

FALL UPDATE 2025



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

SPECIAL AGRICULTURAL EXCELLENCE CONFERENCE EDITION

FEATURING:

**Bridging the Gap:
Farm Transition
Workshops**



Location
details inside!

**Members Save
more on AgEx
Registration!**

**Farm Management
Canada Members
Save Even More!**

**Inside...The Key to
Unlocking Canada's
Agricultural Future.**



AGRICULTURAL EXCELLENCE CONFERENCE

Gaining Ground

November 18-20, 2025 | Winnipeg, Manitoba





FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

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INTERNATIONAL FARM MANAGEMENT ASSOCIATION CONGRESS

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www.fmc-gac.com

Info@fmc-gac.com

MESSAGE FROM OUR CHAIR



Steve Duff

Chair

OUR VISION:

A resilient and thriving Canadian agricultural industry.

OUR MISSION:

To champion farm management excellence.

OUR PURPOSE:

To be the Canadian organization that facilitates the advancement of farm management practices through knowledge creation, curation, and extension.

Fellow Farm Management Canada members,

As fall settles in and harvest wraps up across our great country, it's exciting to enjoy the fruits of our labour. For us, this includes the recent release of [Striking the Balance: Proactive Strategy versus Reactive Response](#) — a report commissioned by CAPI and written by the team at Farm Management Canada. This report, showcased and discussed at the CAPI Exchange event, underscores the importance of proactive farm risk management and provides a clear roadmap for government, industry, and farmers alike to strengthen the sector by planning ahead.

I encourage you to read the report and reflect on how each of us can contribute to fostering a more proactive approach to risk management within Canadian agriculture. At Farm Management Canada, we remain committed to supporting this forward-thinking mindset in everything we do.

Looking ahead, our team is putting the finishing touches on the 2025 Agricultural Excellence (AgEx) Conference, taking place November 18–20 in Winnipeg, Manitoba. AgEx offers an engaging and collaborative environment where you can connect with peers and thought leaders, and deepen your knowledge of farm business management. I warmly invite you to join us—[register today](#) to secure your spot!

Sponsorship opportunities are still available. To explore how your organization can engage with Canada's farm management community, please contact Nick Oakley at sponsorship@fmc-gac.com.

Thank you, and I look forward to seeing you in Winnipeg!

Warm regards,

A handwritten signature in black ink, appearing to read 'Steve Duff'.

“It is what we know already that often prevents us from learning.”

- Claude Bernard

MESSAGE FROM OUR EXECUTIVE DIRECTOR



Heather Watson

Executive Director

**"If you're
proactive,
you focus on
preparing.
If you're
reactive, you
end up
focusing on
repairing."**

- John C. Maxwell

Greetings fellow farm management enthusiasts,

As we welcome the changing colours of autumn, it's a season of change here at Farm Management Canada as we get ready to embark on delivering our exciting line-up of learning opportunities for farmers as they come off the fields.

I'm especially proud to share the publication of *Striking the Balance: Proactive Strategy versus Reactive Response* and extend our sincere thanks to the Canadian Agri-Food Policy Institute (CAPI) for commissioning us to write this very timely and important report, and for inviting us to facilitate an interactive workshop on proactive risk management at their CAPI Exchange event. It was inspiring to see so many leaders come together to discuss practical ways to support sector resilience and growth.

At Farm Management Canada, we believe that proactive planning is the key to navigating uncertainty with confidence. This philosophy continues to shape our programs, resources, and partnerships as we support farmers in managing risk, enhancing business performance, and strengthening the future of Canadian agriculture.

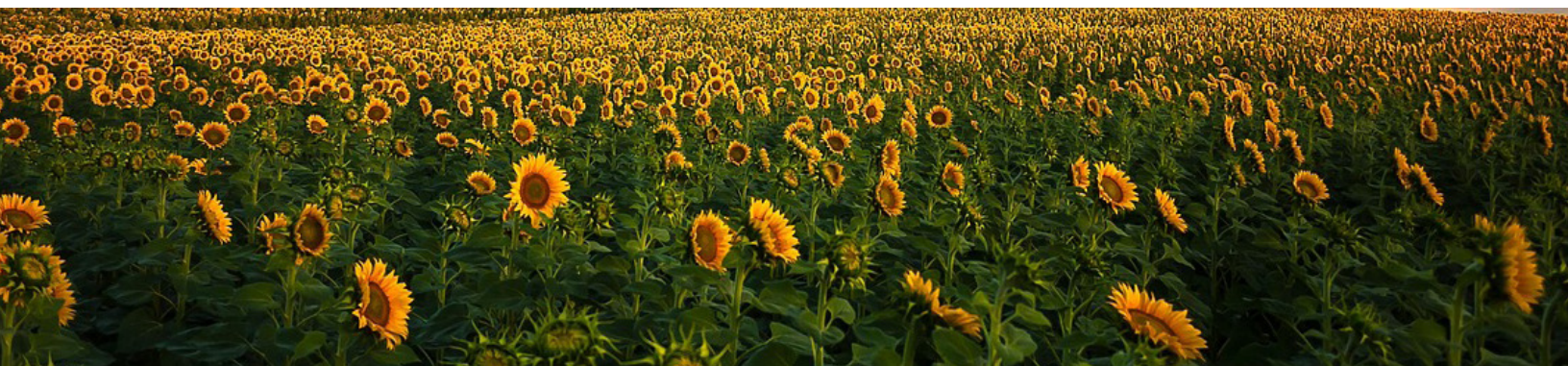
As we move into the busy fall season, our team is hard at work preparing to deliver essential learning opportunities designed to support the evolving needs of Canada's farmers. From transition planning and financial literacy to leadership development and managing risk, our upcoming activities aim to empower farmers to make informed decisions and achieve agricultural excellence.

