
Final Report

Strategies and Recommendations for New Entrant and Intergenerational Transfer Program Needs

Prepared for:



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Executive Summary

This report is an investigation of effective ways to attract new entrants to farming based on a resolution from the December 2008 annual meeting of the Agricultural Producers Association of Saskatchewan [APAS].

RESOLUTION: New Entrant and Intergenerational Transfer Program Needs

At the December, 2008 Annual General Meeting of the Agricultural Producers Association of Saskatchewan and the February, 2009 Annual General Meeting of the Canadian Federation of Agriculture, the following resolution was adopted by both organizations:

“Whereas the average age of farmers continues to increase and new entrants to the agricultural industry are needed throughout Canada; and

Whereas APAS has endorsed the concept of forgivable and/or interest free loans to attract young farmers; and

Whereas this is a national issue;

Be it resolved that CFA lobby for improved intergenerational transfer programs to attract young people to agriculture.”

The objective of this study was to provide an overview of the intergenerational transfer, new entrant attraction and immigration programs currently offered across Canada with recommendations for Saskatchewan. It became obvious, early in the study, that there are no quick answers or solutions evident in the existing new entrants programs across Canada or internationally. Improving the atmosphere and climate to attract new entrants to primary farm production is a complex and long-term process.

There are different funding support models across Canada for new entrants to farming. Alberta, Manitoba and Nova Scotia have Crown Financial/Credit Agencies attached to the Ministry's of Agriculture that lend to farmers at reduced rates. Ontario and Quebec provide reduced interest rate funding through a subsidized lending function provided by industry-based farm financial agencies. The supply-managed sectors are internally financing pilot projects with financial assistance for new entrants to obtain quota. Programs in Australia and the USA are moving away from subsidized interest rates and loan guarantees towards investing in management training, business skills development and succession planning.

The summary of provincial programs is a snap-shot of new entrants and inter-generational transfer programs currently offered - and not an indication of future trends in a rapidly changing industry [See Appendix A]. The search for future trends was done by personal interviews with a broad range of agriculture and farm industry stakeholders [See Appendix B].

Evidence from previous program evaluations indicate that the more successful programs provide incentives and support for business training and succession planning – which pays long-term dividends over a life time, rather than using direct financial grants, which can distort the marketplace. Beginning farmer programs with financial assistance have had mixed results – low interest financial support for land and equipment tends to be a one-shot approach and is usually capitalized into land or other assets with little long-term impact.

The magnitude of the need for new entrants to replace retiring farmers is illusive – some farm leaders believe it is an urgent need and others feel the situation will resolve on its own. Nevertheless, the average age of farmers is increasing and the number of new entrants is declining, as clearly illustrated in the following table.

Number and Distribution of Farmers by Age - Census Years 1991 to 2006

| Saskatchewan | 1991 | 1996 | 2001 | 2006 | 1991 | 1996 | 2001 | 2006 |
|-------------------|--------------------------|--------|--------|--------|-------------------------|--------|--------|--------|
| Age of farmers | Number of farm operators | | | | Percentage distribution | | | |
| Under 35 years | 15,635 | 11,400 | 8,135 | 5,910 | 20.0% | 15.6% | 12.3% | 10.0% |
| 35-54 years | 34,800 | 35,785 | 33,850 | 28,360 | 44.6% | 49.1% | 51.1% | 47.9% |
| 55 years and over | 27,590 | 25,740 | 24,290 | 24,915 | 35.4% | 35.3% | 36.7% | 42.1% |
| Total | 78,025 | 72,925 | 66,275 | 59,185 | 100% | 100.0% | 100.0% | 100.0% |
| Average age | 48.2 | 49.2 | 50.5 | 52.6 | | | | |

Source: Statistics Canada (2006) <http://www.statcan.gc.ca/pub/95-632-x/2007000/t/4185586-eng.htm>

Saskatchewan is one of the few provinces in Canada that does not currently have a specific program aimed at supporting beginning farmers within the Ministry of Agriculture. This is an opportunity to start with fresh ideas and programs. There are opportunities for APAS, as the provinces general farm organization, to work with the Saskatchewan Ministry of Agriculture to develop new entrant programs – the right kind of programs - that are cost-efficient and effective – and that make a positive difference.

While the need for action is apparent to the agricultural industry – other groups are lobbying for governments to be good stewards of the public purse and support the economy only where necessary – plus there are concerns about a growing provincial deficit – and pressure to reduce spending in the current and upcoming budgets.

The agriculture and food sector is also changing quickly, driven by: new global competitors, trade restrictions, climate change and consumer demands for (local) foods that are safe, healthy and nutritious. It will be important for new entrants to have the business skills and marketing abilities to adapt to continuous change in order to be successful in the future.

In the past, there was a general belief that farming was the best option for those who couldn't finish high school or do anything else, whereas today, the skill sets and competencies required of a successful farmer are astounding – and surpass the capabilities of many professionals. The entry skill sets required of a beginning farmer are much higher today. Government and industry support programs must help attain the required business skill sets as the first priority.

Recommendations to Governments for policy changes and programs must be forward looking and anticipate the needs of the industry five years or ten from now. If new inter-generational or new entrant attraction programs were planned and initiated in April 2010, it will take several years for tangible results to flow out of the pipeline. Therefore, the needs five or ten years forward must be anticipated – rather than developing programs on the needs of today that are based on the past five years experience.

While attracting new entrants to farming has been identified as a near crisis situation, there is a leadership gap in addressing the challenge. Who takes the lead? Another way to ask the question is “Who has the most to gain or lose in farm ownership transfer?” Government has a role in policy and legislation but it is only one of several key stakeholders. The agriculture

industry itself must also take the leadership responsibility to meet the challenge and to seek solutions.

There is no silver bullet to attracting new entrants [of all ages] to agriculture. Unfortunately, the findings did not identify one solution – or even two solutions. It will take an integrated approach by all stakeholders to develop a thoughtful and effective long-term strategy to attract new people to become the farmers of the future.

The report recommendations address the key elements of a multi-faceted approach to making a difference. While an effective solution will be a multi-year initiative, there are things that can be started immediately by APAS, the government and industry.

Recommendations

The recommendations are strategic action plans based on the key findings from existing programs and anticipated future needs:

1. Succession planning

RECOMMENDATION: That APAS make succession planning an internal program priority and encourage government to do the same because it is identified as being the single largest barrier to intergenerational transfer and to successfully attracting and retaining new entrants and pays dividends for a lifetime.

RECOMMENDATION: That APAS create a Youth Advisory Group of people who have successfully transitioned to independent farm business management, with a proven track record of success in business acumen, ingenuity and innovation.

2 Business Training

RECOMMENDATION: That APAS urge government to create a program specifically for new entrants in business and management training because it is the core requirement for long-term success.

RECOMMENDATION: That APAS urge government to broaden the eligibility criteria of the Farm Business Development Initiatives to include people who will be employed by farmers as business managers.

RECOMMENDATION: That APAS secure funding and work with the Ministry of Education to revise the Agriculture 30 curriculum and provide professional resource materials to assist the promotion and teaching of this farm business course.

3 Mentoring and Apprenticeships

RECOMMENDATION: That APAS promote the existing mentoring and apprenticeship programs to members and their families. Further, to take action to encourage other farm and agricultural organizations to actively support the existing “new entrant” programs available in Saskatchewan.

4 Messaging and Image

RECOMMENDATION: That APAS encourage industry stakeholders to recognize success and achievement among farmers on a regular basis, to create an environment

for a strategic proactive image of farmers that resonates positively with the public and youth – and is a credible message to government.

RECOMMENDATION: That the Federal Government take the lead role and responsibility for developing a positive image of agriculture as a core industry where support is viewed as a strategic investment in stimulating the national economy.

5 Financial tools

RECOMMENDATION: That APAS work closely with the Federal and Provincial Ministry's of Agriculture to strategically look at the financial areas of need and, if necessary, develop programs specifically for beginning farmers that fills any gaps in existing financial products or service offerings.

3.6 First Nations and Immigration

RECOMMENDATION: That APAS encourage government and the private sector to include and encourage First Nations in current training and leadership development programs to build a base for future development of their agricultural lands.

Immigrants and Immigration

RECOMMENDATION: That APAS take the leadership to involve the industry in working closely with and support and assist the Provincial Nominee programs, and private immigration consultants, who attract and bring in the majority of new farm families to Saskatchewan.

3.7 Coordination

RECOMMENDATION: That APAS work with the Federal and Provincial Ministry's of Agriculture on a strategy to quickly improve inter-agency communication and coordination among all the stakeholders directly supporting programs in attracting new entrants to agriculture, facilitating intergenerational transfers, and image and messaging.

Action Steps

The recommendations outline clear tasks, some are more appropriately managed by the Federal government, others by the Province, others by APAS as the general farm organization and yet others by industry. Below is a list of action priorities that can be started in the current fiscal year.

Action Tasks for Federal and Provincial Governments to lead

1. The Province to commence development of “new entrant and intergenerational transfer” support programs in close consultation with the farm community and industry.
2. The Federal and Provincial governments to make succession planning a high priority with strategic funding for programs, incentives that facilitate tangible and meaningful results.
3. The Federal Government to provide strategic leadership, along with general farm organizations, in creating a much more positive image of farmers and the agricultural industry as a key driver and economic stimulator of the national economy.
4. The Province to assemble/coordinate existing new entrant programs to fill the gaps and avoid duplication among government, industry and associations.

One practical option is for the Ministry of Agriculture to second an official to work with APAS for a two-year period with the objective of improving the coordination of existing programs and take the new entrant’s attraction program to a new level of excellence. There are successful precedents for the Ministry of Agriculture in seconding officials to the private sector.

Action Tasks for APAS to lead

1. Mobilize a Youth Advisory Committee of leaders who have made the succession transition to independent farm operators.
2. Take one action step towards improving the messaging and image of farmers and farming, which must come from the industry directly.
3. Meet with the Deputy Minister of Agriculture at least quarterly, if not monthly, as the industry partner in developing an effective new entrant support program.

1.0 Introduction

There is widespread concern about the increasing average age of Canadian farmers. Table #1 clearly illustrates the trends of not only increasing average age, but also the decline of new entrants. Saskatchewan is representative of the Canadian demographic average. Over the fifteen year period of 1991 to 2006, the under 35 age group declined from 20% to 10%.

| Table #1: Number and Distribution of Farmers by Age - Census Years 1991 to 2006 | | | | | | | | |
|--|---------------------------------|----------------|----------------|----------------|--------------------------------|---------------|---------------|---------------|
| Canada | 1991 | 1996 | 2001 | 2006 | 1991 | 1996 | 2001 | 2006 |
| Age of farmers | Number of farm operators | | | | Percentage distribution | | | |
| Under 35 years | 77,910 | 61,055 | 39,915 | 29,920 | 19.9% | 15.8% | 11.5% | 9.1% |
| 35-54 years | 187,585 | 200,170 | 185,570 | 164,160 | 48.0% | 51.9% | 53.6% | 50.2% |
| 55 years and over | 125,380 | 124,380 | 120,705 | 132,975 | 32.1% | 32.3% | 34.9% | 40.7% |
| Total | 390,875 | 385,605 | 346,190 | 327,055 | 100% | 100.0% | 100.0% | 100.0% |
| Average age | 47.5 | 48.4 | 49.9 | 52.0 | | | | |
| Saskatchewan | 1991 | 1996 | 2001 | 2006 | 1991 | 1996 | 2001 | 2006 |
| Age of farmers | Number of farm operators | | | | Percentage distribution | | | |
| Under 35 years | 15,635 | 11,400 | 8,135 | 5,910 | 20.0% | 15.6% | 12.3% | 10.0% |
| 35-54 years | 34,800 | 35,785 | 33,850 | 28,360 | 44.6% | 49.1% | 51.1% | 47.9% |
| 55 years and over | 27,590 | 25,740 | 24,290 | 24,915 | 35.4% | 35.3% | 36.7% | 42.1% |
| Total | 78,025 | 72,925 | 66,275 | 59,185 | 100% | 100.0% | 100.0% | 100.0% |
| Average age | 48.2 | 49.2 | 50.5 | 52.6 | | | | |
| Alberta | 1991 | 1996 | 2001 | 2006 | 1991 | 1996 | 2001 | 2006 |
| Age of farmers | Number of farm operators | | | | Percentage distribution | | | |
| Under 35 years | 16,660 | 13,485 | 8,900 | 6,290 | 20.5% | 16.4% | 11.7% | 8.8% |
| 35-54 years | 38,845 | 42,315 | 40,425 | 35,935 | 47.7% | 51.3% | 53.1% | 50.1% |
| 55 years and over | 25,910 | 26,655 | 26,875 | 29,440 | 31.8% | 32.3% | 35.3% | 41.1% |
| Total | 81,415 | 82,455 | 76,200 | 71,665 | 100% | 100.0% | 100.0% | 100.0% |
| Average age | 47.3 | 48.4 | 49.9 | 52.2 | | | | |
| Manitoba | 1991 | 1996 | 2001 | 2006 | 1991 | 1996 | 2001 | 2006 |
| Age of farmers | Number of farm operators | | | | Percentage distribution | | | |
| Under 35 years | 7,190 | 5,905 | 3,860 | 2,850 | 20.7% | 17.8% | 13.4% | 10.7% |
| 35-54 years | 16,290 | 17,015 | 15,475 | 13,545 | 46.8% | 51.2% | 53.8% | 50.9% |
| 55 years and over | 11,300 | 10,335 | 9,455 | 10,230 | 32.5% | 31.1% | 32.8% | 38.4% |
| Total | 34,780 | 33,255 | 28,790 | 26,625 | 100% | 100.0% | 100.0% | 100.0% |
| Average age | 47.4 | 47.7 | 49.0 | 49.0 | | | | |
| <u>Source: Stats Canada (2006) http://www.statcan.gc.ca/pub/95-632-x/2007000/t/4185586-eng.htm</u> | | | | | | | | |

This trend is **not** unique to Canada - other nations are facing the issue of aging farmers. **Nor** is it unique to agriculture - other sectors are also competing for young workers.

The literature provides a current snap shot of existing government and industry “new entrant” programs but not of the emerging trends. Interviews with industry stakeholders provided this important perspective into the future, which is where the planning must focus. There are some evaluations of past programs, which helped determine the impact of programs that worked and the initiatives that appear to have effective long-term impacts. The greatest impact appears to be from investments in business training and management skills development.

