)

Farm Management Canada would like to thank our cost-share partners:



KEYSTONE  
AGRICULTURAL  
PRODUCERS  
of MANITOBA



CANADIAN  
CANOLA GROWERS  
ASSOCIATION



Manitoba  
Canola Growers



## DOLLARS AND SENSE STUDY UPDATE

While we realize most farmers didn't get into farming to be business managers, we know farm business management matters.

A ground-breaking 2015 study titled Dollars and Sense revealed the success of any farm enterprise, regardless of size, production sector, or location is directly related to the business management practices of the farm manager. According to this research, top farm managers are dedicated to continual learning, carefully monitor and use their financial data and are 30 per

cent more likely to consult business advisors. They are 50 per cent more likely to have and follow a formal business plan, monitor and use their costs of production, assess and manage their risks, and have a sound financial plan that includes budget goals. Farmers who adopt business management practices can improve their profitability by up to 525%.

It has been 5 years since the first Dollars and Sense study. In 2020, we wanted to take a deeper dive into understanding the barriers and drivers of adopting farm business management practices on Canada's farms, and how we can help.

The Dollars and Sense Study Update surveyed over 700 farmers from across Canada, farm types and farm size.

## **FINDINGS REVEAL THERE HAS BEEN NO GROWTH IN ADOPTION OF BUSINESS MANAGEMENT PRACTICES SINCE 2015.**

The rate of adoption for 80% of business management practices has dropped over the past 5 years, including those practices that were found to have the greatest impact on farm financial performance in 2015.

Business management practices studied included:

- Having a clear vision and goals for the farm
- Having a written business plan that is reviewed and updated at least once per year
- Communicating plans and the direction of the farm with key stakeholders
- Having a budget and plan for each enterprise within the farm that is reviewed regularly
- Calculating, reviewing, monitoring cost of production for benchmarking and decision-making
- Having an in-depth understanding of financial statements to monitor progress
- Having a structured approach to financial planning to ensure sufficient capital to withstand changes to the business environment
- Following markets closely and having a marketing plan to track pricing goals and targets
- Having a formal risk management plan and procedures in place to assess and manage risk
- Having a collaborative relationship with suppliers and customers
- Having a well-developed human resource management plan outlining responsibilities and compensation that is reviewed regularly to meet changing business needs
- Having a farm transition or succession plan that has been communicated to those involved in the farm business and is reviewed regularly when major changes occur
- Using farm business advisors to help meet business objectives
- Actively seeking learning and skills development opportunities to meet the changing needs of the business

While the ability to read and use Financial Statements continues to have the highest rate of adoption at 63%, this has declined significantly since 2015 (73%), and having a formal plan for human resource management continues to have the lowest adoption, now at 12% (compared to 20% in 2015).

The greatest barriers to implementing farm business practices are:

1. The farm succeeds without it
2. Aging/retiring farmers feel it's too late to benefit
3. Farmers don't have the time

4. Farmers don't know where to start
5. Getting others on board with adopting more formal business practices

Lack of communication skills is the greatest barrier to engaging others in farm business management activities.

The greatest motivators to implementing farm business practices are:

1. To increase profitability
2. To manage risk
3. To prepare for farm transfer/retirement
4. To reduce stress and anxiety and improve quality of life
5. To improve our family/farm team harmony

Farmers who regularly work with farm advisors, young farmers, female farm operators, farmers in Quebec, horticultural operations and larger farms are more likely to implement farm business management practices. With the exception of larger farms, these farmers are also most likely to access support programs and services offered by the Ministries of Agriculture.

This research reinforces the need for Farm Management Canada to continue to champion a better understanding and use of business management practices on Canada's farms.

Following are the recommendations derived from our findings:

- ✓ Redefine the value of farm business management by redefining what success looks like. Success can be both business-focused and/or personal:
  - Increased profitability, better management of risk, keeping the business on track to meet its goals, reducing stress/anxiety, improving quality of life, etc.
- ✓ Create messages targeted to different segments – by age, gender and farm type that would better resonate with a specific group regarding the value and importance of each business management practice
- ✓ Investigate reasons behind Quebec's higher adoption rates of these business management practices and how the lessons can be disseminated across other provinces
- ✓ Increase accessibility and availability of risk management and scenario planning tools that can help farmers prepare for the uncertainty they will face in the future or to manage the long-term impact the pandemic could have on farms.
  - For example, promotion of FMC's Roots to Success training program
- ✓ Champion the use of Farm Business Advisors
  - Develop communication guides for understanding what farm business advisors can offer farmers
  - Develop case studies that show real life examples of the importance and improvement farmers have accomplished working with farm business advisors
- ✓ Develop new resources for Farmers
  - Develop communication guides for various business management topics that farmers could reference to improve confidence in communicating about business management practices with family, employees and farm business advisors.
  - Other resources could include easy-to-use templates for common management activities such as:
    - Scenario planning tools
    - Business plan templates that could include risk and contingency elements
    - How to guides such as:

- How to incorporate some business formality into a farm business, such as business planning and meetings
- How to build an effective decision support team (who to include and how they can help, including different types of farm business advisors)

Farm Management Canada would like to thank our cost-share partners:



## PROVINCIAL-TERRITORIAL MINISTRY NETWORK

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

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

The 2018-2019 Annual Meeting took place November 29 in conjunction with the Agricultural Excellence Conference in Winnipeg, Manitoba.