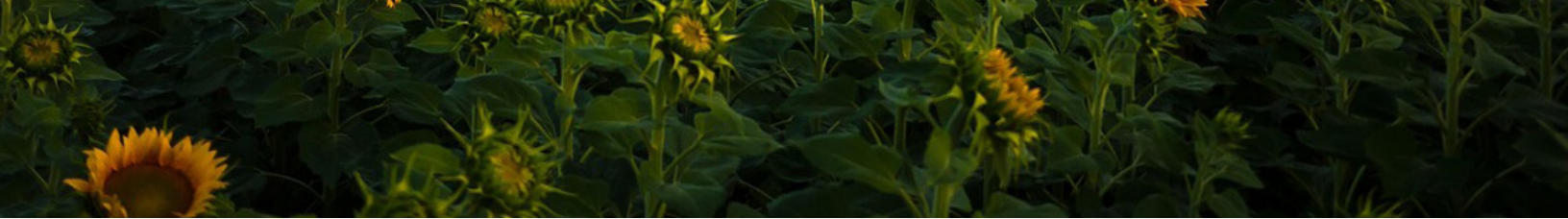
Speaking of ag excellence, we hope you will join us for our 2025 Agricultural Excellence Conference taking place November 18-20 in Winnipeg, including FCC's Young Farmers Summit! We are so grateful for everyone's support in putting together what promises to be an incredible learning and networking experience.

Thank you to our members, partners, and supporters for your ongoing collaboration and commitment. Together, we are equipping Canadian farmers to not just respond to challenges—but to anticipate them, adapt, and lead with confidence.

Takin' care of business,

A stylized, handwritten signature in black ink, appearing to read 'Heather Watson'.





FARM MANAGEMENT CANADA AT A GLANCE

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

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

STAY CONNECTED

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

Sign up to our mailing list to stay informed at fmc-gac.com/sign-up/#mailing-list

BOARD AND GOVERNANCE

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

Coming off an incredible Annual General Meeting in July, New Director Orientation was provided in August, and the Board met in September and October to review key performance indicators and progress made against our 3-year Strategic Plan and annual Business Plan.

Our Strategic Priorities:

1. Provide Industry Leadership

Be the national voice and champion for farm management excellence.

2. Advance Industry Knowledge

Be the curator and go-to resource for farm management expertise, learning opportunities, resources, and tools.

3. Promote Industry Success

Share the positive outcomes of farm management practices to increase adoption and implementation.

4. Enhance Strategic Partnerships

Foster and nurture strategic partnerships to maximize reach, impact and ensure organizational sustainability.



BECOME A FARM MANAGEMENT CANADA MEMBER!

Membership with Farm Management Canada demonstrates your support for Canada's only national organization dedicated exclusively to the development and delivery of leading-edge resources, information and tools to support farm business success. Your membership helps us play a leading role in the growth and profitability of the industry.

Members help guide the strategic direction of the organization to ensure programs and services meet the changing demands of our increasingly complex agricultural industry.

1 Year individual Membership is \$79/year including tax for individuals. However, this year only, if you purchase a 3-year membership, the fee is \$50/year with a 15% discount.

PURCHASE OR RENEW YOUR MEMBERSHIP HERE.

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

www.fmc-gac.com

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

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

info@fmc-gac.com



UPCOMING EVENTS



FARM MANAGEMENT CANADA
GESTION AGRICOLE DU CANADA

NATIONAL YOUNG FARMERS ROUNDTABLE

November 17, 2025, Winnipeg, MB

AGRICULTURAL EXCELLENCE CONFERENCE

November 18 – 20, 2025, Winnipeg, MB

BRIDGING THE GAP FARM TRANSITION WORKSHOPS

November 4, 2025, Red Deer, AB
November 27, 2025, Medicine Hat, AB
January 20, 2026, London, ON
January 27, 2026, Camrose, AB
January 29, 2026, Edmonton, AB
February 10, 2026, Vermilion, AB
March 17, 2026, Yorkton, SK
March 19, 2026, Morden, MB

FARM TRANSITION APPRECIATION DAY

January 8, 2026 (virtual)

NATIONAL RISK MANAGEMENT FORUM

February 9, 2026, Ottawa, ON



NATIONAL YOUNG FARMERS SUMMIT

November 18, 2025, Winnipeg, MB
November 29, 2025, Port Perry, ON
December 3, 2025, Kitchener, ON
December 11, 2025, Red Deer, AB
February 10, 2026, Regina, SK
February 25, 2026, Lethbridge, AB
March 17, 2026 (virtual)
March 31, 2026 (virtual)

BUSINESS MANAGEMENT WORKSHOP

November 25, 2025, Lloydminster, AB
January 20, 2026, Listowel, ON
January 27, 2026, Portage la Prairie, MB
February 17, 2026, Moose Jaw, SK

FUTURE OF FOOD SUMMIT

February 10, 2026, Ottawa, ON

UNIVERSITY OF
GUELPH

Ontario
Agricultural College
School of Environmental Design
and Rural Development

1ST INTERNATIONAL CONFERENCE ON CANADIAN AGRI-FOOD & RURAL ADVISORY, EXTENSION, AND EDUCATION (CAREE):

Extension 4.0: Disruption and Transformation
in Agri-food and Rural Development

October 29 – 31, 2025 Guelph, ON



25TH INTERNATIONAL FARM MANAGEMENT CONGRESS

February 22 – 27, 2026 Rosario, Argentina



LEADERSHIFT INSIGHT

February 5, 12, 19, 26 (virtual)

LEADERSHIFT INSIDER

March 5, 12, 19, 26 (virtual)

STAY TUNED FOR MORE EVENT ANNOUNCEMENTS!