2.0 Key findings

The review of Canada’s existing programs attracting and supporting new entrants to agriculture is summarized in Appendix A. Included is a brief summary of new entrant and intergenerational transfer programs in Australia, New Zealand and the USA.

The literature review assessed current new entrant and intergenerational transfer programs across Canada. In addition, interviews with industry stakeholders provided insights into emerging industry trends and the types of programs that are required in the next five to ten years.

Based on the literature and the stakeholder interviews, a number of themes emerged, which have been organized into seven major areas and the areas are ranked in order of importance.

1. Succession Planning
2. Business training
3. Mentoring and Apprenticeship Programs
4. Messaging and Image
5. Financial tools
6. Immigration
7. Coordination

2.1 Succession planning

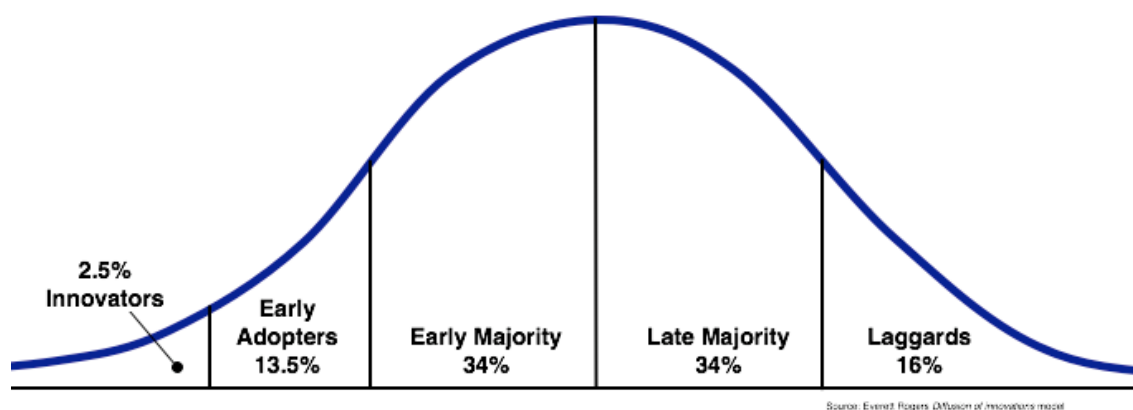
Success planning is by far the most challenging barrier to attracting new entrants regardless if there is an intergenerational transfer or if the purchase is from a non-family member. This finding is consistent not only across Canada, but also in Australia, New Zealand and the USA. The transfer of assets is a major challenge and is often made worse by the lack of preparation by the exiting farmer. The following key points are a summary of findings:

- Human relations and communication skills are consistently identified as the primary barrier to inter-generational transfer and secondary are the business skills and financial barriers. It appears that the “culture” of agriculture is an element of stoic independence that believes silence is a solution – if you don’t talk about it – it will go away.
- There is a need for stronger leadership from organizations and government agencies with a farm succession mandate. Despite the efforts to improve awareness of the importance of succession planning many farmers do not know what to do or where to start.
- Business consultants point out that third and fourth generation transfers are rare in other business sectors but there is an expectation of success in agricultural farm succession. Is this a realistic assumption or expectation of families and young

people? Above average planning and communications skills is a minimum requirement for success in inter-generational transfers.

- Accountants and lawyers [who are advisors to farmers] indicate that retiring farmers often “leave money on the table” because the succession or exit process is not planned well enough in advance. It takes at least four to five years of advance planning to capture and capitalize on all the financial, taxation and legal options, not even mentioning the interpersonal communication requirements. Too many farmers are losing thousands of dollars – even hundred’s of thousands of dollars - from delaying the development of a well planned exit strategy.
- For perspective, it is important to note that not all farm families are struggling. There are significant percentage of exceptionally well managed farms with high profitability in every sector and every corner of the province. These are largely the innovators and early adaptors of leading technology and niche markets, which is accomplished by networking, alliances/joint ventures and the astute use of experts, advisors and consultants. This group does not require much support – and they are a valuable window to the future.
- As part of an industry-wide succession strategy, the question must be asked, “Where do ‘new entrants’ fit into the farm business management continuum” - as outlined below? Who does the industry want to attract as future owner-operators and with what skill sets? The goal should be to attract the quality of new entrants with the talent and skill sets build an industry that is innovative and creative rather than dependent. The industry needs to attract new entrants who have the attributes to be in the left hand half of the population curve below.

Figure #1: Agriculture Management and Technology Adoption Lifecycle



Source: – Roger’s Bell Curve http://en.wikipedia.org/wiki/Technology_adoption_lifecycle

- Agribusiness is aggressively competing for young people while lobbying universities to attract and train more Agriologists to meet industry needs. The positive messaging and promotion of an exciting career in agribusiness effectively draws many prospective rural youth into the larger industry - and possibly away from primary farm production.
- Some stakeholders point out that the pool of rural youth is not large enough to supply the numbers required to replace exiting farmers. Therefore additional strategies are required to attract non-rural youth such as a strong and assertive immigration

program. In addition, an improved messaging and image campaign is required to attract rural and urban youth to agricultural business opportunities.

Most provinces have agriculture “youth advisory groups” which provide a range of roles and responsibilities depending on the interest of the general farm organizations and the Ministries of Agriculture.

In general, most youth groups are in the age range of 18-25 years and have not yet transitioned to independent operators. They generally have views similar to their parents. In distinct contrast, the 26-35 age groups often have very different views of the needs of new entrants, based on their actual experience in transitioning to independent operators. For example, the former may say lack of financing is a key need, while the latter might say the lack of daycare was the biggest challenge to their farm operation.

- In addition to providing succession insights, a Youth Advisory Group may be well positioned to identify new business models that capture a higher percentage of the retail dollar. Second, they could improve imaging as examples of successful and innovative young farmers. Third, they could assist to attract the “right” new entrants with appropriate training, skills and abilities to take agriculture to the next level.
- There is anecdotal evidence of a research study that demonstrated a high correlation among youth who went through their formative career interest between the ages of 13 and 17 years old. In other words, many successful farmers of today knew they wanted to be a farmer when they were teenagers – largely stimulated and encouraged by positive and optimistic discussions around the kitchen table.
- An observation is that the current cohort of 19-25 year olds went through their formative years during 2002-2008 when agriculture was severely challenged by drought, BSE, trade barriers and low prices. The current shortage of young entrants may be due to unfavorable impressions from their parents during their formative years when agriculture was facing challenging times.
- Many farmers in the 50-60 age groups had their formative years in the early to late 1970's when there was record profitability and tremendous optimism. At that time there was a huge flow of new entrants (of young people) into farming.

Inevitably the comment is raised that as long as farm profitability is low – it will be difficult to attract new entrants. The truth is that lack of profitability has been the standard challenge for many farmers since settlement over 100 years ago – and it likely will never change. There are opportunities for those who are well trained, well prepared and willing to do what it takes to make farming work for their family. These are the people that need encouragement and support to enter the industry. This issue is addressed in more detail in Section 2.4 “Messaging and Imaging”.

The trend of increasing average age of owner/managers is not unique to agriculture. Other industrial and service sectors are feeling the impact of the baby boomer bulge preparing to retire. But other business sectors are also taking direct responsibility for the own renewal, such as the trades, health care, education. An agricultural example is the Canadian dairy sector, which is currently piloting an internal incentive program in Ontario to attract and retain new entrants to their sector.

A final observation is the mismatch of intergenerational expectations. While the reticence of the older generation is often profiled as the barrier, the demands of the young “instant generation” are that they want it all now – and quickly – with the assumption that

success is an automatic right. A dynamic government and industry-led succession planning campaign will address many of these challenges and opportunities.

2.2 Business Training

The standard economic model recommended by agricultural industry advisors, and supported by global market signals, is based on size and scale to drive profitability. This has resulted in the development of larger specialized grain and livestock operations. While larger operations are generally more profitable, some of the very large can also be more vulnerable to small market changes.

- The farms of the future will be a combination of large operations and smaller, diversified farms with innovative production and marketing innovations. Profitability for both models will be driven by innovation and astute management and marketing skills.
- While large farms will continue, new entrants with strong business skill sets will also successfully manage fewer assets with more profitability. The findings of the national Best Practice of Leading Farmers study confirm that rarely are the “top farmers” [high profit margins over the long term] the largest in terms of acreage or livestock.¹ While size and scale is important, management and business skills are more important in maintaining profitability in the long term.

Canadian farmers are accustomed to being independent operators. In fact, for many that’s a large part of the attraction of agriculture. In recent years however, events have continued to challenge the “go-it-alone” model. Today, the larger profits and most secure markets often go to those who collaborate with others to add value that customers recognize and will pay for. For example, collaboration in value-chains, direct marketing and labour sharing will reduce cost and risk. This requires business acumen not normally part of an independent operator’s skill sets.

- In the past, there was a general belief that farming was the best option for those who couldn’t finish high school or do anything else, whereas today, the skill sets and competencies required of a successful farmer are astounding – and surpass the capabilities of many professionals. The entry skill sets required of a beginning farmer are much higher today. Government and industry support programs must help attain the required business skill sets as the first priority.
- The farmer of the future will need to produce more with less use of fossil fuel based inputs. The transition to a low-carbon economy is an emerging reality. Canadian agriculture cannot sustain production at current high levels of fossil fuel dependence. It will require additional skills sets for farm managers to make the right decisions – to use networks, partnerships and alliances to continuously improve efficiencies, reduce inputs, while at the same time, increase both outputs and profits.

Statistics show that the majority of Canadian farm families derive the majority of the net family income from off-farm sources. Future trends indicate that most farmers in the future will require some level of off-farm jobs or non-farm businesses to augment and stabilize family incomes. Therefore, it is imperative that new entrants [one or both

¹ Best Practice of Leading Farmers Study: A two phase study of 350 top farmers across Canada co-managed by AdFarm, Inshtrix Research, Meyers Norris Penny, Pike Management, Saskatchewan Agrivision, and Toma & Bouma Management Consultants. [2004 and 2006].

spouses], have some formal training [trades and professions] to secure well paying employment locally or provide some level of service to the area.

- Table #2 shows the sources of farm family income over the fiscal years of 2005 and 2006. These were typical or average years and can be assumed to be representative of the current situation. The immediate and medium term future shows no indication of change in this scenario.

| Source | 2006 | % of | 2005 | % of |
|------------------------|-----------------|-------------|-----------------|-------------|
| Net Farm Income | \$19,218 | 38% | \$15,204 | 36% |
| Off-Farm Income | \$30,349 | 62% | \$27,595 | 64% |
| Total | \$49,567 | 100% | \$42,799 | 100% |

Source: <http://www.agriculture.gov.sk.ca/Default.aspx?DN=72076e6a-12cd-476d-8182-3925da6b4284>

In contemporary urban society it is common for both spouses to have full-time jobs. This is no different in rural and farm situations. Although significant off-farm family income may be provided by the non-farming spouse, there is also a clear trend of full-time farmers working part-time in off-farm jobs – either due to need or preference.

The Saskatchewan statistics mirror the Canadian national average in terms of the sources of family farm income and the dependence on off-farm employment. This trend is the same across Australia, New Zealand and the USA.

| Province | Net Farm | | Off Farm | | Total Income |
|-----------------------|-----------------|------------|-----------------|------------|------------------|
| | Income | % of | Income | % of | |
| NF | \$20,455 | 39% | \$31,471 | 61% | \$51,926 |
| PE | \$27,248 | 50% | \$26,919 | 50% | \$54,167 |
| NS | \$28,482 | 46% | \$33,013 | 54% | \$61,495 |
| NB | \$35,788 | 56% | \$28,293 | 44% | \$64,081 |
| QC | \$29,745 | 57% | \$22,944 | 44% | \$52,689 |
| ON | \$22,562 | 39% | \$35,908 | 61% | \$58,470 |
| MB | \$17,006 | 41% | \$25,019 | 60% | \$42,025 |
| SK | \$19,218 | 39% | \$30,349 | 61% | \$49,567 |
| AB | \$19,031 | 28% | \$47,926 | 72% | \$66,956 |
| BC | \$20,150 | 29% | \$49,492 | 71% | \$66,643 |
| Canada Average | \$21,723 | 38% | \$35,143 | 62% | \$ 56,866 |

<http://www.agriculture.gov.sk.ca/Default.aspx?DN=72076e6a-12cd-476d-8182-3925da6b4284>

It is safe to assume that the majority of farm families will continue to be engaged in some level of part-time off-farm or non-farm employment or business, either by choice or need. They will need to develop (business) skill sets that are readily transferable to other employment situations. This requires access to quality education and training.

- A major benefit of government program investment in skills training [human resource development] is that it pays dividends to the individual that last a life time.
- Best management practice studies indicate training should focus on business management and skills development in marketing, recordkeeping, human resource management and communications, as those are the key best management practices of successful farmers.

The Saskatchewan Ministry of Education offers Agriculture 30 as a full credit in High Schools. The course curriculum has a strong business management focus. It is offered in only a few schools and total provincial enrolment has varied from 50 to 130 depending on the year and the level of awareness and promotion.

The Agriculture 30 curriculum was written in 1998 and requires updating. The Ministry is currently revising all high school curriculums but because of low enrolment Ag 30 may be dropped. The table below shows that the number of schools and students is very low, but has remained relatively stable – and may be ripe for growth and expansion.

Table #4: Agriculture 30 Enrolment in Saskatchewan High Schools

| Year | Number of Schools | Number of Students |
|-------------|--------------------------|---------------------------|
| 2003-04 | 6 | 109 |
| 2004-05 | 11 | 131 |
| 2005-06 | 6 | 99 |
| 2006-07 | 7 | 70 |
| 2007-08 | 10 | 82 |
| 2008-09 | 11 | 91 |

Source: Secondary Level Statistics 2009-09 Ministry of Education, Saskatchewan

According to the Ministry of Education, there are two limitations to offering Ag 30. The first is the lack of awareness and second is the lack of teachers with the knowledge and capabilities to teach the class. Ministry officials stated that Agriculture 30 would be better sustained if there was government and industry support similar to Ag-in-the-Classroom, which essentially develops teaching resource kits for agriculture awareness programs.