## STRATEGIC PARTNERSHIPS



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

## Farm Management Canada's Industry Group Involvement



International Farm Management Association Board of Directors



Canadian Association of Diplomas in Agriculture Program



Agriculture More Than Ever



International Farm Transition Network



National Agricultural Occupational Framework Advisory Committee



Brigid Rivoire Memorial Award for Champions of Agricultural Mental Health Selection Committee

## Farm Management Canada's Consultation Contributions

Farm Management Canada participated in a number of industry consultations, including:

- Standing Committee on Agriculture & Agri-Food – Mental Health Challenges Facing Canadian Farmers (An Update)
- Standing Committee on Agriculture & Agri-Food – BRM Program Review
- Agriculture & Agri-Food Canada Office of Audit and Evaluation – Advance Payments Program
- Agriculture & Agri-Food Canada – Cost-Share Programming under the Canadian Agricultural Partnership



## Farm Management Canada's Speaking Engagements

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

- Agriculture & Agri-Food Canada Research Analysis Directorate: Farm Succession in Canada
- Canadian Agricultural Safety Association's Annual Conference – Mental Health and Farm Management
- Advancing Women in Agriculture Conference – Leadership Effectiveness: Making the Shift
- Council for The Advancement of Native Development Officers Annual Conference – Opportunities in Agriculture through Farm Business Excellence
- BC Dairy Industry Conference – The 7 Practices of Canada's Top Farmers
- BC Dairy Industry Conference – Taking A Comprehensive Approach to Managing Farm Risk
- Mental Health & Farm Management Workshop – Business Management Practices for Mental Health
- Eco Farm Days: Food and Farming In A Shifting Climate – Farm Transition Planning
- Canadian Association of Diplomas in Agriculture Programs: Farm Management Canada Priorities, Programs and Services
- Provincial/Territorial Ministry Network: Farm Management Canada Priorities, Programs and Services

## Event Attendance



**AGRICULTURE & AGRI-FOOD CANADA RESEARCH ANALYSIS DIRECTORATE:  
FARM SUCCESSION IN CANADA**

JUNE 3, OTTAWA, ON



**CANADIAN ASSOCIATION OF FARM ADVISORS FARM MANAGEMENT UPDATE**

JUNE 6, WOODSTOCK, ON



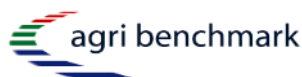
**CANADIAN ASSOCIATION OF DIPLOMAS IN AGRICULTURE PROGRAM**

JUNE 10-13, WINNIPEG, MB



**CANADIAN AGRICULTURAL HR COUNCIL: LABOUR ROUNDTABLE**

JUNE 26, OTTAWA, ON



**INTERNATIONAL CASH CROP CONFERENCE**

JUNE 24-28, WINNIPEG, MB



**ANNUAL GENERAL MEETING**  
JULY 10, WEBCAST



**FPT MINISTER'S ROUNDTABLE**  
JULY 16-18, QUEBEC, QC



**CANADIAN AGRICULTURAL SAFETY ASSOCIATION'S ANNUAL CONFERENCE**  
OCTOBER 8-10, QUÉBEC, QC



**WORLD MENTAL HEALTH DAY**  
OCTOBER 10, ARNPRIOR, ON



**AAFC ANNUAL FARM TOUR**  
OCTOBER 10, OTTAWA, ON



**FARM TAX SEMINAR**  
OCTOBER 18, WATERLOO, ON



**ADVANCING WOMEN IN AGRICULTURE CONFERENCE**  
OCTOBER 27-29, NIAGARA FALLS, ON



**COUNCIL FOR THE ADVANCEMENT OF NATIVE DEVELOPMENT OFFICERS ANNUAL CONFERENCE**  
OCTOBER 28, GATINEAU, QC



**JOURNÉE INTERGÉNÉRATIONNELLE**  
NOVEMBER 20, QUEBEC



**BC DAIRY INDUSTRY CONFERENCE**  
NOVEMBER 27-28, VANCOUVER, BC



**AGRICULTURAL EXCELLENCE CONFERENCE**  
DECEMBER 2-4, FREDERICTON, NB



**NUFFIELD CANADA ANNUAL MEETING**  
DECEMBER 2-4, FREDERICTON, NB



**CANADA'S OUTSTANDING YOUNG FARMERS' NATIONAL EVENT**  
DECEMBER 5-8, FREDERICTON, NB



**PRAIRIE CEREALS SUMMIT**  
DECEMBER 11-12, BANFF, AB



**MENTAL HEALTH & FARM MANAGEMENT WORKSHOP**  
JANUARY 20, KEMPTVILLE, ON  
JANUARY 22, FENELON FALLS (KAWARTHA LAKES), ON



**FarmTech™**

**FARMTECH**  
JANUARY 29-31, EDMONTON, AB



**CANADA'S AGRICULTURE DAY**  
FEBRUARY 11, OTTAWA, ON



**ECO FARM DAYS: FOOD AND FARMING IN A SHIFTING CLIMATE**  
FEBRUARY 22-23, CORNWALL, ON



**CFA ANNUAL GENERAL MEETING**  
FEBRUARY 26-27, OTTAWA, ON



**MENTAL HEALTH & FARM MANAGEMENT WORKSHOPS**  
MARCH 10, GUELPH, ON  
MARCH 11, LONDON, ON

## 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 Farm Management Canada's 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 Farm Management Canada's 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 3,973 information products resulting in over 600,000 touch points through electronic means such as Agriwebinars and websites and over 1,000 individuals reached through in-person events including the annual Agricultural Excellence Conference, Leadership Program and speaking at industry events.

The results of Farm Management Canada's 2019-20 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:

- ✓ 83% of Farmers are more aware of beneficial business management strategies and tools
- ✓ 78% of Farmers are adopting beneficial management strategies and tools in their operation
- ✓ 65% of farmers are adopting planning practices for their operation
- ✓ 92% of Farmers have advanced their business goals

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

1. Financial Plan
2. Marketing Plan
3. Operational Plan
4. Strategic Plan
5. Transition/Succession Plan

The top beneficial practices adopted\*:

- ✓ Created or updated a business plan
- ✓ Established a clear vision and strategic goals for my farm
- ✓ Compared records with previous years and/or other farms to track performance (benchmarking)
- ✓ Sought business advice from industry experts (ex. advisors, consultants, accountants, lawyers, marketing specialists, etc.)