Farm Financial Fluency Training

Roots to Success: Comprehensive Farm Risk Management Workshops

Seeding Success: Farm Business Practices Assessment Workshops

Interested in sponsoring or hosting a Workshop for your clients or members?

Contact Nick: sponsorship@fmc-gac.com

KEEP US INFORMED

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

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

FOLLOW US ON SOCIAL MEDIA



@FMC.GAC



@FMC.GAC



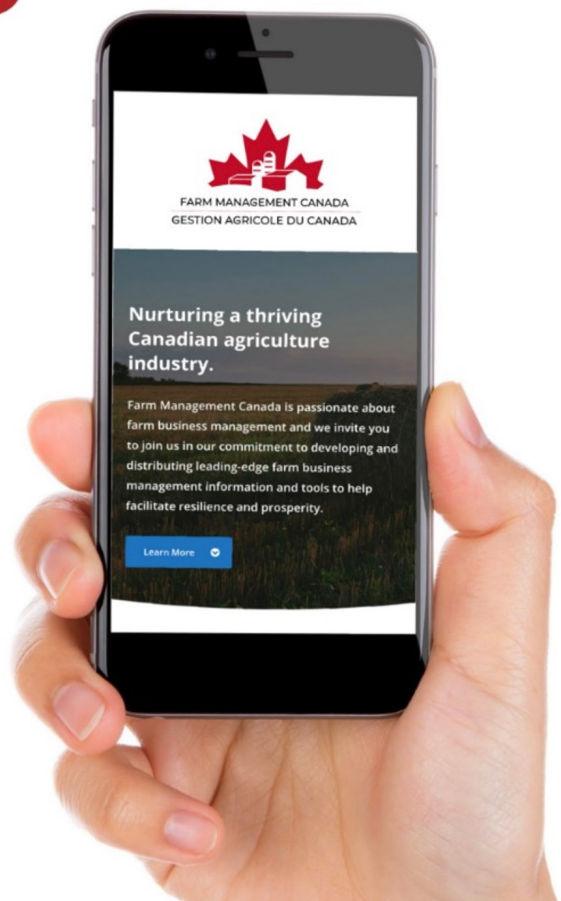
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CATCH UP ON THE ACTION

In addition to our own program delivery, the team at Farm Management Canada participates in a number of industry initiatives, bringing a farm business management lens to industry events and meetings.

INDUSTRY INITIATIVE PARTICIPATION

NATIONAL WOMEN IN AGRICULTURE AND AGRI-FOODS NETWORK – Advisory Committee	NATIONAL WORKFORCE STRATEGIC PLAN – Skills Development Working Group	AGRICULTURE & AGRI-FOOD CANADA Skills Development Table
PROVINCIAL/TERRITORIAL MINISTRY NETWORK	NATIONAL INDEX ON AGRI-FOOD PERFORMANCE	CANADIAN PORK COUNCIL – National Sustainability Project
CENTRE D'EXPERTISE EN GESTION AGRICOLE – The Impact of Digitization on Farm Management and Advisory Services: National Study	STANDARDIZING FARM FINANCIAL STATEMENTS FOR CANADIAN AGRICULTURE	HARMONIZING FARM INCOME TAX FORMS TO ADVANCE BENCHMARKING CAPACITY PROGRAM PERFORMANCE
UNIVERSITY OF ALBERTA – Study on Supporting Farm Transition	ALBERTA GRAINS – Farm Transition Policy Recommendations	CANADIAN ASSOCIATION OF DIPLOMAS IN AGRICULTURE PROGRAM (CADAP)

INDUSTRY EVENT PARTICIPATION AND PRESENTATIONS

CANADIAN FEDERATION OF AGRICULTURE – Summer Meeting, Policy Summit, Agriculture Roundtable	CANADIAN AGRI-FOOD POLICY INSTITUTE – Canadian Agri-Food in a Risk World Summit: Proactive Risk Management Workshop	CANADIAN AGRI-FOOD & RURAL ADVISORY, EXTENSION, AND EDUCATION (CAREE) CONFERENCE – Organizing Committee, Moderator, Discussion Panel Host
INTERNATIONAL FARM MANAGEMENT ASSOCIATION COUNCIL & IFMA25 – Organizing Committee, Plenary Speaker	ALGONQUIN COLLEGE – Presentation to Ag Students UNIVERSITY OF SASKATCHEWAN – Presentation to Ag Students	CANADIAN AGRICULTURAL HUMAN RESOURCES COUNCIL – LeadHER Webinar Discussion Panel

PRESS

[Moving beyond delegation on the farm](#)

When everyone is too busy and delegating isn't an option, what's a busy farmer to do?

By Helen Lammers-Helps

"Unfortunately, when managers and employees are overworked, they are unable to be decisive or to think and act strategically. The data shows working 60 hours or more per week impairs your mental abilities as much as being drunk. Then people wonder why mistakes are made or why they are not focusing on the jobs with the highest impact."

– Kelly Dobson



[Farm transition plans provide clarity](#)

Experts say family and business members need to understand present and future roles and responsibilities.