Ministry officials state that the greatest single need for Agriculture 30 is a teacher resource kit to assist in teaching the class. Enrolment could increase if there were more teachers willing and able to teach the course. Based on other course curriculum revisions, with a teacher's resource kit, the cost to revise Agriculture 30 would be approximately \$20,000. There are a number of Growing Forward programs that could joint-fund this project if it was led by an industry leader such as APAS.

The Ministry of Education also carries six Green Certificate programs that are offered jointly with the Ministry of Agriculture. These are production orientated classes with 50 hours of classroom and 50 hours of practical [apprenticeship-type] work experience. These technical courses have higher levels of participation in rural High Schools largely because of the program [classroom] support by professional staff with the Ministry of Agriculture.

- It is important to note that Saskatchewan has the best combination of High School agricultural business and technical programs in Canada. These were developed 20 years ago by leaders with a vision for the future. It would be a shame to allow these High School courses to be dropped at a time when they are needed the most. Action is required.

The current Ministry of Agriculture program, “Farm Business Development Initiatives”, is specifically for farmer owner-operators. By definition it excludes those individuals who want and need training to work as managers on large farm operations. Business training is required for those who are employed as managers of farms that are labour intensive. The rationale is that the shortage of employees [farm labour] may be the next biggest limitation, particularly those operations that are becoming more intensive and integrated. This can also be an important entry step for young people, who can first be trained and employed and later transition to acquiring their own farm operation.

- Training in Human Resource skills is an emerging need for farmers employing full and part-time managers and workers. As employers, farmers need to establish quality and competitive working conditions to attract and retain workers. This can be a positive way to attract youth to agriculture by offering quality work/employment experience on the farm.

2.3 Mentoring and Apprenticeships

Mentoring and apprenticeship programs are highly effective in other industries and have been successful in some agricultural situations. There are successful examples within the agricultural sector in the USA and Australia and particularly in Quebec.

- Apprenticeship training [in Quebec] require young people to go through a series of short-term formal training followed by practical experience on other farms to obtain a “certificate of qualification” in farm business that qualifies the recipient to access specialized financial products and government services.
- Based on the Quebec success, the Canadian Farm Business Management Council established “Step Up” a national apprenticeship program with mentorship elements. <http://www.farmcentre.com/Features/TheNewFarmer/Resources/StepUp/>. Successful young applicants go to a different province and work in a different sector for eight weeks to expand their understanding and awareness of business management. There is funding available to cover the costs.
- Saskatchewan, however, is not actively participating in this national apprenticeship opportunity – partly because there is not a strong provincial advocate. This is an untapped opportunity for young farmers and funding is available.
- There is a Canada-Saskatchewan mentorship program established through the Business Mentorship Institute of Saskatchewan [BMI]. <http://www.saskmentor.com/>

- BMI has chapters across Saskatchewan including the smaller regional cities. Other business sectors are utilizing the mentorship program with success. In 2008 BMI created an agricultural mentorship program. It is managed by the Agricultural Council of Saskatchewan. However, to date there has no participation in this program.
- Mentoring for has been specifically aimed at helping the entrant to develop a detailed and practical business plan – often as the deliverable or outcome that triggers a financial reward to reimbursement for the training involved. It is often stated “If you can’t make it work on paper – it won’t work in the field”.
- Australia has just completed a national review of the new entrant programs [October 2009] – and one of the key recommendations is that detailed business plans be the requirement to access government support programs. This includes some preliminary funding to support and assist new entrants [youth] in working with a non-family mentor to complete the business planning.
- Mentoring programs for young farmers and experienced protégés could be part of the formal business planning to qualify for youth [new entrant] financing such as the Farm Credit Canada loan programs with patient payments on equity.
- As an observation, it may be difficult to ask governments for more support and programming for new entrants and youth when the agricultural industry and farm community are not fully utilizing existing youth attraction programs that are successfully utilized in other provinces.

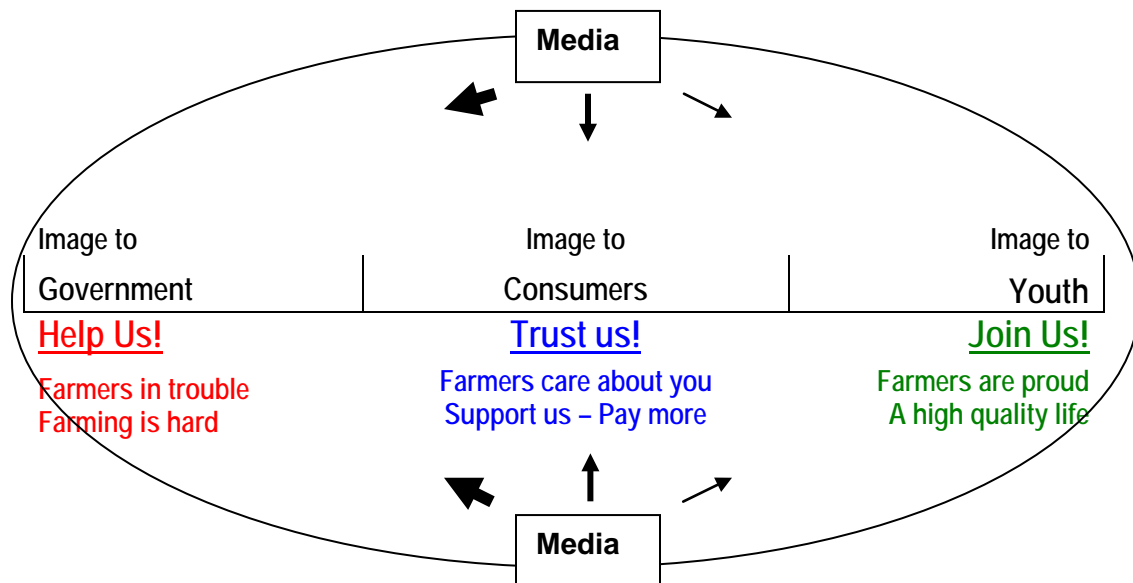
2.4 Messaging and Image

The “messaging” of agriculture and farming is one of the top barriers to attracting new entrants, the youth in particular. From an “image” point of view, there is growing fatigue with both government and the public with the constant demand for financial aid to farmers – adding to the messaging problem.

- What is the message about the future of agriculture that farmers give in their homes? - Or in the coffee shops? These may be hard questions – but if the messaging and image of farmers and farming is to improve – it is farmers and the farm community that need to lead the way.
- While messaging and image is recognized as a key challenge there has not been a coordinated effort for change. There are a number of excellent campaigns by specific sub-sectors such as dairy, pork, pulse and the Farm Animal Council, for example, but these initiatives do not run continuously or for the long-term.

The question in Figure #2 is, “Which message is the loudest?” What message do the media pick up? What do urban people know or think about farmers and farming? The challenge illustrated below portrays a mixed message to a number of stakeholder clients from the agriculture industry and media. What message do we want for the future?

Figure #2: What is the Messages that Farmers (and Media) Deliver?



- Farmers and farm organizations have a role to play in the strategies and approaches used to effectively lobby governments - reassure consumers and customers – and also encourage young people to join the industry as farmers.
- Celebrating success of farms and farmers may be one way to make a difference. Recognizing the efforts of individuals puts a tangible element to the message in a way the public can understand.
- A focus on the best management practices of successful [young] farmers is important for attracting new entrants – and it can help improve the image of farmers. This includes profiling new and innovative business models that provide adequate profitability and quality of life.
- There is valid criticism of the Outstanding Young Farmers [OYF] program for too often choosing young farmers who subscribe to the economic model of size and scale. The OYF volunteer manager’s recognize the challenge and encourage and welcomes industry leaders to become involved to provide program direction. It is noteworthy that within the past ten years, OYF recipients have included a small beef producer [1,200 Ac] and an organic farm [500 acres].
- The farm community must recognize and embrace success.

- The best practices of innovative young farmers provide foresight into the characteristics and qualities new entrants require to be successful. It can be a way to encourage the next wave of young people.
- Ag-in-the-Classroom [AITC] presents one of the most positive and consistent messages about agriculture in the province – and the messaging is directed specifically at farmers and farming. But more needs to be done.
- For example, in May 2009, Manitoba Agriculture, Food and Rural Initiatives initiated a process to develop an industry-supported Ag Awareness Strategy. A core group of industry leaders have developed a Strategic Plan over the summer and the balance of the year will focus on industry input, refinement of the plan and engagement.
- As a final point, there is a critical role for the Federal Government. It is interesting to note that financial support to industry, for example to Bombardier, GM and Chrysler, is rationalized and promoted as a “critical stimulus to the national economy” but support to agriculture often reported is a “handout”. Why? The agriculture and food sector is the largest employer in every province across Canada and, it can be argued, is the real driver of the national economy. The Federal government has a vital role and responsibility in developing a positive and progressive image of farmers and the agricultural industry at large.

There are no easy answers to changing the public image of an industry, except by starting and taking small steps forward. It will take persistence and tenacity – and there will be failures along the way. But the message and image of farmers and farming must change for the better if the objective is to double the number of new entrants to agriculture in the next decade.

2.5 Financial tools

The need for financial assistance and support is often identified as the first and most obvious barrier to starting a viable farm business, regardless if it is the next generation of a multi-generational farm or a new entrant of any age. Access to investment and working capital is a tangible asset that appears to have real and immediate results.

It became obvious, early in the study, that there was no quick answer or financial assistance solution evident in the existing new entrants programs across Canada or internationally. In fact, it became quickly apparent that other factors are more important than finances in terms of creating long-term, sustainable farm businesses, such as superior farm business management skills, communication and marketing skills and a well developed succession plan.

- Since the December 2008 APAS resolution for low interest and forgivable loans, the Federal Government announced the Canadian Agricultural Loans Act [CALA] program. CALA was initiated in April 2009, with the specific purpose to support beginning/start-up farmers and intergenerational transfers with lower interest rates and flexible repayments. Loans are available up to \$500,000 per farmer and this program meets most of the criteria of the APAS resolution.
- There is no longer an institutional “lender of last resort” for high risk farmers and farm initiatives. This was once filled by some provincial government financial agencies and federally mandated by Farm Credit Canada. Today, FCC has become the largest commercial lender focusing aggressively on preferred clients in preferred

- markets. By default, local credit unions or input suppliers have become “lenders of last resort”.
- In the past, interest free and/or forgivable loans were available to beginning farmers but program evaluations showed mixed results. Consequently no province offers this type of program today.
 - Interviews with government officials in Alberta, Saskatchewan, Manitoba and Ontario indicate that forgivable or interest free loans are not an option in today’s economic and political milieu and are generally considered to be market distorting.
 - Those active in the farm debt review process indicate many client accounts held low interest loans of some sort which was little benefit and access to capital was not their main limitation – it was business management and marketing skills. Subsidized credit can sometimes result in false economies and get the business started on sub-optimal conditions. Farm leaders recognize the need for assistance and support but generally believe there are better ways to invest in long-term viability.
 - The Governments of Manitoba, Alberta and Nova Scotia provide agricultural loan programs with subsidized interest rates through crown financial agencies. Ontario and Quebec do it through industry-based financial lending agencies. The supply-managed sectors are internally financing pilot projects with financial assistance for new entrant to obtain quota.
 - Saskatchewan does not have the current capability within the Ministry of Agriculture to offer public financing in that manner of Alberta, Manitoba or Nova Scotia. Perhaps there may be options with farm organizations similar to Ontario and Quebec.
 - Programs in Australia and the USA are moving away from subsidized interest rates and loan guarantees to investing in management training, business and succession planning.
 - Farm Credit Canada has three flexible loan programs for beginning farmers to assist in land purchase or intergenerational transfer, and an innovative \$75,000 capital loan using the security of a formal degree, diploma or certificate in business plus an operating line of credit.

In summary, the preceding four points show different examples of financial support provided by government, the industry and the private sector – and all three sectors should be involved in an integrated solution along the continuum of need.

2.6 First Nations and Immigration

There are limited programs specifically focused on First Nations agricultural entrants, particularly with the closure of the First Nations Agriculture Council of Saskatchewan. Traditionally First Nation’s agriculture policy and programs are directed federally although the Saskatchewan Ministry of Agriculture has a long history of supporting First Nations agricultural initiatives.

- First Nations youth are a potential source of employment and in some circumstances farm managers/owners, particularly in the livestock industry. At this point, most potential candidates are not “work ready” [i.e. don’t have drivers license or Grade 12 diploma for time management skills]. There are few programs to encourage youth to consider agriculture, let alone become prepared to work in the industry.

- Nevertheless, this is a significant opportunity given the development of One Earth and other financial groups interested in agriculture investments of all kinds.
- There are two small programs for Saskatchewan First Nations, one managed by the 4-H program in Saskatchewan and funded by Heifer International. The other is One Earth's contribution to the University of Saskatchewan to train farm operators.
 - Unless the legislation and regulations within Indian and Northern Affairs are amended in regards to recognizing property rights on First Nation's land, very little will change or improve in terms of First Nations farming.
 - BC and Manitoba provide provincial training and technical programs in support of Aboriginal agriculture.
 - The University of Saskatchewan has an Aboriginal Land Management and Training Program providing core training in land administration. There is a cohort of First Nations youth with an interest in farming and ranching and they could find entrance to the industry as workers and develop over time into managers – and this is an opportunity for government and industry to participate with the university in this venture.

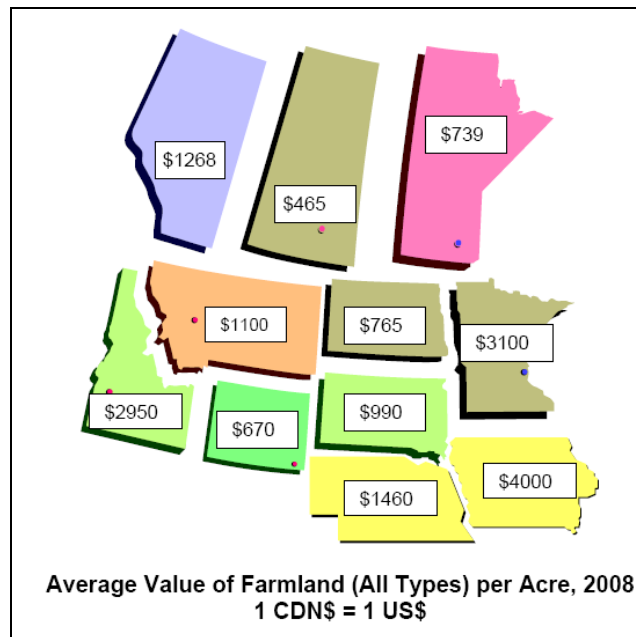
Immigrants and Immigration

The Saskatchewan government's Provincial Nominee Program attracts more foreign/immigrant farmers than all the other provinces in Canada combined. One reason is that the Provincial program works closely with private immigration consultants and real estate firms. Since the program was initiated in 2006, 35 farm families have settled in Saskatchewan. The most recent stats show the first 29 immigrant nominees invested \$55 million.