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

- ✓ Increased confidence to make better decisions
- ✓ Adapt, respond to, and manage change
- ✓ Maintain/increase profitability and keep finances under control
- ✓ Manage/mitigate risk
- ✓ 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

- 55% of Farmers gained over 5% profitability
- 54% of Farmers gained over 5% in well-being (personal/family health, mental state, stress)
- 47% of Farmers gained over 5% cost savings
- 40% of Farmers gained over 5% access to capital

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

| Farmers   | Non-Farmers (ex. Advisors)  |
|---|---|
| <ol style="list-style-type: none"> <li>1. Seeking increased profitability</li> <li>2. Insights gained from learning events and resources</li> <li>3. Market changes influencing sales</li> <li>4. Comparing performance with previous years or other farms</li> <li>5. A new opportunity has emerged</li> </ol> | <ol style="list-style-type: none"> <li>1. Seeking increased profitability</li> <li>2. A new risk has emerged</li> <li>3. Market changes influencing sales</li> <li>4. Creating or reviewing a strategic plan</li> <li>5. Demands from lenders or creditors</li> </ol> |

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

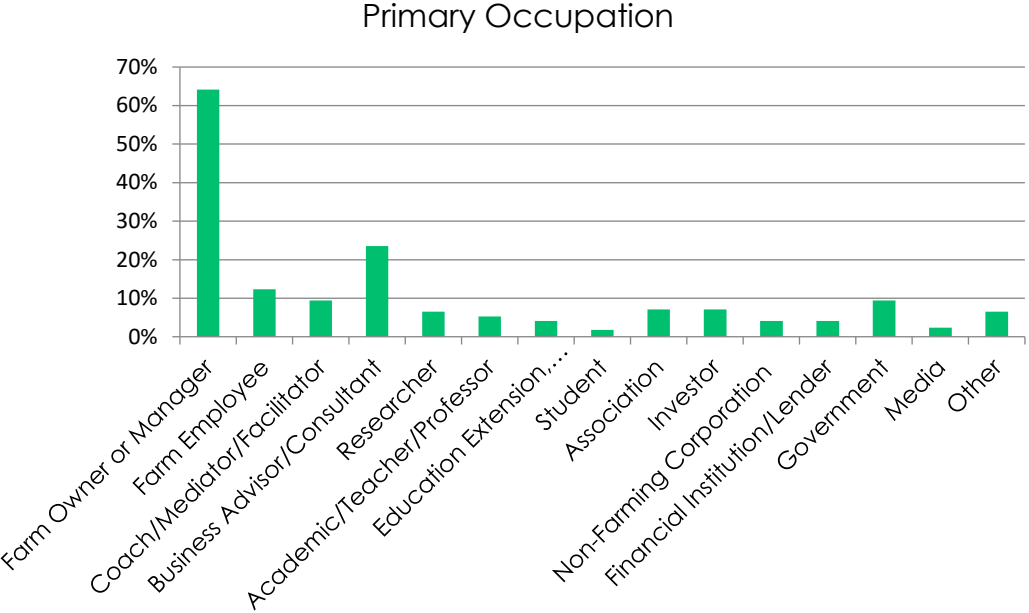
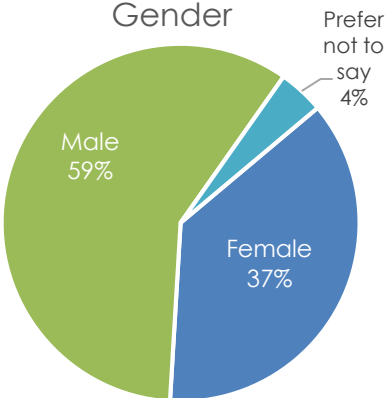
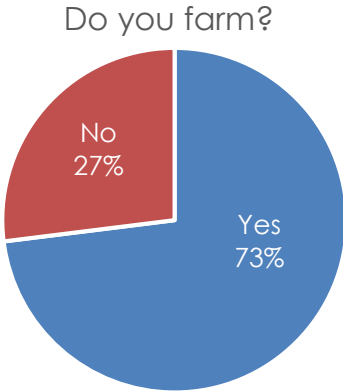
| Farmers  | Non-Farmers (ex. Advisors)  |
|--|---|
| <ol style="list-style-type: none"> <li>1. Demands from lenders or creditors</li> <li>2. A new risk has emerged</li> <li>3. Government policy, incentives, programs</li> <li>4. Changing human resource or quality of life needs</li> </ol> | <ol style="list-style-type: none"> <li>1. Planning to reduce farm debt</li> <li>2. A new risk has emerged</li> <li>3. Changing human resources or quality of life needs</li> <li>4. Planning to expand</li> </ol> |