By Geralyn Wickers

"When a farm has identified a successor, you continue to think about the future of the farm and continue to invest in the future of the farm. That puts the next generation in a really good place because they're right there with you."

– Heather Watson



[New report says proactive risk management is the key to unlock Canadian agriculture's future](#)

Adaptability and long-term resilience come from preparation.

By Farm Management Canada

"When farmers are equipped with the right tools, education, and support, they are empowered to navigate uncertainty rather than paralyzed by it."

– Heather Watson



[Proactive risk management is key to the future of Canadian agriculture — but what does that look like?](#)

These are not just business risks; these are human risks. And, they demand a new way of thinking about how we manage agriculture and risk in this country.

By Heather Watson



PROJECTS AND PROGRAMS



AGRICULTURAL EXCELLENCE CONFERENCE

Gaining Ground

November 18-20, 2025 | Winnipeg, Manitoba

The Agricultural Excellence Conference (AgEx) is Canada's premier event dedicated to advancing farm business management. This year's theme, **Gaining Ground**, reflects the drive to strengthen the foundations of farm businesses, embrace innovation, and build resilience in an evolving agricultural landscape.

AGENDA AT A GLANCE

Monday November 17

- **Nation Young Farmer/Young Leader Program Roundtable Discussion**
Note: Invite only - if you are interested in attending, RSVP via info@fmc-gac.com.
- **Young Farmer Reception**
Held at the *Gateway to the Arctic* exhibit in Assiniboine Park Zoo, Winnipeg.

Tuesday November 18

- **FCC Young Farmer Summit**
Reserve your spot [here](#).
- **AgEx Farm Tour**
Your chance to visit local farms and experience agricultural excellence first-hand.
- **AgEx Mix & Mingle Banquet & Wilson Loree Award**

Wednesday November 19

- **AgEx Conference**
Immerse yourself in a learning experience like no other – top notch speakers and thought-provoking discussions showcasing the very best for farm management excellence.
- **Risk Management Challenge (evening)**
An interactive, hands-on game where you create your own farm, face a variety of risks, and make risk management decisions to protect your business. Do you have what it takes? Let's see!

Thursday November 20

- **In-Depth Workshops**
Choose your own learning path from a variety of workshops being offered in partnership with Farm Management Canada and our sister organizations – from managing risk to supporting farm safety, farm teams, and using digital technology to level up your farm business management.

For more information visit agexcellenceconference.ca.

"If you are a new or young farmer this is a great way to get started and help guide you with all the different support!"

"We get so busy and tied up in your farms and don't take the time to take care of yourself, and this is a great way to take advantage of the tools and support that are available."

~ 2024 AgEx
Participants

REGISTER

FEATURED SPEAKERS

Gavin Betker

Farm Management Consultant
Backswath Management



Heather Watson

Executive Director
Farm Management Canada



Jake Ayre

Vice-President
Keystone Agricultural Producers



Jason Fiske

Manager, Knowledge Products
Farm Credit Canada



Jennifer Woike

Co Operator of Running W Egg Farm
Farmer Bens Eggs



Jill Verwey

President
Keystone Agricultural Producers



Katherine Kennedy

Manager, Policy & Regulatory Affairs
Fertilizer Canada



Kelly Dobson

Founder and Performance Coach
LeaderShift Inc.



Lorna McKercher

National Director Agriculture
RBC



Mathieu Lipari

Risk Management Lead
Farm Management Canada



Ove Karlsson

Farm Business Advisor and
Developer, Norrbotten County,
Sweden



Sara Chambers

Director of Operations
Backswath Management



Terry Betker

Founder and CEO
Backswath Management



Trevor MacLean

National Leader, TransitionSmart
MNP



REGISTER

MEMBERS SAVE MORE AT AGEX!

*Farm Management Canada Members **save an additional \$50/ticket**. Members will receive a separate email with a CODE to be applied at checkout.*

HOTEL INFORMATION



DON'T WAIT! BOOK YOUR STAY TODAY.

SPACE IS LIMITED!

Radisson Downtown Hotel

288 Portage Ave, Winnipeg, MB

[Click here to book your hotel](#)

INTERESTED IN BECOMING A SPONSOR?

We have plenty of opportunities to showcase your support for farm business excellence! For more information and to discuss how you'd like to support AgEx 2025, please contact:

Nick Oakley, Business Development Lead: sponsorship@fmc-gac.com

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

Title Sponsor



Provincial Partner



Collaborating Partners



Next Gen Sponsor



Mix & Mingle Banquet Sponsor



Breakout Session Sponsors



Session Sponsor



Meal Sponsor



Farm Risk Challenge Sponsor



Networking Sponsor



Media Sponsor



Workshop Partners



Kickstart Sponsors



Supporting Partners



Funded in part by the Government of Canada under the Sustainable Canadian Agricultural Partnership, a federal, provincial and territorial initiative.





FARM TRANSITION WORKSHOP

WHERE ENTHUSIASM MEETS EXPERIENCE.



Our Bridging the Gap (BTG) farm transition workshops continue to gain momentum as delivery expands across Canada. These workshops are unique in that they seek to help bridge the gap between generations of farmers to provide Canada's farming future with the best chance for success.

The workshops are designed to engage multiple generations working together on the family farm in meaningful discussions to better understand each others' concerns and considerations for the future of the farm.

Attendees are provided with a workbook to assess their farm transition readiness and work through various elements of transition including planning, communication, navigating resistance, working with their transition team, and gain access to valuable resources and tools to help them along the way.