The Provincial Nominee Program operates under the auspices of the Ministry of Advanced Education, Labour and Employment. Despite the success in attracting immigrant farmers, the Nominee program has no direct links to any farm organization. As the program expands there will be opportunities for organizations such as APAS to assist in the match-making between immigrants and retiring farmers.

- The Provincial Nominee program "fast tracked" thirty-five farm families into Saskatchewan since 2006 [three years] and expect to facilitate at least 70 more families over the next three years.
- The Provincial Nominee Program also is the contact for the International Youth Holiday/Vacation visa's of young farm people looking for employment for the summer months. The Nominee Program has no Saskatchewan links to the farm community so the requests are turned over to other provinces. This is a missed opportunity to employ young people during the summer work season, such as Australians, skilled in extensive grain farming and livestock production.
- Industry stakeholders point out that Saskatchewan is one of the few places where a new entrant can actually start farming from scratch, particularly with the relatively low price of farm land. This has been part of the attraction of immigrants and of "new entrant" immigrants who feel this is where they can fulfill their dreams.
- Figure #3 below outlines the investment opportunities and advantages of farming in Saskatchewan compared to surrounding jurisdictions.

Figure #3: Saskatchewan Land is Significantly Cheaper
Than equally productive land in Alberta, Manitoba or North Dakota.



[Source: <http://www.farmlandinvestor.ca/sask.html>]

2.7 Coordination

This last area pulls together many of the previous key factors identified as important in attracting new entrants to agriculture and facilitating intergenerational transfers.

- Across Saskatchewan there are a broad range of agencies and programs working to improve the situation for attracting new entrants to farming. Unfortunately, some of the initiatives, while individually excellent, are working independently or in complete isolation.
- Young farmers are a valuable and scarce resource and although the percentage of new entrants has been declining in recent years, there are young people willing and ready to make a contribution to the future of the industry. The industry must find a more coordinated way to interact with young farmers. For example, there are three different young farmers [advisory] groups active in the province. This situation begs for coordination, clarity, focus and direct industry support.
- In addition, there are mentoring, apprenticeship and other training initiatives specifically for new entrants that are either under-utilized or not utilized at all – largely due to lack of awareness and general promotion to the farm community.
- Last, the Saskatchewan industry risks losing Agriculture 30 from the Ministry of Education High School curriculum because of lack of utilization. This is a valuable training and learning asset that once lost may be impossible to re-implement. This training and education program must be integrated as a key part of a coordinated program for new entrants.

- One of the best practices identified in other provinces is the close working relationship between the Ministry of Agriculture and the provincial general farm organization as both have an industry “coordination mandate”. It holds that APAS and the Ministry of Agriculture have a role in fulfilling the above recommendation.
- One practical option may be for the Ministry of Agriculture to second an official to work with APAS for a two-year period with the aim of improving the coordination of existing programs and take the new entrant’s attraction program to a new level of excellence. There are successful precedents for the Ministry of Agriculture in seconding officials to the private sector.

3.0 Summary and Recommendations

There is no silver bullet to attracting new entrants [of all ages] to agriculture - unfortunately the findings did not identify one solution – or even two solutions. It will take an integrated approach by all stakeholders to develop a thoughtful and effective long-term strategy to attract new people to become the farmers of the future.

Based on the literature review of current programs and extensive interviews with industry stakeholders, seven major areas emerged as key findings, ranked in order of importance.

1. Succession Planning
2. Business training
3. Mentoring and Apprenticeship Programs
4. Messaging and Image
5. Financial tools
6. Immigration
7. Coordination

The recommendations are strategic action plans based on the key findings from existing programs and anticipated future needs:

3.1 Succession planning

This is by far the most challenging barrier to attracting new entrants regardless if there is an intergenerational transfer or if the purchase is from a non-family member. The transfer of assets is a major challenge and is often made worse by the lack of preparation by the exiting farmer.

RECOMMENDATION: That APAS make succession planning an internal program priority and encourage government to do the same because it is identified as being the single largest barrier to intergenerational transfer and to successfully attracting and retaining new entrants.

Most provinces have agriculture “youth advisory groups” which provide a range of roles and responsibilities depending on the interest of the general farm organizations and the Ministries of Agriculture.

RECOMMENDATION: That APAS create a Youth Advisory Group of people who have successfully transitioned to independent farm business management, with a proven track record of success in business acumen, ingenuity and innovation.

3.2 Business Training

The farms of the future will be a combination of large operations and smaller, diversified farms with innovative production and marketing innovations. Profitability for both models will be driven by astute management and marketing skills.

The majority of farmers today are engaged in some form of part-time off-farm or non-farm employment or business. This will continue in the future – meaning new entrants will need to develop skill sets that are readily transferable to other employment situations.

RECOMMENDATION: That APAS urge government to create a program specifically for new entrants in business and management training because it is the core requirement for long-term success.

The current Provincial Government program, “Farm Business Development Initiatives”, is specifically for farmer owner-operators. Business training is also required for those who are employed as managers of farms that require hired labour. This can be an important entry step for young people, who can first be trained and employed and later transition to acquiring their own farm operation.

RECOMMENDATION: That APAS urge government to broaden the eligibility criteria of the Farm Business Development Initiatives to include people who will be employed by farmers as business managers.

Saskatchewan has the best combination of formal High School agricultural business and technical programs in Canada. The industry runs the risk of losing these programs at a time when they are needed the most.

RECOMMENDATION: That APAS secure funding and work with the Ministry of Education to revise the Agriculture 30 curriculum and provide professional resource materials to assist the promotion and teaching of this farm business course.

3.3 Mentoring and Apprenticeships

Mentoring and apprenticeship programs are highly effective in other industries and have been successful in some agricultural situations. There are successful examples within the agricultural sector in the USA and Australia and particularly in Quebec.

RECOMMENDATION: That APAS promote the existing mentoring and apprenticeship programs to members and their families. Further, to take action to encourage other farm and agricultural organizations to actively support the existing “new entrant programs” available in Saskatchewan.

3.4 Messaging and Image

One of the top barriers the industry faces in attracting new entrants [youth in particular] is the messaging and image of agriculture and farming.

Celebrating success of farms and farmers may be the easiest way to make a difference. Recognizing the efforts of individuals puts a tangible element to the message in a way the public can understand.

RECOMMENDATION: That APAS encourage industry stakeholders to recognize success and achievement among farmers on a regular basis, to create an environment

for a strategic proactive image of farmers that resonates positively with the public and youth – and is a credible message to government.

- A focus on the best management practices of successful [young] farmers is important for attracting new entrants – and it can help improve the image of farmers.

Federal Government financial support to Bombardier, GM and Chrysler is rationalized and promoted as a critical stimulus to the national economy but support to agriculture often reported is a handout. Why? The agriculture and food sector is the largest employer in every province across Canada and is the real driver of the national economy. The Federal government has a vital role and responsibility in developing a positive and progressive image of farmers and the agricultural industry at large.

RECOMMENDATION: That the Federal Government take the lead role and responsibility for developing a positive image of agriculture as a core industry where support is viewed as a strategic investment in stimulating the national economy.

3.5 Financial tools

The need for financial assistance and support is often identified as the first and most obvious barrier to starting a viable farm business, regardless if it is the next generation of a multi-generational farm or a new entrant of any age. Access to investment and working capital is a tangible asset that appears to have real and immediate results.

RECOMMENDATION: That APAS work closely with the Federal and Provincial Ministry's of Agriculture to strategically look at the financial areas of need and, if necessary, develop programs specifically for beginning farmers that fills any gaps in existing financial products or service offerings.

- There are examples of financial support provided by government, the industry and the private sector – and all three sectors must be involved in an integrated solution along the continuum of need.

3.6 First Nations and Immigration

There are limited programs specifically focused on First Nations agricultural entrants, particularly with the closure of the First Nations Agriculture Council of Saskatchewan.

RECOMMENDATION: That APAS encourage government and the private sector to include and encourage First Nations in current training and leadership development programs to build a base for future development of their agricultural lands.

- There is a cohort of First Nations youth with an interest in farming and ranching that could find entrance to the industry as workers and develop into managers.

Immigrants and Immigration

The Saskatchewan government's Provincial Nominee Program attracts more foreign/immigrant farmers than all the other provinces in Canada combined

RECOMMENDATION: That APAS take the leadership to involve the industry in working closely with and support and assist the Provincial Nominee programs, and private immigration consultants, who attract and bring in the majority of new farm families to Saskatchewan.

3.7 Coordination

Across Saskatchewan there are a broad range of agencies and programs working to improve the situation for attracting new entrants to farming. Unfortunately, some of the initiatives, while individually excellent, are working independently or in complete isolation.

RECOMMENDATION: Time is of the essence. That APAS work with the Federal and Provincial Ministry' of Agriculture on a strategy to quickly improve inter-agency communication and coordination among all the stakeholders directly supporting programs in attracting new entrants to agriculture, facilitating intergenerational transfers, and image and messaging.

- One practical option may be for the Ministry of Agriculture to second an official to work with APAS for a two-year period with the aim of improving the coordination of existing programs and take the new entrant's attraction program to a new level of excellence. There are successful precedents for the Ministry of Agriculture in seconding officials to the private sector.

4.0 Conclusions

While the recommendations are important, they must be assessed and implemented within a larger strategic framework. Unless there is a framework, with an evaluation and feedback mechanism, government and industry will continue to operate in a “reactive” mode rather than in “proactive” leadership mode.

The framework must identify the stakeholders and designate the key roles in attracting and/or supporting new entrants to agriculture. The core players are:

1. General Farm Organizations: To provide the leadership and coordination of young farmer organizations and other initiatives to attract new entrants because they have a vested-interest in successful business transition and sustainable enterprises.
2. Government: To revise legislation, policies and programs to suit the new business models of farm business management and respond to the needs of all point in the agriculture/food/health/environment continuum.
3. Universities: To provide research not only in production agriculture but also in business management and new models to ensure long-term sustainability of the sector. Also to understand the learning and re-learning business needs of the industry.
4. NGO's: To network with all players in the industry and foster alliances and partnerships for idea sharing and innovations in meeting the needs of customers
5. Private Sector: To be partners with all levels of the agriculture and food continuum and partner with strategic human resource initiatives required to keep the industry competitive.

Government and industry must use a framework of multi-year planning, implementing, monitoring and feedback loop to ensure the profitability and sustainability of Saskatchewan's farms and farmers. This strategy framework should include four key points in the planning cycle:

1. Mobilize the agricultural community to mount an integrated program with a common central clearing house. Rationale: There is a plethora of programs and initiatives relating to encouraging and supporting new entrants in Saskatchewan. In some instances there are redundant overlaps and in other cases there are programs that are not utilized.
2. Develop models for program delivery based on the best practice of other jurisdictions and the experience relevant to the Canadian prairie region. Resources are limited and time is of the essence, nevertheless, a reasoned and thoughtful approach must be developed.
3. Develop policies that reflect the changing needs of consumers and programs that support new entrants in the right ways. Success will be effective programs and efficient use of public funds that are not economically disruptive or market distorting.
4. Create economic impact instruments and evaluation measures for transparent assessment of the public and private initiatives to attract new entrants. Even though some impacts will be long-term, it is important that metrics are in place to monitor policies and programs in real time to provide on-going feedback into the planning loop.

5.0 Action Steps

The recommendations outline clear tasks, some are more appropriately managed by the Federal government, others by the Province, others by APAS as the general farm organization and yet others by industry. Below is a list of action priorities that can be started in the current fiscal year.

Action Tasks for Federal and Provincial Governments to lead

1. The Province to commence development of “new entrant and intergenerational transfer” support programs in close consultation with the farm community and industry.
2. The Federal and Provincial governments to make succession planning a high priority with strategic funding for programs, incentives that facilitate tangible and meaningful results.
3. The Federal Government to provide strategic leadership, along with general farm organizations, in creating a much more positive image of farmers and the agricultural industry as a key driver and economic stimulator of the national economy.
4. The Province to assemble/coordinate existing new entrant programs to fill the gaps and avoid duplication among government, industry and associations.

One practical option is for the Ministry of Agriculture to second an official to work with APAS for a two-year period with the objective of improving the coordination of existing programs and take the new entrant’s attraction program to a new level of excellence. There are successful precedents for the Ministry of Agriculture in seconding officials to the private sector.

Action Tasks for APAS to lead

1. Mobilize a Youth Advisory Committee of leaders who have made the succession transition to independent farm operators.
2. Take one action step towards improving the messaging and image of farmers and farming, which must come from the industry directly.
3. Meet with the Deputy Minister of Agriculture at least quarterly, if not monthly, as the industry partner in developing an effective new entrant support program.

Appendix A: Other Canadian and International Programs to Attract New Entrants to Agriculture

Note to the Reader

This appendix is a summary overview of what other Canadian provinces are doing in regards to supporting new entrants and intergenerational transfer issues. The purpose is to provide an overview of the programs in each jurisdiction. Websites are included to access more information. The end of the section includes a summary of “new entrant” attraction programs in Australia, New Zealand and the USA.

One of the better “new entrant” programs identified in the study is the Beginning Farmers Center, in Iowa, which is a model in awareness, promotion and business training. <http://www.extension.iastate.edu/bfc/about.html#history>. This model is a good place to start if Saskatchewan is considering an integrated long-term program.

Summary

The Overview of New Entrant Programs summarizes the programs offered by other provinces. Some programs are universally offered across all provinces and others are specific to a jurisdiction.