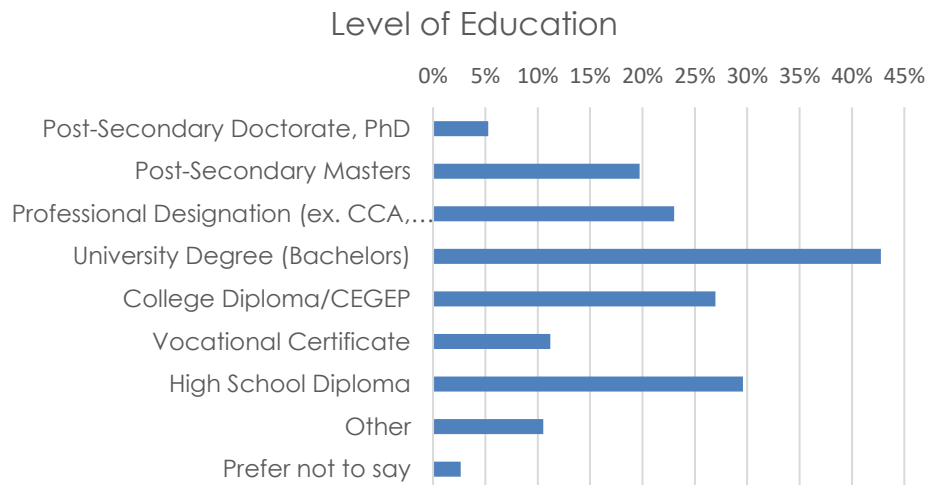
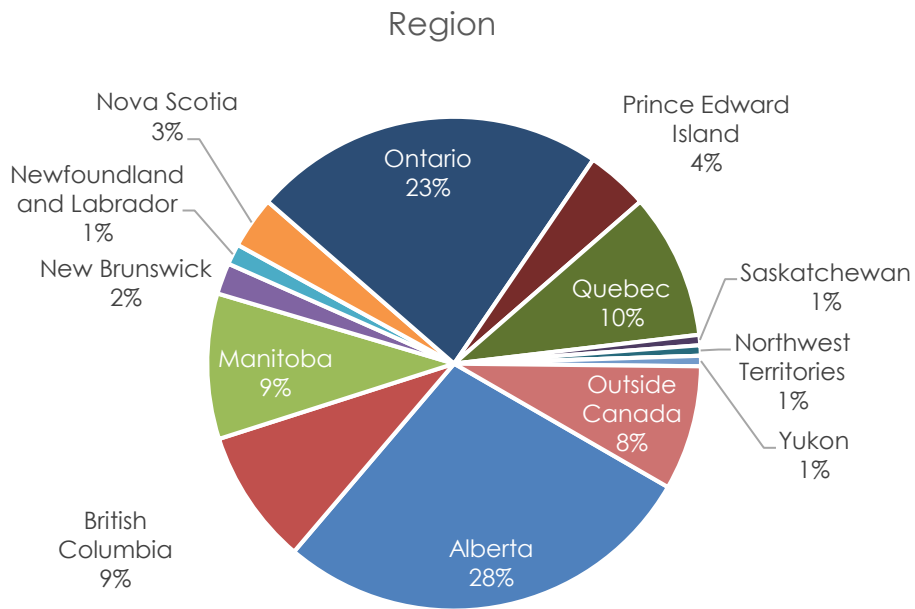
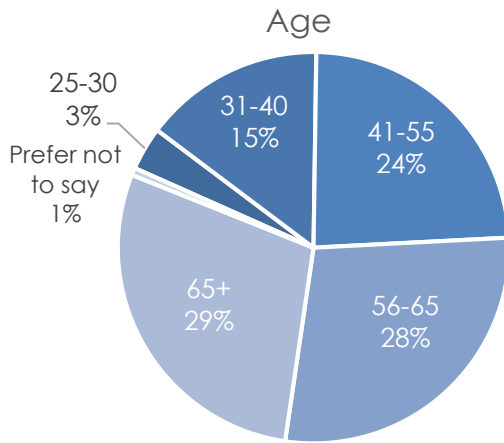
Farmers and Non-Farmers (ex. Advisors) were also asked the biggest challenge in implementing farm business practices:

| Farmers   | Non-Farmers (ex. Advisors)  |
|---|---|
| <ol style="list-style-type: none"> <li>1. Changing the mindset of business partners to engage in business practices</li> <li>2. Making progress with transition planning (convincing parents to start)</li> <li>3. Time management to stay on top of business practices</li> <li>4. Increasing risks beyond my control</li> </ol> | <ol style="list-style-type: none"> <li>1. Financial literacy</li> <li>2. Generational differences/attitudes towards business management</li> <li>3. Convincing farmers to take business management seriously</li> <li>4. The time it takes for managers to implement new practices</li> </ol> |

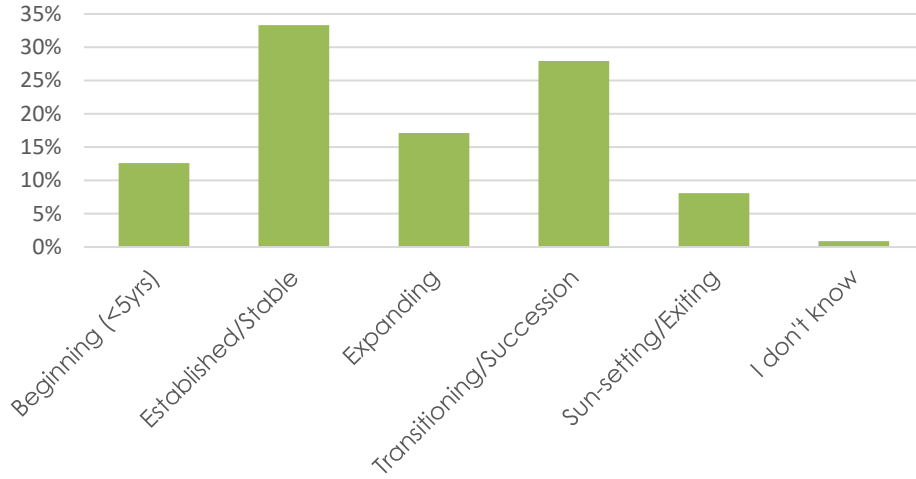
Farm Management Canada continues to calculate year-over-year demographic information to observe trends and target activities to continue to meet the needs of specific target groups.