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

2025

November 4th | Red Deer, Alberta

Location: iHOTEL & Conference Centre Red Deer

[REGISTER HERE](#)

November 27th | Medicine Hat, Alberta

Location: Medicine Hat Exhibition & Stampede Co.

[REGISTER HERE](#)

2026

January 20th | London, Ontario

Location: The Best Western Plus Lamplighter Inn & Conference Centre

[REGISTER HERE](#)

January 27th | Camrose, Alberta

Location: Camrose Resort & Casino

[REGISTER HERE](#)

January 29th | Edmonton, Alberta

Location: Marriott Courtyard Edmonton West

[REGISTER HERE](#)

Vaudreuil, Quebec

Location: TBD

More details coming soon (French only)

February 10th | Vermilion, Alberta

Location: Vermilion Regional Centre

[REGISTER HERE](#)

March 17th | Yorkton, Saskatchewan

Location: St. Mary's Cultural Centre

Registration Opening Soon

March 19th | Morden, Manitoba

Location: Morden Access Event Centre

Registration Opening Soon

Thank you to our wonderful sponsors and partners who make these workshops possible, and to the presenters and facilitators for sharing their knowledge, guidance and support.

If you or your organization is interested in sponsoring and hosting a Workshop for your clients or members, please contact

Nick Oakley, Business Development Lead
sponsorship@fmc-gac.com



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



Through the Farm Financial Fluency program, participants will learn:

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

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

Dates to be announced soon! Stay tuned.

If you or your organization is interested in sponsoring and hosting a Workshop for your clients or members, please contact

Nick Oakley, Business Development Lead
sponsorship@fmc-gac.com

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

- Past Participant



Roots to Success Risk Management Training

TAKE A COMPREHENSIVE APPROACH TO MANAGING FARM RISK

Effective risk management means taking a proactive approach to managing risk to mitigate possible negative impacts and to benefit from potential rewards. Managing farm risk is essential for the long-term sustainability and profitability of agricultural operations. Farms face a variety of risks.

Successful farmers understand the different types of risk they face and put measures in place to manage them.

Our Roots to Success workshops provide farmers with training to learn how to identify, assess, and prioritize risks to create a comprehensive risk management plan.

These 6-hour online or one-day in-person workshops guide participants through a comprehensive risk management process using Farm Management Canada's AgriShield® risk assessment and planning platform to help increase on-farm resilience and manage risk.

The training covers key areas of on-farm risk, including:

- **People (occupational health and safety, personal well-being, managing employees, working with family, etc.)**
- **Finance (financial planning, access to capital, servicing debt, investment planning, etc.)**
- **Markets (sourcing, selling, trade, marketing planning, etc.)**
- **Management (strategic planning, performance monitoring and assessment, transition planning, etc.)**
- **Business Environment (public trust, consumer advocacy, politics, policy, regulations, etc.)**
- **Production (environment and climate change adaptation, soil and water management, animal health and welfare, etc.)**

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



We are seeking partners to host Fall/Winter Risk Management training sessions!

If you would like to host or sponsor a comprehensive risk management workshop for your members or clients, please contact **Nick Oakley** at sponsorship@fmc-gac.com.



NEW REPORT

Striking the Balance: Proactive Strategy versus Reactive Response

A research report prepared for CAPI
by Farm Management Canada

New report says proactive risk management is the key to unlock Canadian agriculture's future

Adaptability and long-term resilience come from preparation.

For over 30 years, Farm Management Canada has been dedicated to increasing the awareness, appreciation, and adoption of sound management practices on the farm. As a national organization dedicated exclusively to the development and delivery of leading-edge resources, information, and tools to support farm business success, we recognize the importance of proactive risk management and are grateful to the Canadian Agri-Food Policy Institute for the opportunity to author this new research report.

While both proactive and reactive approaches play a role in effective farm risk management, a well-balanced strategy prioritizes proactive measures to reduce dependency on reactive responses, ultimately strengthening the sector's long-term prosperity. The report, *Striking the Balance: Proactive Strategy versus Reactive Response*, provides guidance on how the Canadian government, industry, and farmers can enhance risk management for Canadian agriculture by applying a risk management lens that focuses on proactive, comprehensive risk management.

The report includes a practical, farm enterprise-wide framework—spanning People, Finance, Markets, Production, Business Environment, and Business Strategy—to help align policy, support services, and farm practices around prevention and preparedness when it comes to managing farm risk. It highlights how proactive planning and skills development can build confidence, reduce stress, and improve performance and long-term returns.

KEY TAKEAWAYS

- Canada's agricultural policies have fostered producer dependency on BRM programs and discouraged alternatives.
- Investing in proactive risk management is essential to long-term sector resilience and growth.
- Declining investments in research, knowledge transfer, infrastructure, and marketing have weakened Canada's ability to support proactive risk management.
- A modernized risk management framework and strategy are needed.
- National farm data harmonization is a critical enabler.

Farmers are the first line of defense when it comes to risk management and should be better equipped to manage risks and seize accompanying opportunities. By investing in proactive risk management, Canada can build a sector that is resilient, confident, and ready for the risks, and opportunities of today and tomorrow.

The full report along with our other research and reports is available on Farm Management Canada's website, under [Research and Analysis](#).



AgriShield

HELPING CANADIAN FARMERS MANAGE RISK AND BUILD RESILIENCE

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

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

AgriShield will help you:

- **Identify, assess and prioritize your farm risks**
- **Create a risk management action plan for you and your farm team**
- **Access resources and tools to help you manage risk**

The comprehensive platform covers 6 risk families including People, Finance, Market, Business Management, Business Environment and Production, which break down into 19 risk categories. Each of these categories is further broken down into risk situations defined as a situation that may result in exposure to risk. For each risk exposure, there are best practices listed to determine preparedness to manage that risk and help identify opportunities to improve managing the risk.