Saskatchewan Ministry of Agriculture does not currently have programs specifically aimed at young farmers or new entrants. However, the Saskatchewan Ministries of Education and Advanced Education have programs aimed at supporting “new entrants” to farming, specifically the High School Agric 30 curriculum and the Provincial Immigrant Nominee Program for Young Farmers, respectively.

| Overview of New Entrant Programs Offered Across Canada | | | | | | | | |
|--|----|----|----|----|----|----|----|----|
| Key Programs & Factors | BC | AB | SK | MB | ON | QC | NS | PE |
| Industry | | | | | | | | |
| GFO Youth Advisory Committees | | √ | | √ | √ | | | |
| Ag Media/Messaging/Image | √ | √ | √ | √ | √ | √ | √ | √ |
| Prov Farm Youth Associations | √ | √ | √ | √ | √ | √ | √ | √ |
| Youth Mentorship programs | | √ | | √ | | √ | | |
| Youth Apprenticeship programs | √ | √ | | √ | | √ | | |
| Youth Exchange programs | √ | √ | | √ | √ | √ | | |
| Industry-Based Farm Finance Programs | | | | | √ | √ | | |
| Government | | | | | | | | |
| Specific New Entrant Programs | | √ | | √ | | | √ | √ |
| Crown Finance/Credit Agencies | | √ | | √ | | | √ | |
| Gov't Loan Guarantees | | √ | | √ | | | √ | |
| Reduced interest on loans | | √ | | √ | | | √ | √ |
| Forgivable loans | | | | | | | | |
| Tax rebates | | | | | | | | |
| Gov't Youth Ag Mentor/Apprenticeship | | √ | | √ | | √ | | |
| Aboriginal Ag Programs | √ | | | √ | | | | |
| Training | | | | | | | | |
| Ag Degree University training | | | √ | √ | √ | √ | √ | |
| Ag Diploma/technical training | | √ | | √ | √ | | √ | |
| Ag Certificate [Post-Sec] training | | √ | √ | | | | | |
| High School Ag 30 Curriculum | | | √ | | | | | |
| High School Green Certificate | | √ | √ | | | | | |
| Immigration | | | | | | | | |
| Prov Farmer Nominee Programs | | | √ | | | | | |
| Holiday-Work International Exchange | √ | √ | | √ | √ | | | |
| Ag Awareness | | | | | | | | |
| Ag-in-the-Classroom [AIRC] | √ | √ | √ | √ | √ | | √ | √ |
| 4-H | √ | √ | √ | √ | √ | | √ | √ |
| Other Youth Initiatives | √ | √ | | | √ | √ | √ | |

There are different funding support models. Note that AB, MB and NS have Crown Financial/Credit Agencies that lend to farmers at reduced rates. In ON and QC this subsidized lending function is provided by Industry-based Farm Financial Programs. The supply-managed sectors are internally financing “new entrant attraction” funding and incentives as pilots.

This summary is a snap-shot of new entrants and inter-generational transfer programs currently offered - and is not an indication of future trends in programming. The purpose of including personal interviews with a broad range of agriculture and farm industry stakeholders is to get a view or perspective of the future

Most provinces are in some stage of reviewing the needs of the agriculture and food industry and looking for ways that meet future trends and needs. The emerging trends include such as things as: local consumer trends, rapidly growing global food demand, climate change bringing new pests, global competitiveness, reduction of fossil fuel use, etc.

A core challenge for all provinces is managing the information and communications among the host of support programs offered by different departments and jurisdictions. Too many programs are operating independently resulting in some overlap. A central clearing house of complementary initiatives would enhance the program impact in every province. The challenge is who will do this coordination and communication function and who will pay for it on the long-term.

BRITISH COLUMBIA

BC Ministry of Agriculture and Lands

<http://www.al.gov.bc.ca/branches.htm>

The Ministry has no support programs specifically aimed a new entrants. The only financial program identified is a loan guarantee for a bred heifer program The Bred Heifer Program is available to all farmers. It was introduced in 1998 as an extension of the Feeder Association Loan Guarantee (FALG) program. The program allows farmers to start a cow herd or increase an existing herd under an expanded provincial feeder associations program.

<http://www.al.gov.bc.ca/finance/loanguarantee.htm>

The Ministry's youth program "**Youth and Community Development Programs** (and 4-H Program)" is based on awareness, with the following goals and description:

Program Goals

"Through leadership and training programs, the BCMAL Youth and Community Development Programs enables youth and volunteers to increase their contribution to communities and society" - to enhance long-term job creation for the present and future generation.

- Enhancing the skills, development and technology transfer of volunteers.
- Encourage the 4-H Program to become more self-reliant.
- Increase knowledge, citizenship, leadership and personal development of youth and volunteers.
- Enhance the profile of youth development and the 4-H Program and its contribution to the community.
- Increase agriculture awareness in the 4-H Program and community.
- Promotes careers in agriculture.

Description

Provide agricultural awareness and leadership training opportunities for over 3,000 youth in British Columbia, and 800 adult volunteer leaders, enrolled in the 4-H program; plus many other volunteers, alumni and sponsors.

British Columbia's youth between the ages of 6-21, from farm, rural non-farm, and urban communities. (Although not actively promoted within metropolitan Vancouver and Victoria, 4-H enrolment is possible.)

The BC Ministry supports AITC as part of its Ag Awareness Program [<http://www.aitc.ca/bc/>] and supports a number of the industry programs outlined below.

Youth in Agriculture Foundation

http://www.pne.ca/thefair/agriculture/bc_youth_in_agriculture.htm

The British Columbia Youth in Agriculture (BCYA) Committee is made up of members from both the Agriculture community and staff of the PNE (Pacific National Exhibition) who work together to facilitate the foundation. There are many youth growing up in rural communities and have been supported through various programs that are in continual need of support to continue their exceptional programming; for example, grants and scholarships.

The BC Youth in Agriculture is growing its' support annually through the following avenues:

- BCYA Grant Program - Non-profit organizations are able to apply for funding to aid in initiatives involving youth in agriculture. The Foundation supports development of leadership in agriculture, strengthening of our communities, and agriculture education. Grants can be submitted year round and are reviewed and awarded quarterly.
- 4-H Scholarship Program - Two \$2,000 scholarships are awarded annually to outstanding British Columbia 4-H Members. The Foundation's 4-H Scholarships are awarded through the BC 4-H Scholarship opportunities for member pursuing post secondary education in any field of study. Applications can be found on the BC 4-H website.
- Ian Paton Sr. Memorial Scholarship - One \$2,000 scholarship will be awarded annually in memory of Ian Paton Sr. and his contribution to the 4-H program in BC. This scholarship will be awarded to a student pursuing post secondary education in Agriculture and who has a background in agriculture. Application deadline is July 31st annually.

B.C Agriculture Council – Ag Aware Programs

<http://www.bcac.bc.ca/Default.asp>

Not directly run by youth but do youth programming – this program may not be active anymore because their website is now about Mosquitoes, however, some of their previous initiatives follow on the website.

Ag Aware BC, BC's agriculture awareness program, managed by the BC Agriculture Council opened a hamburger theater in Science World BC to educate the youth of where the ingredients for food come from. www.agaware.bc.ca/Gallery/ScienceWorld.html

They also hosted a successful tractor parade during Canada Day in North Vancouver (www.agaware.bc.ca/Gallery/AgCan_1_2001.html), and were in the process of developing educational videos, CD-ROMs and web products in partnership with the Agriculture in the Classroom [AITC] Foundation, Open Learning Agency, and Knowledge Network to support schools curriculum and teach the youth about BC agriculture.

Last, a mascot program and traveling display called "Where's Agriculture?" were underway when the program last updated their website.

Branding For the Future

http://www.aaesbc.ca/media_centre.html

The Aboriginal Agricultural Education Society piloted its first youth project from July – November 2007 “Branding for the Future,” offering participants five months of classroom and work experience in the agriculture industry. The goals of the program were to introduce youth into agriculture and agri-related career options. The program was a great success and the second phase of the program will be starting in the near future and will include hands on greenhouse training.

ALBERTA:

Ministry of Agriculture and Rural Development

<http://www.agric.gov.ab.ca/app21/rtw/index.jsp>

There are a number of programs aimed at supporting new entrants including financial support [reduced interest and favourable loans], including:

A. Alberta Agriculture Management Programs

The Agriculture Financial Services Corporation (AFSC) is a provincial crown and provides direct farm loans to producers including a program aimed at beginning farmers.

1. Farm Loan Program
 - a. Loans to purchase equipment, land, machinery, breeding stock, quota, shares
 - b. Also financial restructure, working capital or agricultural enterprises
 - c. Not eligible for operating loans or feeder cattle
2. Beginning Farmer Incentive
 - a. Interest rate reduction on Farm Loan Program above
 - b. 1.5% reduction on interest for 5 years
 - c. Net Worth less than \$500,000
 - d. Max loan \$500,000
3. Capital Sourcing Program
 - a. Encourages expansion of agriculture, agri businesses and small businesses
 - b. Works with financial institutions to ensure clients get the capital they need to diversify or expand
4. Specific Loan Guarantee program
 - a. Enables clients to obtain financing from other lenders with guarantees from AFSC
 - b. Guarantees up to \$5 million per financial institution
 - c. Risk shared by AFSC and other financial institutions
5. Commercial Loan Program
 - a. Alternative source of capital
 - b. Start, expand, purchase or upgrade commercial businesses

- c. Max \$5 million
6. Planning Tools
 - a. Entrepreneurial self assessment
 - b. Business feasibility
 - c. Business planning
 - d. Marketing
 - e. Financing your business

B. Summer Farm Employment Program [Apprenticeship]

<http://www1.agric.gov.ab.ca/general/progserv.nsf/all/pgmsrv35>

The Summer Farm Employment Program is funded and administered by Alberta Agriculture and Rural Development. Employees and employers must apply together with the youth employees for the program, Alberta Agriculture and Rural Development does not do any matching.

The Summer Farm Employment Program's primary objective is to provide opportunities for full-time farm work experience for young people. Employers must be full-time farmers; employees must be between 15 and 24 years of age and cannot be a direct relative of the employer. Wage support is provided to farmers to a maximum of \$400 per month based on a full time basis. Applications are accepted on a first-come, first-served basis. The program runs from July 1 to August 31.

Employer eligibility:

- Employers must own or rent a farming operation, located in Alberta; must produce farm commodities valued at a minimum of \$25,000 annually; and must be available to supervise their employee full-time.
- Employers may only appoint another person to supervise the employee if that person will be working with the employee for at least 60% of the time. All program information will then be sent to the supervisor listed. An eligible supervisor must be at least 18 years old, cannot be a direct relative of the employee, and must be directly involved in the employer's farming operation on a daily basis so that appropriate training and direction regarding farm tasks and safety concerns may be given.
- Employers will be limited to one employee.
- Employers may not exchange (swap) employees or "job share" on this program (employers may not assign, subcontract, or transfer their employee to another employer or organization).
- Employers must not receive other provincial or federal funding for hiring the employee.

Employee eligibility:

- Employees must be Alberta residents; legally entitled to work in Canada; and between 15 and 24 years of age by July 1, 2009.
- Employees must not be a direct relative of the employer or related to any person directly involved in the farming operation (e.g. another employee or shareholder). "Direct relative" includes mother, father, child, step-child, foster child, grandchild,

brother, sister, niece, nephew, first cousin, husband, wife, and son-or-daughter-in-law.

- Employees must be unemployed. Existing part-time employees are eligible if total hours worked over the previous three months averaged less than 20 per week.
- Employees working for the employer full-time prior to July 1 are not eligible under the program.
- Employees must not be working full-time anywhere else or attending school while participating in this program.

Conditions for employment:

- Employment must be between July 1, 2009 and August 31, 2009, and must not eliminate, amend or affect the job security of any person who would otherwise have been employed.
- The employer must provide at least **FOUR WEEKS OF FULL-TIME EMPLOYMENT** within the program period. Full-time is a minimum of 30 hours per week.
- The employee's duties must be directly related to the employer's farming operation. Tasks performed must increase the employee's knowledge of farming as related to the employer's farming operation.
- Where possible, indoor farm activities should be planned for the employee in the event of poor weather.
- Farm beautification activities (e.g. mowing grass, painting, gardening, etc.) are appropriate only if they constitute less than 25% of the employee's hours. Beautification-type activities that are directly related to the employer's farming operation (e.g. Ag-Tourism, Farm Direct Marketing) are eligible without restriction.
- Domestic work (e.g. babysitting, housework, cooking, etc.) is *ineligible* under the program.

Responsibilities of the Government of Alberta:

- Subsidize half of the employee's monthly wage to a maximum of \$400 per month, based on full time employment.
- Issue a cheque directly to the employee at the end of each month and take off all required deductions (according to Revenue Canada).
- Provide Workers Compensation Board (WCB) coverage and Accidental Death and Dismemberment Insurance at no charge to the employee; coverage is in force only when the employee is performing the duties of their job during the employment period.
- Send a Record of Employment to the employee at the end of the program.
- Issue a T4 slip (indicating the employee's GROSS wages) to the employee for income tax purposes.
- Provide all required forms as well as safety training materials to the employer.

B. Reining Youth Development Program [Leadership training]

[http://www1.agric.gov.ab.ca/\\$department/deptdocs.nsf/all/4h9462](http://www1.agric.gov.ab.ca/$department/deptdocs.nsf/all/4h9462)

The intent of the Youth Development Program is to provide youth with a "hand-up" versus a simple "hand-out". It is designed not only to provide ongoing education within the sport of reining, but to also develop a sense of pride in accomplishment and helping others. This program will bring out the leader qualities in youth as they learn to work to help and support other people, as well as themselves.

This Program will make funds available to all youth in the province, towards their continuing education within the sport of reining. The Reining Alberta Youth Development program will allow youth to earn the ability to pay their way to any clinics, lessons, or other equine educational events, based on their own involvement and volunteer efforts within the sport. All youth in this program will have equal opportunity to earn the money that will develop them to the next level.

Other Alberta Programs Aimed at Youth and Agriculture

Ag Awareness - Green Hectares - <http://www.greenhectaresonline.com/>

In order to address the problems of people under the age of 35 being involved in agriculture and the growing gap between the urban and rural connect, Alberta needs to be able to provide public education about agriculture, agricultural education, economic development and demonstration projects.

Green Hectares is a unique agricultural training and demonstration centre being built in Strathcona County, Alberta. The centre will serve as an education and showcase facility for all facets of agriculture, focused on revolutionizing agriculture in terms of sustainable food productions, high value farming, value-added agribusiness and bridging the urban-rural divide in metro adjacent agricultural regions.