The DEMOGRAPHIC PROFILE OF FARM MANAGEMENT CANADA'S 2019-20 AUDIENCE is summarized as follows:

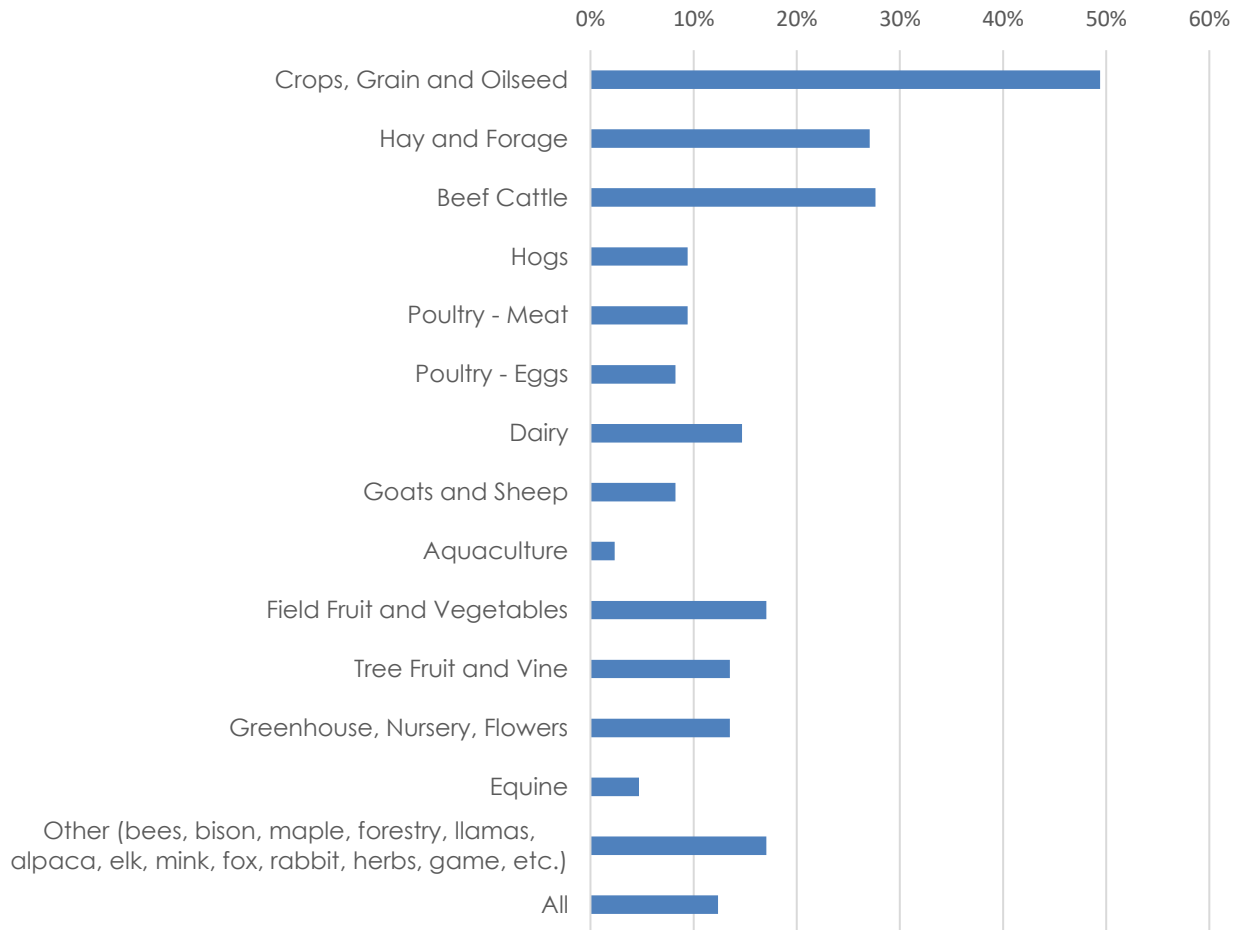




### Stage of Farming

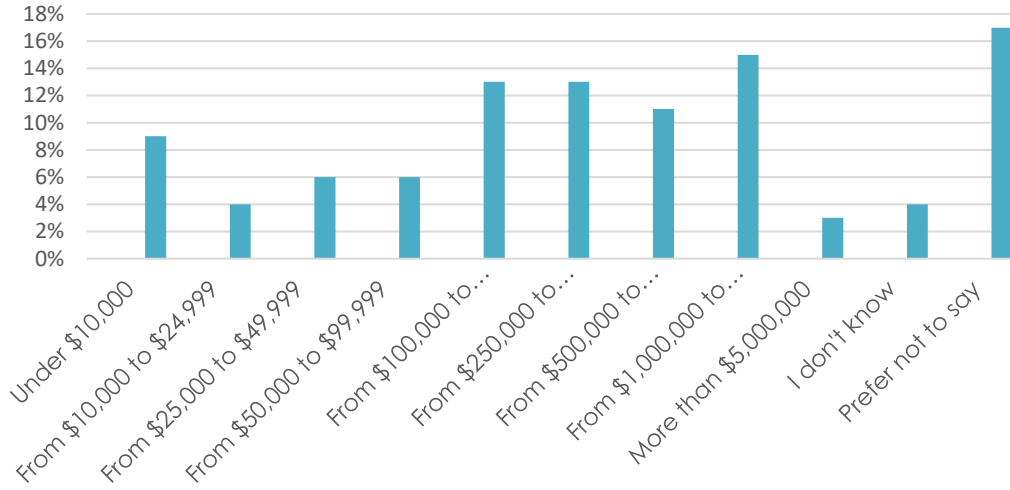


### Production Sector

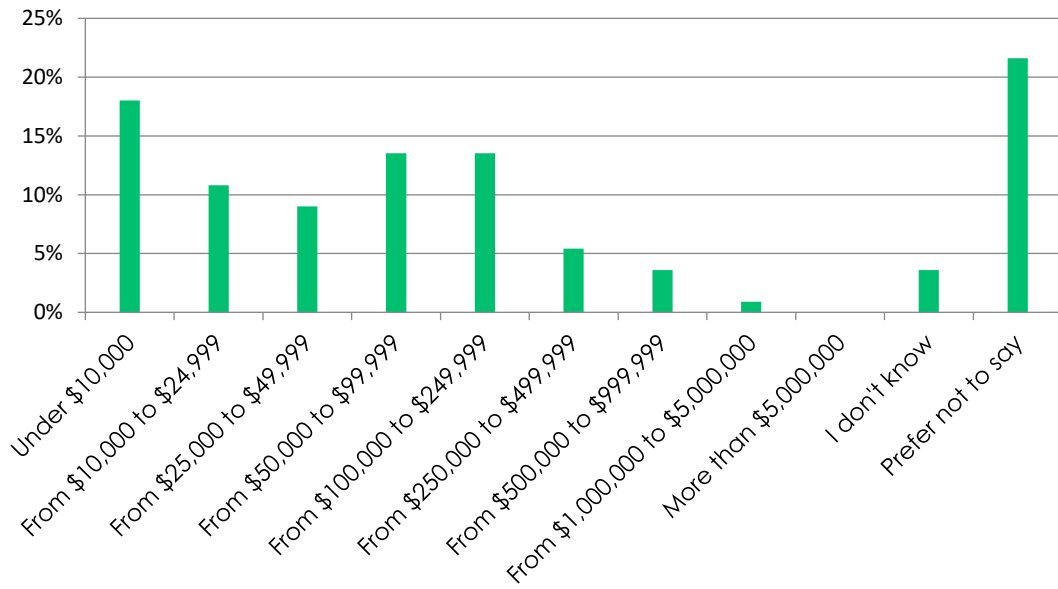




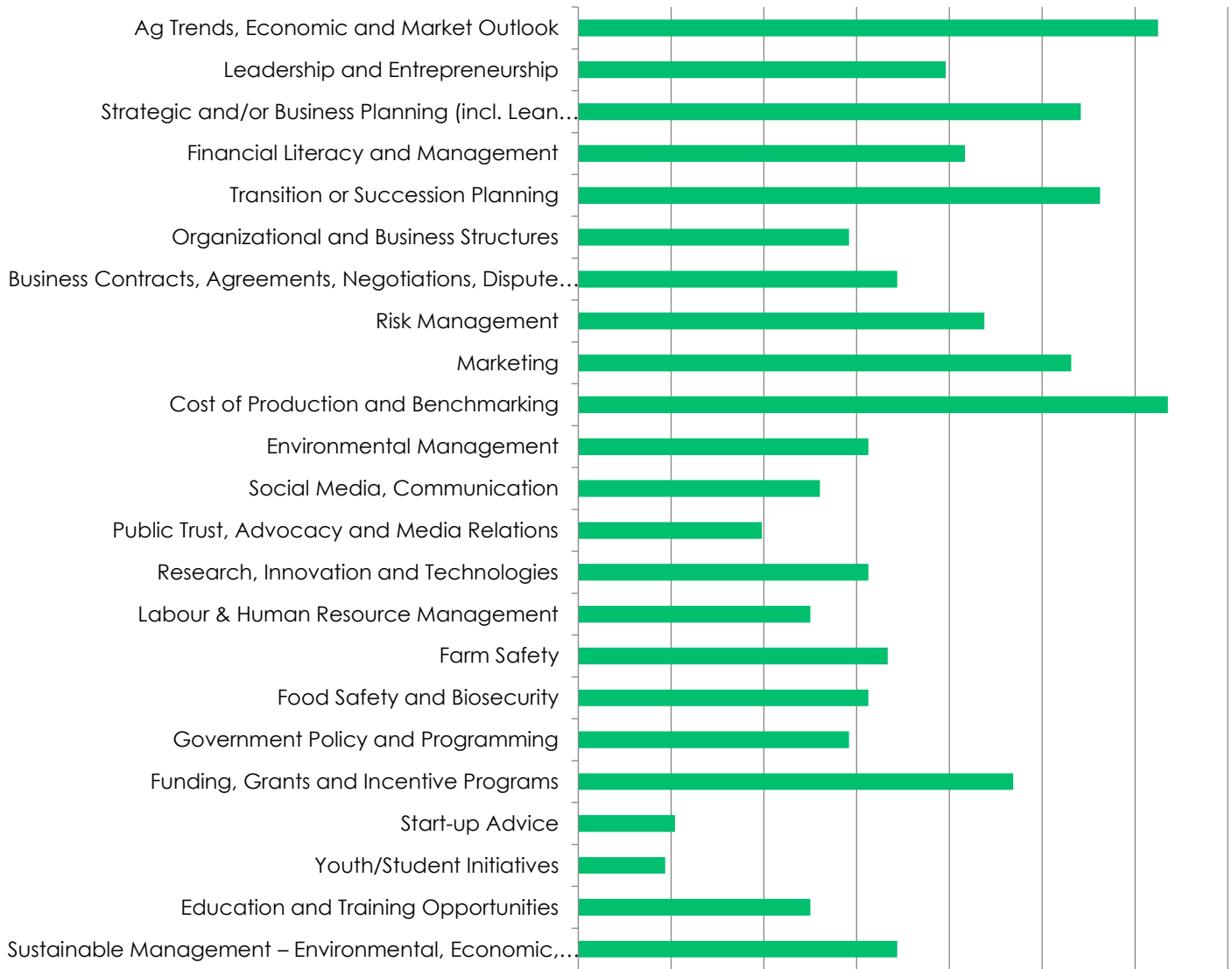
### Gross Farm Income



### Net Farm Income



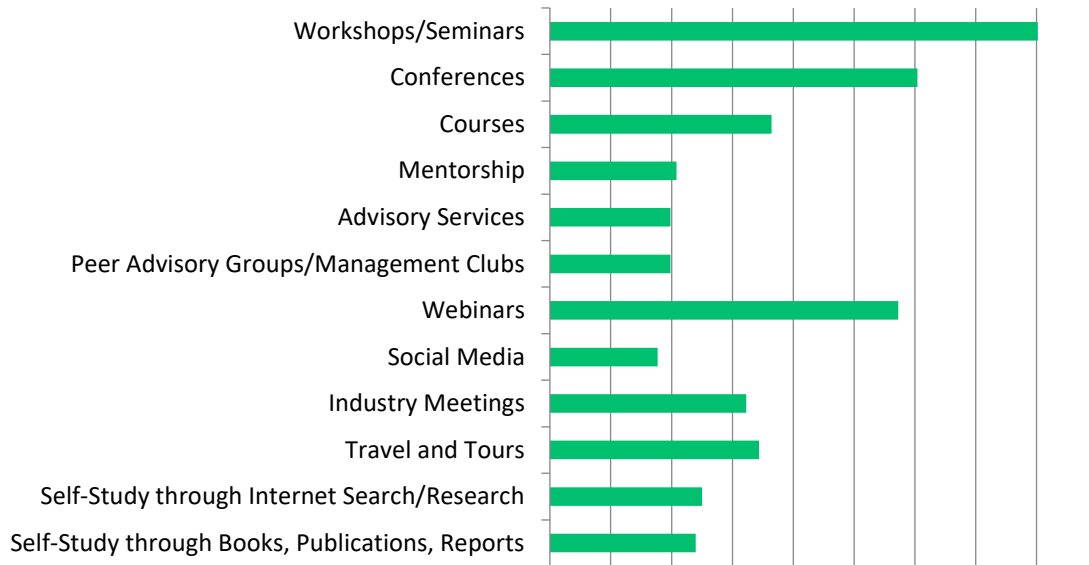
## Preferred Learning Topics



## In-person vs Online Learning Preference



## Preferred Learning Format



## MEMBERSHIP

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.

Farm Management Canada focuses its 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.

Farm Management Canada encourages and utilizes reciprocal membership opportunities to collectively advance national and international efforts.

60% of new and renewing Individual Memberships choose the 3-year option over the 1-year option.

# Our Members

*\*DESIGNATES A NEW MEMBER!*

## CORPORATE MEMBERS

- BACKSWATH MANAGEMENT INC.
- BDO CANADA LLP
- BMO BANK OF MONTRÉAL
- FARM CREDIT CANADA
- INTELLIFARM
- RBC ROYAL BANK