Full access to AgriShield is available for a yearly license fee of \$149. However, you can try AgriShield for one full year with full access through our one year free trial.

Also, AgriShield is not just for current farmers, it's for future farmers as well. We're offering free farm risk management presentations, using AgriShield, in colleges and universities across Canada.

Access Your 1 Year FREE Trial

Enter the password **BCFarmers** when prompted

Thanks to



Ministry of
Agriculture
and Food



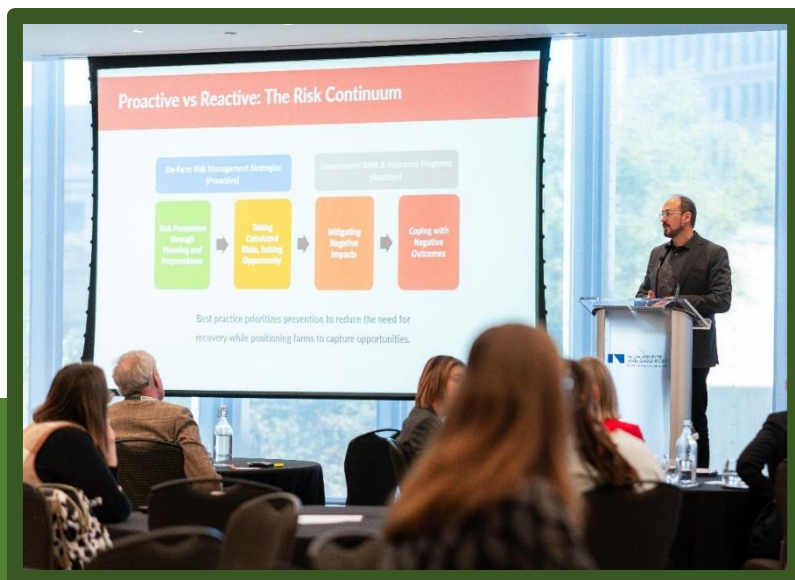
AgriShield is the first and only risk management platform in Canada that meets the Farm Sustainability Assessment (FSA) standard at the highest level – GOLD.





CANADIAN AGRI-FOOD IN A RISK WORLD

Farm Management Canada had the distinct pleasure of hosting an interactive workshop during the CAPI Exchange event in Ottawa. The workshop, titled *Proactive Solutions for Managing Farm Risk*, led participants through interactive activities including a case study to explore the state of farm risk management and the practices and tools that can help producers build resilience and protect their operations. Participants examined the role of policy, programs, and how all sector players can support farmers in implementing effective risk management solutions.



Pictured: Mathieu Lipari from Farm Management Canada presenting Proactive Solutions for Managing Farm Risk

At the conclusion of the workshop, participants were asked to share one commitment they will undertake within the next 6 months that could help the industry adopt a more proactive approach to farm risk management. Responses included:

- ✓ **Evaluate BRM programming in this new risk environment using a proactive lens**
- ✓ **Prioritize exploring proactive risk management when engaging with farmers**
- ✓ **Encourage strategic planning**
- ✓ **Build farm-level realities into economic development policy planning**
- ✓ **Encourage regular on-farm meetings**
- ✓ **Bring these messages to the feed industry**
- ✓ **Talk about risk management more regularly**

NEW RESOURCE! PROACTIVE RISK MANAGEMENT CHECKLIST

Farm Management Canada is pleased to share a new addition to our One Minute Management Collection: the Proactive Farm Risk Management Checklist.

This quick, practical tool helps farmers identify potential risks across all areas of their business — from production and finance to people and markets — and take steps to address them before they become problems.

Designed for busy farm managers, the checklist encourages proactive thinking and supports sound decision-making to strengthen farm resilience and sustainability.

Access it now through our national farm business management resource centre at AgriResource.ca.



Proactive Farm Risk Management Checklist

Find this resource and others like it at AgriResources.ca



Planning and preparedness are key to managing farm risk — increasing your confidence, peace of mind, and performance. Proactive risk management focuses on minimizing and preventing undesirable results before they occur or become significant issues. Use the following checklist to reflect on the proactive risk management tools and practices being used on your farm.

General Risk Management Practices:

- ☐ **Written plans** for key management areas including business strategy, human resources, farm finances, marketing, farm transition and risk management
- ☐ **Regular input** from trusted peers and mentors, and professional advisors including accountants, agronomists, lenders, lawyers, and coaches.
- ☐ **Regular formal meetings** with the family and farm team to review goals, progress, challenges, opportunities and make timely decisions.
- ☐ **Up-to-date and accurate records** on production, financials, markets, human resources, etc.
- ☐ **Lifelong learning** about new practices, tools, equipment and resources that can help increase productivity and profitability, reduce risk, and save time.

Specific Risk Management Practices by Category:

People:

- ☐ **HR analysis** (labour needs, opportunities), policies and procedures
- ☐ **Written, up-to-date employment contracts** and job descriptions for all team members
- ☐ **Upskilling, training, onboarding and progress tracking**
- ☐ **Succession planning and farm transfer**

TAKE CHARGE OF YOUR LEADERSHIP EFFECTIVENESS



NATIONAL
FARM LEADERSHIP
PROGRAM

Leader effectiveness accounts for as much as 1/3 of business performance.