The goals of Green Hectares are:

- To develop an agriculture demonstration and training centre that provides unique educational, social experience and technologies rural and urban populations.
- Help young people involved in agriculture identify and overcome challenges.
- Demonstrate and advocate for the best farming techniques through leading edge technology or age old natural processes.
- Provide a knowledge base and working model for agriculture practices.
- Maximize the accessibility and learning opportunities for young farmers to access, regardless of location.
- Provide a unique opportunity for the urban community to visit a farm and learn about agriculture principles and practices.
- Create more awareness around agriculture and its importance to Strathcona County, economy, and country.
- Provide a lasting impact on public awareness and the understanding of agriculture's impact.
- Educational programs that help visitors understand the reality of "where their food comes from" and the impact their lifestyle decisions have on the ecological health of the earth.
- Visitors can experience real farming.

- Provide a living laboratory for model agriculture practices. Twenty-four hour cameras will document and demonstrate the day to day operations of the farm as a learning tool and social experience.
- Promote agriculture production and distribution systems that work to help farms protect the land through responsible techniques and decision making.

Upon completion, the centre will focus on three distinct operations; Agriculture Enterprise and Conference Centre, Demonstration Farm, and Livestock Sport and Competition

Future Agriculture Business Builders – Youth Program

<http://www.fabb.ca/index.html>

The Future Agricultural Business Builders (FABB) is comprised of young adults, ages 18-40, with vast agricultural backgrounds. Each year, board members are elected to serve a term with the organization and represent Alberta's young agricultural industry.

Their mission is “Supporting and connecting Alberta's young adults in agriculture by facilitating opportunities for learning, networking and mentorship”. FABB continues to look for opportunities for its members and in 2010 will be holding Rock the Farm in conjunction with Alberta Association of Agricultural Societies (AAAS) Convention "Think Outside the Barn".

FABB introduced "Rock the Farm" in 2006, a provincial event targeting individuals ages 18 - 40 years. This conference has proved to be a great success, building on the philosophy of social learning with hands on activities and practical sessions designed with three agricultural streams in mind - marketing, business and technology.

SASKATCHEWAN

The Ministry of Agriculture has no specific programs aimed at attracting new entrants to agriculture. **Ministry of Agriculture** <http://www.agriculture.gov.sk.ca/>

However, the **Ministry of Education** <http://www.education.gov.sk.ca/> offers Agriculture 30 at the High School level, which is an academic credit course and focused more on the business aspect of farming rather than production. Although enrolment is quite low, the curriculum provides a “jump start” for Grade 12 students interested in farm management and ownership.

The **Ministry of Advanced Education, Employment & Labour** <http://www.aeel.gov.sk.ca/> plays an important role with a specific program aimed at attracting “young farmers” [under 39 years] as well as a specific program aimed at other commercial farmers.

There are range of industry-based programs and initiatives to encourage and support young people to enter agriculture. The awareness of these programs is generally low resulting in low utilization compared to other provinces. Saskatchewan would benefit from increased coordination among all stakeholders providing new entrants or youth focused agricultural awareness programs.

The Ministry of Agriculture *Business Growth and Development Initiative* provides support for business development services in nine business practice areas:

- a) Business Strategy
- b) Marketing Strategy
- c) Production Economics

- d) Human Resources
- e) Financial Management
- f) Environmental Strategy
- g) Succession Planning
- h) Business Structure
- i) Risk Assessment

Financial support for the above nine program is provided on a cost-shared basis for business development services up to a maximum of \$4,000 per eligible farmer.

There is currently no government or industry-based programs that offer subsidized interest rates or preferred lending for young farmers.

There are a number of **Agricultural Business Training** programs aimed at supporting youth interested in becoming farm owners and managers including:

- Green Certificate Program – SK and AB are the only provinces in Canada with High School recognized technical courses in production agriculture that provide a certificate. Again, lack of awareness has resulted in low participation.
- Agriculture 30 – Grade 12 – Ministry of Education – The only full credit academic Agriculture curriculums in Canada. This is an excellent business course initiated in 1998 but there has been low participation – mostly because of lack of awareness.
- Certificate in Agri-business – College of Agriculture and Bioresources. This is a home-study course supplemented with Internet activities and seminars.

Mentoring and Apprenticeship program has been effective in other provinces as ways to increase the business skills of the youth who are on a farming career path. There are two programs available to Saskatchewan youth

- Mentoring – Agriculture Council of Saskatchewan offers a mentoring program <http://www.agcouncil.ca/ami.htm> specifically for new entrants to farming developed by the Business Mentorship Institute. <http://www.saskmentor.com/>. The program has been very successful in other sectors in Saskatchewan and for agricultural youth in other provinces. Although available for two years, the program is only in a pilot phase with three protégés and three mentors.
- Apprenticeship – Canadian Farm Business Management Council offers “Step UP” <http://www.farmcentre.com/Features/TheNewFarmer/Resources/StepUp/> across Canada however Saskatchewan is not actively participating. Part of the barrier is awareness and an organization to coordinate Saskatchewan participation.

Messaging and Imaging is poorly managed across the nation. One of the strongest programs with the sole mandate of improving the image of farmers and farming is “Ag-in-the-Classroom” [AITC] <http://www.aitc.sk.ca/> – a broad-based K-12 school program which portrays a consistently positive message. APAS – working with KAP and WRAP to appeal positively to consumers

- In addition, individual commodity associations with seasonal programs such as Dairy Producers, Saskatchewan Pork, Saskatchewan Pulse and Farm Animal Council of Saskatchewan. This is a major area for improvement in Saskatchewan.

Financial Tools for new entrants are available from commercial lenders, such as Farm Credit Canada, which has three financial lending programs aimed at new entrants; a second on succession financing and a third is a loan to a maximum of \$75,000 available to new entrants if they have formal training such as a degree, diploma or certificate in agriculture or business.

Immigration is one area where Saskatchewan is holding its own compared to other provinces, at least during the past three years, since the Provincial Nominee Program initiated a program to specifically target foreign farmers to Saskatchewan

- The Provincial Nominee program in Saskatchewan has had a “fast track” program for immigrant farmers since 2006. In three years thirty-five farm families have immigrated investing over \$60 million in farm purchases. The program expects to attract over 70 more farm families in the next three years.
<http://www.immigration.gov.sk.ca/farmer/?Anc=7e8f4b1d-79b4-4120-8b3a-599d97fc7875&Pa=ebd9edd0-fecc-4503-b6f7-70a7366de4c4>
- On October 2, 2009, the Provincial Nominee program introduced a second program – aimed specifically at attracting “young farmers” [Under 39 years old] which has lower thresholds of personal worth and required investments. The reason for the addition was due to the high levels of young farmer applications under the 2006 program, but they often did not meet the personal net worth requirements.
<http://www.immigration.gov.sk.ca/young-farmer-stream>
- The Provincial Nominee program operates under the Ministry of Advanced Education with little connection to the agricultural industry. Ministry officials state that due to the rapid growth of the program – direct links need to be made – but they are not sure where to direct immigrant families.

In summary, Saskatchewan has a broad range of programs that encourage and support new entrants to agriculture, both youth and immigrants. Some are innovative and unique to the province. Any analysis on future needs for young and new entrants should carefully consider maximizing the use of existing programs.

MANITOBA

Manitoba Agriculture, Food and Rural Initiatives

<http://www.gov.mb.ca/agriculture/index.html>

Manitoba Agriculture Programs

Manitoba has a crown farm finance corporation, Manitoba Agriculture Services Corporation http://www.masc.mb.ca/masc.nsf/lending_rates.html for the agricultural sector with resources and mandate to support farmers and some specifically to encourage new entrants.

A. Young Farmers program

- a. Website www.gov.mb.ca/agriculture/financial/youngfarmers/index.html
- b. Newsletter
- c. Farm management publications

- d. Self assessment management skills
www.gov.mb.ca/agriculture/financial/youngfarmers/bgiassessmenttool.html
- e. Mentoring Program for Young Farmers
 - i. Young farmer matched with experienced farmer who can provide advice and assistance
 - ii. Initial evaluation
 - iii. Custom matching process
 - iv. One on one consultation
 - v. Honorarium to cover costs for mentors

B: Direct Loans for young farmers

Bridging Generations Initiative

Eligibility

- 18-39 years
 - Manitoba residents
 - Personally operate assets
 - Farm entities must have one member that individually meets criteria
1. Bridging Generations Mortgage Guarantee
 - a. Assists young farmers with intergenerational transfers by providing young farmers with low cost mortgages and a guaranteed income stream for the retiring farmer.
 - b. Max guarantee \$250,000
 - c. As per agreement by MASC -1.5% max
 - d. Up to 15 years
 - e. Guarantees payment to retiree [exiting generation]
 - f. Purchaser and seller may have different payments and frequencies
 - g. Real, personal or other security
 2. Flexible Financing
 - a. Farmer selects the option
 - i. 90% financing, or
 - ii. 5 years interest only
 3. Management Training Credit
 - a. Encourages farm management training for young farmers
 - b. Sustainable practices earns credits on principal
 4. Young Farmer Rebate
 - a. Assists to develop, expand or reorganize farm operations

- b. 2% rebate on first \$150,000 of principal for 5 years
- c. Max \$15,000

C. Loan Guarantees for young farmers

1. Operating Credit Guarantees

- 25% guarantee of line of credits
- Expenses living, interest, principal, limited capital purchases
- Ag enterprise undertaking diversification or value added
- \$25 million revolving guarantee cap
- Max \$700,000 for individuals and \$1 million for entities
- Interest rate prime + 1.5 %
- Contact Senior Credit Analyst 204-726-7083

2. Enhanced Diversification Loan Guarantee

- Diversification, innovation or value added activities by farmers
- No max individual guarantee
- 25% guarantee on principal
- Max lenders residential mortgage rate + 1.5%
- Contact Manager, Loan Guarantees 204-746-7509

3. Rural Small Business Operating Credit Guarantees

Eligibility

- Same as above + 20% equity and ownership in business
- Guarantees lines of credit up to \$200,000
- Guarantee 25% payment to lender
- Max interest rate commercial rate + 2%
- Creates > one full time employment
- Purchase of inventory, financing receivables, everyday costs
- Expenses, living expenses, interest and principal, limited capital purchases
- < \$2 million sales
- Contact the representative 204-746-7509

4. Rural Entrepreneur Assistance

- Access to capital for new business start ups, expansions and purchase existing businesses
- Loan guarantees to lenders

- Purchase of fixed assets, inventory and working capital
- Applicants contribute 20% of project costs
- Loans \$10,000 - \$200,000
- Up to 10 years
- Interest rate not > commercial Prime +1% or negotiated fixed rate
- Requires a detailed business plan
- Must attend a free business education seminar
- Annual review by Program specialist
- Contact REA Program specialist 204-945-2180

D. Young Rural Aboriginal Entrepreneurship Program

- Eligibility
 - Manitoba entrepreneur
 - Organizations that encourage the program
- Benefits
 - Costs to establish a business
 - Seminars, workshops, tours, conferences, resource materials

KAP - Manitoba Young Farmer's Committee

<http://www.kap.mb.ca/kap> and [yfc/index.html](http://www.kap.mb.ca/yfc/index.html) - excellent site.

Operates under the umbrella of Keystone Agricultural Producers (KAP) and is a member of and funded by the Canadian Young Farmers Forum.

The Young Farmer Committee (YFC) is dedicated to providing opportunities and resources to Manitoba's young farmers. To do this, they host informative events, support young farmers to attend seminars and workshops, make recommendations to government and other stakeholders on behalf of young farmers, provide links to resources and expertise, and host networking events to help connect young farmers. The YFC also hosts an annual meeting in conjunction with Keystone Agricultural Producers every January.

YFC also publishes a newsletter and the website has an excellent section for workshops and information.

Rural Youth Corner

<http://www.ruralstress.ca/youth/>

Offered by the Manitoba Farm Stress Line, this website has links to other youth agriculture focused sites and stories stressful situations; in addition to providing contact information for the stress line. Programs like this are a good way to retain youth once they enter agriculture.

Additional Manitoba Government Programming

A. Young Farmers - Mentoring

<http://www.gov.mb.ca/agriculture/financial/youngfarmers/index.html>

This government funded program is essentially a mentoring program for young farmers. The goal of the program is to assist the transfer of valuable information gained by experienced farmers throughout their lifetime to young farmers across the province. The program matches young farmer participants with mentors who can provide advice and guidance on specific questions and issues identified by the young farmer.

Young Farmers also produce a bi-annual newsletter posted on their website.

B. Young Farm Women's Training Program

<http://web2.gov.mb.ca/agriculture/programs/index.php?name=aaa36s03>

The Young Farm Women's Training program is focused on supporting young farm women who are interested in developing skills to assist them in becoming more involved in the management, production and economics of operating a family farm.

The goal is to empower farm women who have not had formal agricultural post-secondary training to be confident and equipped to work within the farm business.

The initiative will accept applications from Manitoba Agriculture, Food and Rural Initiatives (MAFRI) staff for extension program delivery targeted at young farm women.

Programs include extension workshops, meetings, tours, and resource materials.

ONTARIO

Ministry of Agriculture Food and Rural Affairs [OMAFRA]

<http://www.omafra.gov.on.ca/english/index.html>

OMAFRA does not have specific support or assistance programs for new entrants. All farmers are encouraged to work with the programs available through the Federal-Provincial Growing Forward initiative.

OMAFRA does have the **Rural Youth Working Group**, which operates under the Rural Affairs part of the Ministry. This is a rural youth agricultural awareness and leadership program. More details are available at the end of this section

ACC Farmers' Financial

Aside from Farm Credit Canada, the charter banks and credit unions, the most significant financial support program is through ACC Farmers' Financial [ACFF], which is provided through agricultural industry association support. <http://www.acffarmersfinancial.ca/>

ACC Farmers' Financial (ACFF) is a non-profit farm organization, registered under the Ontario Agricultural and Horticultural Organization's Act. ACFF was founded in 1992 by a coalition of farm organizations and now is comprised of sixteen producer associations and marketing boards (8 grain & oilseeds groups, seven horticultural groups and the Ontario Federation of Agriculture)

ACFF is a "one of its kind organization" in Canada that offers financial services to producers by providing services that resolve problems. Each member of the Board of Directors is a farmer who represents one of the many member commodity boards or associations. The expertise of ACFF is built upon experience gained in offering loans,

producer credit review, managing large loan accounts, meeting government loan guarantee parameters and collection of loan repayments. One key program is:

Commodity Loan Program (CLP)

CLP provides operating funds for crop inputs up to \$750,000. The interest rate is prime minus 0.25%.