## ASSOCIATION/ORGANIZATION MEMBERS

- AGRICULTURAL PRODUCERS ASSOCIATION OF SASKATCHEWAN
- ALBERTA CANOLA
- ALBERTA WHEAT
- CANADA'S OUTSTANDING YOUNG FARMERS
- CANADIAN 4-H COUNCIL
- CANADIAN AGRICULTURAL SAFETY ASSOCIATION
- CANADIAN ASSOCIATION OF DIPLOMAS IN AGRICULTURE PROGRAMS
- CANADIAN ASSOCIATION OF FARM ADVISORS
- CANADIAN FEDERATION OF AGRICULTURE
- CANADIAN YOUNG FARMERS' FORUM
- CENTRE D'EXPERTISE EN GESTION AGRICOLE (CEGA)
- CENTRE DE RÉFÉRENCE EN AGRICULTURE ET AGROALIMENTAIRE DU QUÉBEC (CRAAQ)
- FOOD PROCESSING SKILLS CANADA\*
- GLOBAL NETWORKS
- INTERNATIONAL FARM MANAGEMENT ASSOCIATION
- MANITOBA CANOLA GROWERS ASSOCIATION

## ACADEMIC INSTITUTION MEMBERS

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

## GOVERNMENT

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

APPOINTED PROVINCIAL/TERRITORIAL REPRESENTATIVES:

|                         |                 |
|-------------------------|-----------------|
| British Columbia        | Trish Laugharne |
| Manitoba                | Roy Arnott      |
| New Brunswick           | Sylvain Gadbois |
| Newfoundland & Labrador | Afton Madore    |
| Northwest Territories   | Andrew Cassidy  |
| Nova Scotia             | Jeff Wentzell   |
| Prince Edward Island    | Lynda Ramsay    |
| Quebec                  | Patrice Carle   |
| Saskatchewan            | Jaycee Peutert  |
| Yukon                   | Brad Barton     |

INDIVIDUAL MEMBERS

BRITISH COLUMBIA

|                |               |
|----------------|---------------|
| George Geldart | Ryan Scorgie* |
|----------------|---------------|

ALBERTA

|                  |                 |                 |
|------------------|-----------------|-----------------|
| Annessa Good     | Holly White     | Sterling Hilton |
| Art Lange        | Humphrey Banack | Ulf Geerds*     |
| Bill MacFarquhar | Joe Rowbottom   | Wilson Loree    |
| Graham Gilchrist | Kent Sereda     |                 |

SASKATCHEWAN

|                   |                      |                 |
|-------------------|----------------------|-----------------|
| Agbor Ndona Agbor | Mike Pylypchuk*      | Tamara Carter   |
| Brandt Carter     | Ron Friesen*         | Terry Aberhart  |
| John Spencer      | Ryan & Lauren Maurer | Terry Kremeniuk |
| Lance Walker      |                      |                 |