The National Farm Leadership Program (NFLP) fits into busy farm life to help farmers identify the critical development areas that will have the greatest impact on their personal and professional lives. Not only is leadership good for business; it's good for the well-being of the leader and those they work with. Led by certified executive coach and fourth generation farmer, Kelly Dobson, LeaderShift combines adult learning research, with neuroscience and IT, enabling leader development at any age.

What can participants expect?

- Gain in-depth insight into your leadership effectiveness and what's getting in the way of reaching your full potential
- Create a personal development plan to increase your leadership effectiveness
- Develop your skills in real-time, while working in your business
- Virtual and in-person training options
- Group and one-on-one coaching



"This type of training is critical for the development of leaders because it has the power to help people transform themselves into the kind of leaders that will benefit the beef industry."

Addy Bolduc
Canadian Cattle Youth Council

START CREATING THE OUTCOMES YOU WANT:



A map for working with people and getting results.

Participants identify the root causes of personal and workplace drama and behaviors that cost time, energy and results. Participants learn practical tools to shift their behavior to build constructive relationships that produce better results. Delivered online over the course of a month through live weekly sessions with self-directed learning for up to 40 participants through the LeaderLab and app that includes videos and a digital workbook. Also available as a one or two-day workshop.



InSight turned Inward.

Participants learn how their strengths make them who they are but can also limit their effectiveness and resilience. InSider teaches critical performance skills such as effectively managing internal conflicts, negative self-talk, and how to approach challenging situations and conversations to perform under pressure. Delivered online over the course of a month through live weekly sessions with self-directed learning for up to 40 participants through the LeaderLab and app that includes videos and a digital workbook. Also available as a 2 or 3-day in-person boot camp for up to 20 participants.

Register for one of our upcoming virtual programs!

LeaderShift InSight

Beginning February 3, 2026
Thursday Mornings, 11 am EST
February 5, 12, 19, 26

Regular Price: \$625
Farm Credit Canada Young Farmer Price: \$125
Use the code InSight2026 when registering!

LeaderShift InSider

Beginning March 3, 2026
Thursday Mornings, 11 am EST
March 5, 12, 19, 26

Regular Price: \$875
Farm Credit Canada Young Farmer Price: \$262.50
Use the code InSider2026 when registering!

Thank you to our
Young Farmer sponsor:



INTERESTED IN BECOMING A PROGRAM PARTNER?

Consider becoming a partner to support your team, members and clients in developing their leadership effectiveness. For more information visit:
www.leader-shift.ca

Powered by





CYBER SECURITY IN AGRICULTURE: RESOURCES TO HELP PROTECT YOUR FARMING BUSINESS

As farming becomes increasingly digital, so do the opportunities—and risks—associated with connected technologies. From smart tractors to automated irrigation systems, modern farms rely on a wide range of digital tools that can be vulnerable to cyber incident, data breaches, and system failures if not properly secured.

A few simple precautions can go a long way.

The Government of Canada has practical resources you can use today:

- Cyber security risks and resources – Safeguarding Canadian agriculture and agri-food
- Cyber security checklist
- Cyber security preparedness guide – Plan to detect, respond, recover
- Questions to ask before you make your next AgTech purchase
- And more!

Visit [Cyber security and your farming business](#) and explore the cyber security toolkit.

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diverse topics. There is something for everyone!

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REGISTRATION IS NOW OPEN!

25TH INTERNATIONAL FARM MANAGEMENT CONGRESS IN ARGENTINA



This prestigious global event brings together farmers, researchers, educators, advisors, policymakers and other industry leaders to discuss the latest advancements in farm management and exchange ideas to help shape a resilient, prosperous and sustainable future for agriculture.

Nestled along the Paraná River, **Rosario** is the 3rd largest city in Argentina and a vibrant agricultural and industrial hub, renowned for its deep-rooted agricultural sector and cutting-edge agribusiness innovations. As part of Argentina's Pampas region and one of the most fertile and productive agricultural areas in the world, Rosario plays a pivotal role in global food production and is the ideal setting for IFMA25.

With the theme **"Empowering the Future of Agriculture,"** the Congress will delve into innovative solutions for sustainable farming, resilience for agricultural enterprises, and the role of technology in advancing productivity and efficiency. Attendees will gain valuable perspectives on farming practices in Argentina and worldwide and have the opportunity to engage in discussions on global challenges and local solutions including innovative farm management strategies, emerging trends, and opportunities.

The Congress will be hosted in partnership with Austral University's Rosario Campus. In 2025, Austral University was ranked by Times Higher Education as the #1 University in Argentina.



The IFMA 25 Organización Comité has been hard at work putting plans in place for what promises to be an unforgettable Congress in Argentina.

Take advantage of our early bird prices!