The loan is available at different times throughout the year, depending on the crops included in the loan. Loans are available as early as December for Winter Wheat and March through June 30th for spring crops.

It is repaid through crop sales or through post-dated cheques when crops are designated for feeding on the farm.

Approved loan advances are based on both the level of Production Insurance guarantee and acres planted, resulting in financing of 70%-75% of the cost of production. The CLP can provide greater operating capital and longer repayment terms than the Advance Payment Program

Other Non-Government New Farm Entrant Programs

There are number of non-government programs supporting small and niche farm start-ups particularly in the Greater Toronto Area but also across south Ontario. One of the best organized is FarmStart Ontario <http://www.farmstart.ca/> which is financed from a number of sources with core funding from Heifer International <http://www.heifercanada.org/>. A key thrust of this program is supporting young new entrants to agriculture.

The focus of FarmStart Ontario is to support new entrants to farming that are outside the program mandate of Ontario Ministry of Agriculture, Food and Rural Affairs [OMAFRA]. This includes support for urban youth interested in intensive farming within the large urban centre. This includes a large component of immigrants from Asia, Africa and the Caribbean who wish to produce foods suitable to their culture.

Ag Awareness – Ontario Collaboration [Among 4-H, AITC, Exhibitions]

There is a high level of collaboration and inter-organization partnerships, across Ontario, among the programs aimed at improving youth awareness of agriculture, farming and food production. The initiative is driven by the Ontario Agri-Food Education program <http://www.oafe.org/> [the provincial affiliate of AITC <http://www.aitc.ca/>] and 4-H Ontario <http://www.4-hontario.ca/>.

The youth awareness programs work very closely together and include a range of provincial exhibitions and opportunities to profile agriculture and food awareness among rural and urban youth.

Junior Farmers Association of Ontario - <http://www.jfao.on.ca/>

JFAO is an independent organization that has been operating in rural Ontario for over 65 years. The focus is to provide opportunities for young people age 15-29 of all backgrounds, but especially those in rural Ontario. It is closely aligned with the Ontario Federation of Agriculture and the Dairy Farmers of Ontario but includes a large number of other agricultural associations and agri-business.

JFAO's mission is "*To Build Future Rural Leaders through Self-Help and Community Betterment.*" It encourages and supports young people to explore their individual talents and to develop personally while being involved in bettering their communities, networking, and having fun.

Self-directed programs and opportunities provided by JFAO and its 25 affiliated clubs help to develop in members a sense of social and environmental responsibility, the ability to provide effective leadership, and an awareness of good citizenship within the community and world around them.

JFAO has a large core membership of rural youth with momentum to provide a broad range of opportunities for members and services to the rural community.

OMAFRA - Rural Youth Working Group

http://www.torc.on.ca/working_groups.shtml

Under the auspices of OMAFRA, the Ontario Rural Council (TORC) Rural Youth Working Group (RYWG) is comprised of a designated group of youth and non-youth stakeholders from across Ontario with a specific interest in rural youth issues who have come together to champion rural youth engagement. THE RYWG is poised to build on the momentum of TORC's past experiences and provide a venue for TORC to take direct action in addressing key issues moving forward.

In recent years, The RYWG initiated a number of projects i.e. Rural Youth Forum, March 2007 and a Rural Youth Council Tool Kit.

Unfortunately, RYWG has become somewhat inactive during the past several months and they are in the process of attempting to secure someone to fulfill the role of chair. The Rural Youth Forum Events are open to anyone interested in rural youth issues and they would welcome someone from Saskatchewan as a participant.

RYWG published a list of emerging themes that resonated from their meetings. The following ideas arose frequently in the discussion and presentations, and emerged as common themes from the dialogue:

- Youth are the best sources to tap when looking to understand and address youth issues. Youth need to play an integral part in the planning, decision making and leadership for actions and initiatives that affect them.
- Do not speak for them; encourage them to speak for themselves. Do not act for them; work with them.
- Interest and enthusiasm to “bridge the gap” and work with older generations factors high on the youth agenda. Multi-generational initiatives help to address issues around stereotypes, and build awareness and support for positive actions.
- Mentorship is part of the solution for addressing youth issues; adults are important. Whether it is social, employment, or leadership and decision-making obstacles, connecting with experienced allies are repeatedly seen to be positive, beneficial and necessary to overcome these challenges.
- Technology is where it is at when working with youth!
- Technology, while providing a multitude of benefits, can also create a series of gaps that need to be addressed. For example, there is a technology gap between generations, including abilities (young people are very capable), perspectives (older generations are more aware/cautious of the risks), and willingness to adapt and apply new technologies. There is also a technology gap between classes, which often presents itself in access differentials.
- Technology can also contribute to ‘distancing’ within a community – you know what is going on around the world, but are not connected to what is happening right in your own

community. Addressing these gaps will help to harness and maximize the potential of this tool.

- Participants repeatedly raised the issue of municipal support as a necessary component of addressing challenges. This is an integral part of successful initiatives. It is notable that of all the presentations made, only those who lacked support of local government were struggling to move their initiatives forward.
- Be intentional about youth involvement. Make this part of the policies of your Organization. Engage with them – listen to them.
- Flexibility is key.
- Youth are leaders today – here and now! Obtaining funding for youth initiatives is a challenge. Be prepared when speaking to local council, community leaders, and potential funding agencies with favorable statistics about youth and evidence of fundraising efforts. Youth can create partnerships with non-youth who have access to other resources.
- Attracting youth with a wide range of interests and backgrounds to youth councils and committees can be another challenge. Have succession plans in place and consider creative strategies.
- Ensure regular and positive coverage of youth achievements in the community.

Below is one of the recommendations from RWYG: Creative and easy-to-implement ideas suggested by youth, for youth to work in tandem with their communities towards better engagement and understanding:

The Belleville Top Six:

1. Commandeer the front page of your local newspaper once a month to feature photos and stories about the GOOD THINGS youth are doing in your community.
2. Collaborate with drivers who transport seniors and the disabled in your community to extend the service to include transporting youth to extracurricular and volunteer activities.
3. Invite teenage Moms to come and dialogue with youth in health class or at drop-in centres (ensure there is babysitting available).
4. Educate funding agencies to better understand that it takes longer than 6 months for an intern to get the capacity/experience he or she needs to apply for a job that always seems to ask for 5 years' experience. Also consider including \$\$\$ to cover benefits, such as full or partial coverage of eyewear.
5. Mobilize your municipal council. Youth can ask for meetings with Mayor/Reeve/Councilors to help educate them about youth-identified issues AND possible solutions.
6. Help others to actually SEE homelessness in rural areas. Engage through candid discussion and key identifiers, i.e. although the homeless are not sleeping on heating grates, they may be sleeping in their cars or couch-surfing or finding their way into abandoned buildings. These actions may provide the necessary ammunition for beds in churches or the creation of a shelter.

Note that the recommendations from youth can appear unconventional to an > 55-year old. For more information also see the attachment for the summary of the TORC 2007 Youth Forum.

[The above findings have been listed in detail as it is a good reference to key issues facing youth across the nation – and of interest to Saskatchewan.]

QUEBEC

Quebec has an organized and cohesive farm organization that manages a number of policy directives and programs, with some specifically for youth.

Government Programs

Youth Policy

http://www.mapaq.gouv.qc.ca/NR/rdonlyres/573EE8F2-5701-4E54-8A04-A8133FFF935B/0/plan_action_triennal_A.pdf

A youth policy whose main purpose is to give young people the taste and means for getting started in agriculture. The plan contains tools designed to guide them in carrying out their project and to help them meet the challenges posed by modern agriculture.

The full and entire participation of young people in developing the farming sector will give our regions the fresh momentum they need.

The policy has specific actions that propose to:

- Make agriculture an interesting option for young people,
- Encourage the training of young farmers,
- Coach young farmers during start-up,
- Promote access for young people to the profession of farm entrepreneur,
- Increase and enhance knowledge about young farmers and start-up in agriculture.

Quebec Young Farmers - UPA

http://www.upa.qc.ca/eng/our_concerns/young_farmers.asp

In 2004, a guidance report was produced on how to help young farmers get established. Under the title, [Une alliance entre les générations pour une agriculture à dimension humaine](#) (an alliance of generations for agriculture on a human scale), the report makes 16 recommendations on what actions should be taken. These top points include:

- a public awareness campaign on the importance of young women farmers;
- maintenance and development of the advisory network on farm transfers and start-ups;
- various measures for the training of young farmers;
- fiscal and financial measures for the financial security of retiring producers;
- better financial aid mechanisms and
- the revision of mechanisms for quota transactions in order to restrict price increases.

NEW BRUNSWICK

Ministry of Agriculture and Aquaculture

<http://www.gnb.ca/0027/index-e.asp>

There is no specific agriculture youth initiatives found to date.

Canadian Young Farmers' Forum [CYFF] is in the process of establishing a provincial group in New Brunswick.

NOVA SCOTIA

Department of Agriculture

<http://gov.ns.ca/agri/>

Nova Scotia Farm Loan Board

The Department of Agriculture has a Farm Loan Board <http://gov.ns.ca/agri/farmlb/>, which is an agricultural development agency with the aim of serving the needs of agriculture and forestry through the provision of long-term credit at fixed interest rates. The Board operates as a Corporation of the Crown under the authority of *The Agriculture and Rural Credit Act, Revised Statutes, Nova Scotia 1989, Chapter 7*. The emphasis of the Act is on the effective use credit to develop agriculture and rural Nova Scotia.

New Entrants to Agriculture Program - 2009-2010

Published: October 8, 2009

This new program has been developed through consultation with the Nova Scotia Federation of Agriculture and the Nova Scotia Department of Agriculture and will be administered by the Nova Scotia Farm Loan Board. http://gov.ns.ca/agri/farmlb/info/ne2009_10pgm.shtml.

The objective of this New Entrants Program is to encourage new Nova Scotian farmers to purchase and develop successful farm operations. Funds available under this program will be extended to improve the viability of each farm operation as key areas requiring improvement are outlined by the New Entrant in a business

The program is available to New Entrants to agriculture in Nova Scotia who are 19 years and older. They must be involved in Nova Scotia farm businesses (single proprietorship, partnership or corporation). The business must be *registered* under the Nova Scotia Farm Registration Act prior to the release of funds. Financing must be through the Nova Scotia Farm Loan Board and/or another recognized financial institution(s) in Nova Scotia. Applicants must be borrowing money for the purpose of purchasing or developing a farm unit. Conditions include:

- New entrants must have at least 25% controlling interest in the farm.
- Eligible persons must be first time farmers and the first purchase of land
- Eligible for up to \$10,000 in interest rebates per year for a maximum of two years
- If the land/assets are sold within a five year period of the agreement, the interest must be repaid.

For more information, refer to http://www.gov.ns.ca/agri/farmlb/info/ne2009_10pgm.shtml

Young Farmers – also an initiative on face book

<http://www.nsfafane.ca/young-farmers>

The mission of Young Farmers is “To promote the exchange of ideas and to foster collaboration between the young and future farmers of Nova Scotia.” They are accomplishing this by

providing a multi-faceted educational and development opportunity for young and beginning farmers from across Nova Scotia. More specifically, to:

- Identify the problems encountered by young people looking to become established in agriculture, and to exchange ideas about solutions applied in Canada and around the world;
- Promote the exchange of ideas on issues of training and capacity building, and to identify program needs and preferred delivery methods;
- Enable young people throughout Nova Scotia to become familiar with the realities of the agriculture industry.
- Prepare young and beginning farmers for a more active role in provincial and national agricultural organizations; AND
- Consolidate the opinion of young and beginning farmers across Nova Scotia on agriculture and rural issues;
- Business training and continuing education.

The following are excerpts from a 2008 Policy Paper developed from the Nova Scotia Young Farmers. The Policy Paper reflects key issues, identified by the Nova Scotia Young Farmers Forum (NSYFF) that impact the ability of new entrants and beginning farmers to actively participate in a sustainable and profitable agricultural sector in Nova Scotia.

The challenges facing new entrants can be described in terms of land, capital, risk and knowledge. NSYFF recognize that these areas cannot be considered as mutually exclusive, and pose a wide variety of challenges, both on the ground at the farm level and in terms of public policy. A fourth factor, marketing, can also figure prominently among the challenges faced by many young farmers and new entrants.

To enable young and beginning farmers to embark on overcoming the initial barriers elemental to a farm start-up, NSYFF has identified a number of key areas that require attention and that can help ensure a sustainable, vibrant future for young and beginning farmers in Nova Scotia and across Canada.

It should be recognized that the issues identified in this policy paper represent only a first step in a long journey for young and beginning farmers.

Nova Scotia Young Farmers will pursue the following issues:

In general, it is the policy of the young farmer's forum to improve farm financial viability through training and education.

Farm Succession

It is the policy of the young farmer's forum to promote and establish industry and government networks to examine the barriers and issues associated with new entrants and to jointly search for workable solutions.

Debt Load & Servicing

It is the policy of the young farmer's forum to encourage renewed dialogue with policy makers the design and implementation of new ways to assist with the issues associated with access to start-up capital and financing, and the development of

extension services and mentor programs to help new and beginning farmers with access to the financial programs and services they require.

Producing Products, not Commodities

It is the policy of the young farmer's forum to explore the new production and marketing paradigms [business models] that are consistent with the new realities of global agriculture and growing public demand for sustainable production systems.

Job Retention and Youth Prosperity

It is the policy of young farmer's forum to encourage programs that encourage skilled and unskilled workers to remain in Nova Scotia.

PRINCE EDWARD ISLAND

Minister of Agriculture

<http://www.gov.pe.ca/agriculture/index.php3>

The Ministry has a "**Future Farmers**" program with a range of programs and services

<http://www.gov.pe.ca/af/agweb/index.php3?number=1003085>

The program was established to encourage new farmers to develop successful commercial farm operations.