MANITOBA

|                  |                         |                    |
|------------------|-------------------------|--------------------|
| Elaine Froese    | Paul & Jennifer Loeppky | Roberta Galbraith* |
| Joerg Zimmermann |                         |                    |

ONTARIO

|                  |                          |                   |
|------------------|--------------------------|-------------------|
| Andrea Gal*      | Jeannette Mongeon        | Nancy Ross        |
| Barbara Parker   | Joanne & Tony Hogervorst | Rick Lekx         |
| Bruce Stephen*   | Larry Martin             | Salahuddin Saiyed |
| Donald Good      | Len Davies               | Simon Somogyi*    |
| Frederick Miner* | Michel Dignard           | Steve McCabe*     |

QUEBEC

|                 |                    |
|-----------------|--------------------|
| Mathieu Rouleau | Martine Deschamps* |
|-----------------|--------------------|

NEWFOUNDLAND AND LABRADOR

Mervin Wiseman

PRINCE EDWARD ISLAND

|                |              |                     |
|----------------|--------------|---------------------|
| Colleen Younie | John Griffin | Dr. Timothy Ogilvie |
|----------------|--------------|---------------------|

NEW BRUNSWICK

Aaron M. Law\*

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

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Partnership development and collaboration continues to be a top priority for Farm Management Canada, while we continue to offer our flagship programming along with new tools to help make farm business management a reality.

We are hoping for continued opportunities to raise the profile of the vital role of farm business management. The BRM review provides a significant opportunity to position farm business management in its rightful place as a fundamental contributor to farm business success and continued prosperity and economic growth for Canadian farmers, the agricultural sector and Canada as a whole.

By turning our attention to the critical role played by farm business management, we can position Canada's farmers to confront change with confidence and seize opportunity. An immense opportunity for growth for the Canadian agricultural sector will come from shifting attitudes towards business management practices to increase adoption rates.

## Investing in Farm Business Management: Canada's Best Opportunity for Sustainable Growth and Risk Management

Farm Management Canada was established as the Canadian Farm Business Management Council in 1992 following the financial crisis of the 1980s where interest rates spiked and commodity prices bottomed out, leaving some farmers high and dry. For over 25 years, Farm Management Canada has worked to increase awareness and adoption of farm business management practices to equip Canada's farmers with the tools to weather the storm, confront change with confidence and seize opportunity.

Our mandate is our greatest challenge, and our greatest strength.

Farm Management Canada retains a much-needed place as a national coordinating body and umbrella for business management activities.

By 2050, farmers must produce 70% more food to feed 9 billion people around the world<sup>1</sup>. Further, Canada has set an ambitious target for agriculture to become Canada's key economic driver, moving from the world's 5<sup>th</sup> to 2<sup>nd</sup> largest exporter, increasing exports \$20 billion by 2025<sup>2</sup>. At the same time, 75% of Canada's farms will change hands over the next 10 years<sup>3</sup>. Canada's farmers require a solid foundation for sustainable economic growth. However, currently less than 25% of Canada's farmers have a plan<sup>4</sup>. We know that farmers who invest in improving their management practices can increase profitability by up to 525%, taking the sector from a vulnerable to a strong economic position<sup>5</sup>. We must empower future and current farmers with the capacity to succeed for today, and generations to come.

Investing in farm business management is Canada's only sustainable long-term competitive advantage.

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<sup>1</sup> FAO. 2009. *How to Feed the World in 2050*

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

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

<sup>4</sup> Dollars and Sense: Measuring the Tangible Impact of Farm Business Management Practices on Canada's Farms. 2015. Commissioned by Farm Management Canada and the Agri-Food Management Institute.

<sup>5</sup> Ibid.

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

## 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 and other events
- ✓ Become an expert: speaker, writer, resource
- ✓ 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
- ✓ 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 receive:

- ✓ Farm Management Updates e-newsletter
- ✓ Agriwebinar® e-blast (upcoming Agriwebinars & available archives)

## LOOKING AHEAD: 2020-21

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Farm Management Canada's Board of Directors has recently embarked on a strategic planning exercise to ensure we continue to respond to the changing realities of the agricultural sector, and the needs of Canada's farmers.

We will continue to be the voice, and champion for cultivating excellence through farm business management by:

1. Promoting the importance and value of farm business management
2. Cultivating the business management acumen of Canada's farmers, increasing their management capacity
3. Studying best practices and new approaches to meet the changing needs of Canada's farmers and underrepresented groups
4. Collaborating with government and industry partners to leverage resources for maximum reach and impact
4. Fortifying organizational efficiency and financial sustainability

While Farm Management Canada will continue to offer its flagship programming including the annual Agricultural Excellence Conference, Agriwebinars, National Farm Leadership Program, AgriShield® and look forward to bringing farm business management insights to industry. We are looking forward to promoting our ground-breaking research on the connection between mental health and farm management, as well as the drivers and barriers of adopting business management practices to help farmers find their path to farm business excellence.

Over the next year, we are excited to bring you exciting new learning opportunities, including:

- A Farm Business Management Promotional Campaign - Healthy Minds, Healthy Farms;
- A Farm Business Management Toolkit;
- A Farm Transition Toolkit; and
- A Farm Financial Toolkit

2020-21 promises to be a fantastic year.

We would not be where we are today, and positioned for such a strong future, without our members and partners, as well as the unwavering commitment of Agriculture & Agri-Food Canada.

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 stay at the leading edge of this incredible industry.

Sincerely yours,

*Farm Management Canada*



"Don't wait for opportunity. Create it"

~Anon.