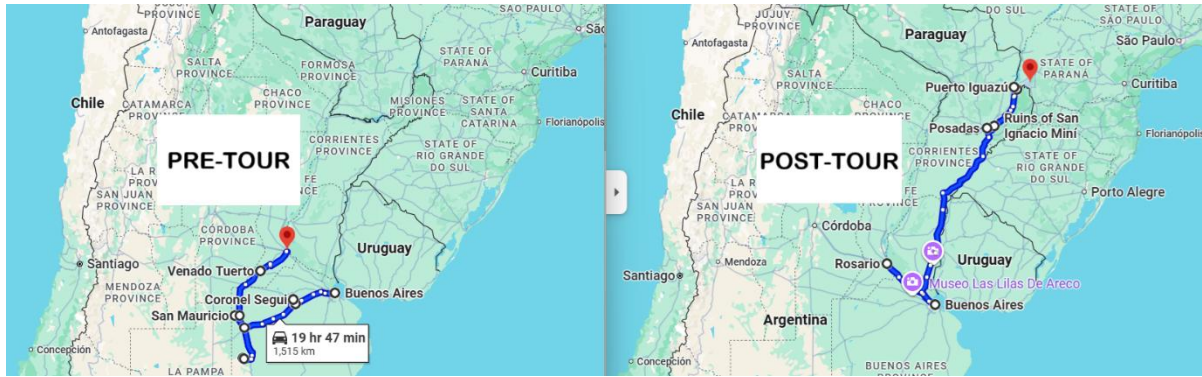
	Early Bird Price (Up to November 30)	Regular Price (After November 30)
Full Delegate Registration Fee	\$1,100 USD	\$1,210 USD
Next Gen Delegate Registration Fee	\$880 USD	\$968 USD
Accompanying Persons Registration Fee	\$550 USD	\$610.50 USD
Pre-Congress*	\$2,590 USD/person for shared twin room	
Post-Congress*	\$3,170 USD + \$100 USD for domestic flight/person for shared twin room	

The event will feature a **dynamic educational program** including presentations from industry experts, concurrent sessions, and tours of local farms and agri-food operations, providing first-hand insight into Argentina's incredible agricultural sector. The Congress will also offer a **rich social program**, fostering networking and collaboration among participants, along with a **Next Gens program** designed to engage and inspire the next generation of agricultural leaders, and **Accompanying Persons program** for attendees traveling with companions.

The Full Congress program detailing the Sunday-Friday sessions and activities is available through the [Registration portal](#).

PRE- AND POST-CONGRESS TOURS

Enhance your IFMA25 Congress experience with specially designed Pre- and Post-Congress Tours, organized by Laurik International — experts in agritourism across Argentina, Brazil, Uruguay, Paraguay, and other southern South American destinations.



Pre-Tour: A Journey into the Heart of Argentina Agriculture

February 15 – 22, 2026

This seven-day tour begins in Buenos Aires and ends in Rosario, offering an exclusive journey designed to provide an unparalleled, behind-the-scenes look at one of the world's most productive agricultural heartlands; an immersive experience crafted to stimulate discussion, foster connections, and provide practical insights.



We will explore “real” working farms and businesses, engage with the families and managers who run them, and understand the unique cultural fabric of the Pampas.

Pre-Tour sneak peek:

- Explore Buenos Aires
- Enjoy authentic local cuisine
- Visit progressive operations including mixed farms, beef, robotic dairies, cheesemakers
- Explore modern machinery and agricultural contracting
- Learn about research and extension advancements
- Take in Lago Epecuén's salt-encrusted landscape

**Post-Tour: The Agribusiness & Natural Wonders of Misiones****February 28 – March 8, 2026**

Extend your Argentine experience with an unforgettable journey to the vibrant, subtropical northeast provinces of Misiones and Corrientes. This immersive expedition is designed for the curious and professional agriculturalist, offering a deep dive into a region renowned for its unique production systems, rich cultural history, and one of the world's most spectacular natural wonders.

From the vast yerba mate and tea plantations to high-tech forestry and innovative aquaculture, you will gain firsthand insight into the diverse agribusiness landscape of this lush corner of Argentina.

Post-Tour sneak peek:

- Explore Buenos Aires and an iconic Tango dinner
- Explore the San Ignacio Jesuit Ruins
- Visit progressive operations including yerba mate and tea, cattle breeding, citrus and forestry management, aquaculture, and silvopastoral farming
- Experience the majestic Iguazú National Park and Devil's Throat waterfalls
- Hop over to Brazil and explore Iguazu National Park



The Congress pre- and post-tours **can be booked directly with Laurik International** - for further information, please see the links below:

[IFMA25 Congress Pre-Tour](#)

[IFMA25 Congress Post-Tour](#)

Don't miss out on this incredible opportunity!

We look forward to seeing you in February and welcoming you to Rosario,

Your IFMA25 Organización Comité

Trevor Atkinson, *IFMA President*

Damona Doye, *IFMA Vice President*

David Hughes, *IFMA Vice President and IFMA25 Chair*

Richard Cookley, *IFMA Secretary/Treasurer*

Mattie Mink, *Next Generation Representative*

Mariana de Aragão Pereira, *Brazil and South America Representative*

Guido Van der Hoeven, *USA Representative and IFMA Professional Development Fund Trustee*

Heather Watson, *Canada Representative and Marketing Coordinator*

Agata Malak-Rawlikowska, *Poland and Central Europe Representative*

Julian Gaffaney, *New Zealand Representative*

Eric Micheels, *IFMA24 Representative*

For more information, visit the International Farm Management Association's website at www.ifma.network and follow IFMA on social media @IFMAOnline #IFMA25.



PARTNER WITH US!

How can we help you?

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



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

AREAS OF EXPERTISE:

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

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

Partnerships and collaboration are vital to Farm Management Canada's success.

A complete list of partnership opportunities is available on our website.

If getting more involved with Farm Management Canada interests you, feel free to get in touch! We are seeking financial and in-kind contributions.

Contact: Nick Oakley
Business Development Lead, Farm Management Canada
Cell: 519-217-4601 | sponsorship@fmc-gac.com



#sweaterweather

CONTACT US

FARM MANAGEMENT CANADA



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Our thanks to the Government of Canada for supporting a number of Farm Management Canada's projects under the Sustainable Canadian Agricultural Partnership AgriCompetitiveness Program.



Sustainable Canadian
Agricultural Partnership



Canada