A: The Future Farmers program has seven components

1. Facilitation and coaching assistance by a program adviser
 - a. Assign a Ministry staff to assist
2. Skills assessment and development of a Personal Learning Plan
 - a. Required skills assessment for eligibility
 - b. Development of a Personal Learning Plan
 - c. Reviewed and updated annually
3. Business planning assistance
 - a. Required to complete an action plan
 - b. Once plan approved can access additional funding
 - c. 15% cost of consultant max \$1,000
 - d. Minimum deliverables
4. Skills Development and training assistance
 - a. Training assistance up to \$4,000
 - b. Training identified in Personal Development Plan
 - c. Training must be pre-approved
 - d. 50% reimbursement
5. Business risk management participation assistance
 - a. Reimburse one year 50% costs of Agrilnsurance, and/or

- b. 50% program fee for AgriStability
 - c. Max \$2,000 for one year
6. Understanding analytical laboratory results
 - a. 50% reimbursement of costs for samples submitted to lab
 - b. Max \$500/applicant
7. Interest rebate assistance
 - a. Must have completed a detailed Business Plan
 - b. Reduce interest costs for 3 consecutive years
 - c. operating and/or new farm related capital loans
 - d. Max \$7,500 annually to max \$22,500 over 3 years
 - e. Funding level varies with personal level of education and personal learning plan
 - f. Varies 1-3% interest rebate

B: The Regular Agriculture Program for All farmers has five components:

The PEI agricultural program for all farmers based on the **Canada – PEI Business Development Program** under the auspices of the **Growing Forward Program**

PEI Young Farmers Association

www.peiyoungfarmers.com

The PEI Junior Farmers Organization was founded in 1948 with the name later changed to PEI Young Farmers Association. The PEI Young Farmers Association **Mission Statement** is *“Committed to shaping Future Agricultural Leaders; ensuring industry sustainability through creating awareness and acting as tomorrow’s voice for the Agricultural Community”*.

The Young Farmers of Prince Edward Island meet monthly except for May - August. There is a guest speaker invited to each of the meetings to educate and inform the group on an agriculture related topic. The group also has a social following each meeting along with various social events throughout the year.

The **Goal** of the PEI YFA is to provide support, encouragement, and opportunities for leadership, cooperation and socialization among its members striving to improve the Island’s Agriculture Industry.

The **Objectives** are to:

- Promote youth involvement in Agriculture by focusing on membership growth and development and active participation.
- Promote effective leadership skills by holding seminars, guest speakers, exchange programs etc.
- Improve Agricultural Awareness by participation in other agriculture organizations, advocacy activities, public relations, marketing and communications efforts.
- Friendship and Fun

The YFA is affiliated with the Canadian Young Farmers Forum <http://www.cyff.ca/english.htm> a national initiative financed by Agriculture and Agri-Food Canada.

The PEI YFA is an active participant in the Outstanding Young Farmers Program in the province and nationally. <http://www.gov.pe.ca/af/agweb//index.php3?number=1010236&lang=E>

NEWFOUNDLAND AND LABRADOR

Government Services – Agriculture
<http://www.gov.nl.ca/services/agriculture.stm>

The province is developing youth programs and initiatives to attract new entrants to agriculture during the current fiscal year of April 2009 to March 2010.

AUSTRALIA

Australian Young People in Primary Industries
<http://www.youth.gov.au/youngpeopleinprimaryindustries.html>

This website outlines all the programs across Australia for rural young. It is a one-shop stop for all programs.

State Government Agriculture Youth Support Programs

There are three Australian states with government programs and resources to help young people enter, or get involved in primary industries.

1. In New South Wales, [NSW AgStart](#) is a career development scheme for young people entering agriculture and its supporting industries.
2. The [Victorian Young Farmers' Finance Scheme](#) is designed to assist highly qualified youth who want to start farming.
3. The [Tasmanian Government's Young Farmers Interest Rebate Scheme](#) is part of the Sustainable Management of Agricultural Resources in Tasmania (SMART) farming initiative. The scheme is to provide farmers under the age of 40 (who meet eligibility requirements) with an interest rebate on commercial loans to help them enter the industry, expand an existing enterprise, or improve productivity

The national website <http://www.youth.gov.au/youngpeopleinprimaryindustries.html> for youth programs highlights programs and resources for a broad range of activities:

- Youth Ag Awareness
- Agri-political organizations
- Training, mentoring and apprenticeship programs
- International programs such as 4-H, Nuffield Scholarships
- Young Farmers Clubs
- Youth Advisory Forums to Industry

Australia has recently completed a national review of programs aimed at encouraging and supporting new entrants to agriculture. The official report is due to be released in December 2009. The key findings are based on a brief interview with the author and include:

1. The main barriers to attracting new entrants are:
 - The image of agriculture [as seen in the media and projected by struggling farmers]
 - The need for capital and the asset rich/cash poor nature of many farm businesses
2. The most effective programs or tools to attract youth are:
 - A positive image of agriculture
 - Good experiences from work or other associations with farming
 - Strong and positive leadership of agricultural industries
3. The general thrust of the recommendations include:
 - Funds should be provided for at least a five year period and be directed towards succession planning, training, business planning/advice,
 - Funds should be available for travel, mentorship and apprenticeship programs as small capital grants [such as \$1,500]
 - There should be no farm financial assistance or specific taxation incentives.
 - Applications for government support programs must include a detailed business plan. Assistance should be given to prepare business plans including training, mentors, succession planning options, etc.

In summary, the skills sets required of the farmer of the future will be much more business management and marketing related that agricultural production based. Production expertise can be obtained locally at relatively low cost but the core skills are business management.

This is best expressed by the Rob Napier, past principal of an Agricultural Diploma School at the University of Sydney, Australia, who recently stated, *"If I had a son or daughter entering farming today, I would send them to the very best business school in the land."*

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NEW ZEALAND

Ministry of Agriculture and Forestry

<http://www.maf.govt.nz/mafnet/>

The ministry is responsible for bio-security, managing New Zealand's state forests, supporting rural communities, ensuring the humane and responsible use of animals, and helping win access to overseas markets for New Zealand products. It also works to promote sustainability in the New Zealand rural sector, and to manage land, water and irrigation in rural New Zealand.

There were two contacts in New Zealand that were Nuffield Scholars Mandi McLeod and Tony and Kathy Reilly with a background in new entrants to agriculture. Mandi McLeod is currently studying farm succession planning across the world with the purpose of encouraging program development in New Zealand.

Currently, there is no government support programs aimed at attracting young people or new entrants to agriculture. However, the issue of succession planning and attracting young people to rural and agricultural life is a major concern in New Zealand.

There was one key summary observation from New Zealand that is relevant to Saskatchewan:

The resource pool of rural youth is declining rapidly and not sufficient to meet the requirements for replacing farmers and farm managers. Suppose 10% of rural youth had the entrepreneurial drive to be self-employed and run their own business. It would be logical that at least ½ of those would consider businesses in other sectors, which leaves only a small number of potential young entrepreneurs to be farm owner-operators. Rural communities cannot replace existing farm management from the human resource pool – and must strategically look to other markets such as urban and immigrants.

USA

The increase in the average age of farmers has been a major concern across the US over the past twenty years. As a result, there are a broad range of youth attraction and intergeneration succession planning programs across the US particularly in the major agricultural states.

Three states were investigated to understand the scope of new entrant programs, Iowa, Minnesota and Texas. While government agricultural departments play a major role, Universities and industry associations are also involved.

There is a number of high profile US farm succession planning experts such as Dr. David Kolh from Virginia, Jolene Brown and John Baker from Iowa and Danny Klinefelter from Texas – who are regular speakers and consultants in Canada. The US has invested heavily in succession planning and attracting new entrants to farming with some level of success.

The proponents of the programs insist there is a long-term impact – and it will be more easily recognized ten to fifteen years from today. For example, one of the best examples is the “Beginning Farmer Center” in Iowa, which are integrated programs providing business and succession training and planning from several different perspectives. There is a strong belief that the current generation of young farmers will be strong leaders and capable managers because of this program.

IOWA

Beginning Farmer Centre

<http://www.extension.iastate.edu/bfc/about.html>

The Iowa Legislature created the Beginning Farmer Center so it was an official state government action. The Center is a part of Iowa State University Extension. The idea for a Beginning Farmer Center developed from a series of discussions with Legislators, Extension personnel, and others concerning what could be done to encourage new farmers.

These discussions led to the conclusion that it was necessary to have a center to focus exclusively on the needs and issues facing beginning farmers. It was also determined that this Center should facilitate the matching of beginning farmers with existing farmers who wanted to transition their farm businesses to the next generation.

From the Saskatchewan perspective, note that the program core of the Iowa Beginning Farmer Center is training, awareness, promotion and assistance in business and succession plans. There are no financial assistance programs in terms of low interest subsidies or loan guarantees.

The Center's Objectives

- Coordinate education programs and services for beginning farmer efforts statewide.
- Assess needs of beginning farmers and retiring farmers.
- Develop, coordinate, and deliver targeted education to beginning and retiring farm families.
- Provide programs and services that develop skills and knowledge in financial management and planning, legal issues, tax laws, technical production and management, leadership, sustainable agriculture, human health, the environment, and leadership.

Future Plans for the Center

- Continue funding and support for the [Farm On](#) program that links beginning farmers with farmers desiring to transition their farms to the next generation.
- Continue funding and support for the [Ag Link](#) seminar for college juniors and seniors that will be returning to the family farm.
- Continue to support the [individual farm financial analysis](#) for beginning farmers through the Extension Farm Financial Planning Program.
- Develop a computer based version of the [Farm Savvy](#) transition manual.
- Conduct research to determine the factors that motivate farm business owners to transition their farm business to the next generation.
- Provide educational materials to beginning and exiting farmers through a variety of methods including the internet, seminars, and publications.

In summary, the program core of the Iowa Beginning Farmer Center is training, awareness, promotion and assistance in business planning and succession planning. There are no financial assistance programs in terms of low interest subsidies or loan guarantees.

Of all the programs studied, the Iowa Beginning Farmers Center is a model in awareness, promotion and business training that Saskatchewan should refer for developing a similar program. <http://www.extension.iastate.edu/bfc/about.html#history>

Key USA Contacts

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Iowa Farm Bureau Financial Services
<http://www.small-business-transition.com/tips/small-business-succession-planning-tips.aspx>

David Kohl, Professor and Farm Succession Specialist
Virginia Polytechnic Institute and State University

Appendix B: List of Interviews

The primary purpose of completing interviews with key stakeholders is to anticipate future trends and industry needs. This cannot be done by observing the various new entrant attraction programs offered by various jurisdictions. Any strategies and recommendations identified must be based on future trends and needs.

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Appendix C: Terms of Reference

The Terms of Reference for the preparation of this discussion paper is based on the resolution from the December 2008 Annual General Meeting of APAS, which is outlined below.

RESOLUTION: New Entrant and Intergenerational Transfer Program Needs

At the December, 2008 Annual General Meeting of the Agricultural Producers Association of Saskatchewan and the February, 2009 Annual General Meeting of the Canadian Federation of Agriculture, the following resolution was adopted by both organizations:

“Whereas the average age of farmers continues to increase and new entrants to the agricultural industry are needed throughout Canada; and

Whereas APAS has endorsed the concept of forgivable and/or interest free loans to attract young farmers; and

Whereas this is a national issue;

Be it resolved that CFA lobby for improved intergenerational transfer programs to attract young people to agriculture.”

Based on the resolution, A.N. Scholz & Associates Inc. was contracted to prepare a discussion paper for APAS, with the guidance and direction of the Economic, Trade and Strategic Growth Committee of APAS. The guidelines for the paper included:

To provide APAS and CFA members with analysis and policy options on this issue.

- Identification of new entrant and intergenerational transfer programs that are available through the private and public sectors within Canadian provinces and territories and nationally.
- Identification of new entrant and intergenerational transfer programs that are available through the private and public sectors in the United States, Australia or the European Union.
- Identification of taxation frameworks and/or policy initiatives that attract new entrants or encourage intergenerational transfers or, in certain instances, may detract or discourage new entrants or intergenerational transfers.
- Identification of best practices in Canada and internationally.
- Development of policy recommendations for consideration by APAS

The project methodology for the discussion paper included:

- A literature review of “new entrant support programs” to attract beginning farmers to the industry across Canada with a perspective from Australia, New Zealand and the USA.
- An extensive interview survey of key stakeholders in the farm and agriculture community to identify and understand impact of existing programs, ideas for future programs, and larger emerging trends over the next five to ten years.
- Attending an international Conference on Farm Succession Planning in Quebec City
- Three meetings with the APAS Economic, Trade and Strategic Growth Committee during the course of the project to review findings and decide on the next step.

Appendix D: General Interview Format [used as a guideline]

I'm the Saskatoon-based consultant. The Agricultural Producers Association of Saskatchewan has contracted to develop a paper with options and opportunities on programs and/or policies for attracting new entrants to agriculture [owner-operator primary producers]. I would appreciate a brief meeting / phone call to get your thoughts on the following areas:

1. The average age of farmers continues to increase and new entrants to the agricultural industry are needed throughout Canada. In your opinion, does the industry need a specific program to attract new entrants to agriculture? Why or why not?
2. There appear to be two points of view on the future of farm business – depending on how agriculture and farmers are defined: First, the view that farming is a commercial business; and second, that farming is not only a business but part of public good and society at large must be involved. What is your definition of a farm and a farmer?
3. In the past, government programs assisted or provided forgivable and/or interest free loans to attract young farmers. Is this required again? How would it be best implemented?
4. Intergenerational transfer support programs and funding are in place to support families as they go about succession planning. How effective are these programs? Is there anything else that can support intergenerational transfers?
5. Attracting youth back to the farm - what works and doesn't work from your perspective – what about the role of young farmer organizations?
6. What are other features or requirements to attracting and supporting young people to agriculture?"
7. Attracting immigrants to replace retiring farmers has been a part of our history – some from other Canadian provinces and some from foreign lands. Is this important? - What works and doesn't work? What should be done in the future?
8. What effective new entrant and intergenerational transfer programs are you aware of through the private and public sectors across Canada? What are the best practices?
9. I'm looking for best practice farm attraction programs United States, Australia or the European Union that are effective. Do you have any suggestions or networks?
10. What taxation frameworks and/or policy initiatives could attract new entrants or encourage intergenerational transfers? Or, are there policies or programs that may detract or discourage new entrants or intergenerational transfers?
11. From your perspective, what are some of the best practices effective and profitable farm management across Canada or internationally? Any other comments or suggestions to enhancing the farm succession/transition process, from your experience and point-of-view.
12. What key emerging and future trends for farmers are emerging in the next ten years - such as; global competitors, expanding ALUS and other EG&S initiatives, climate change, consumer needs and demands, etc.?
13. Who else do you recommend I speak with regarding attracting new entrants?

I can be reached day or evening at 306-221-0248 and don't hesitate to call in the evening if that works better for you.