

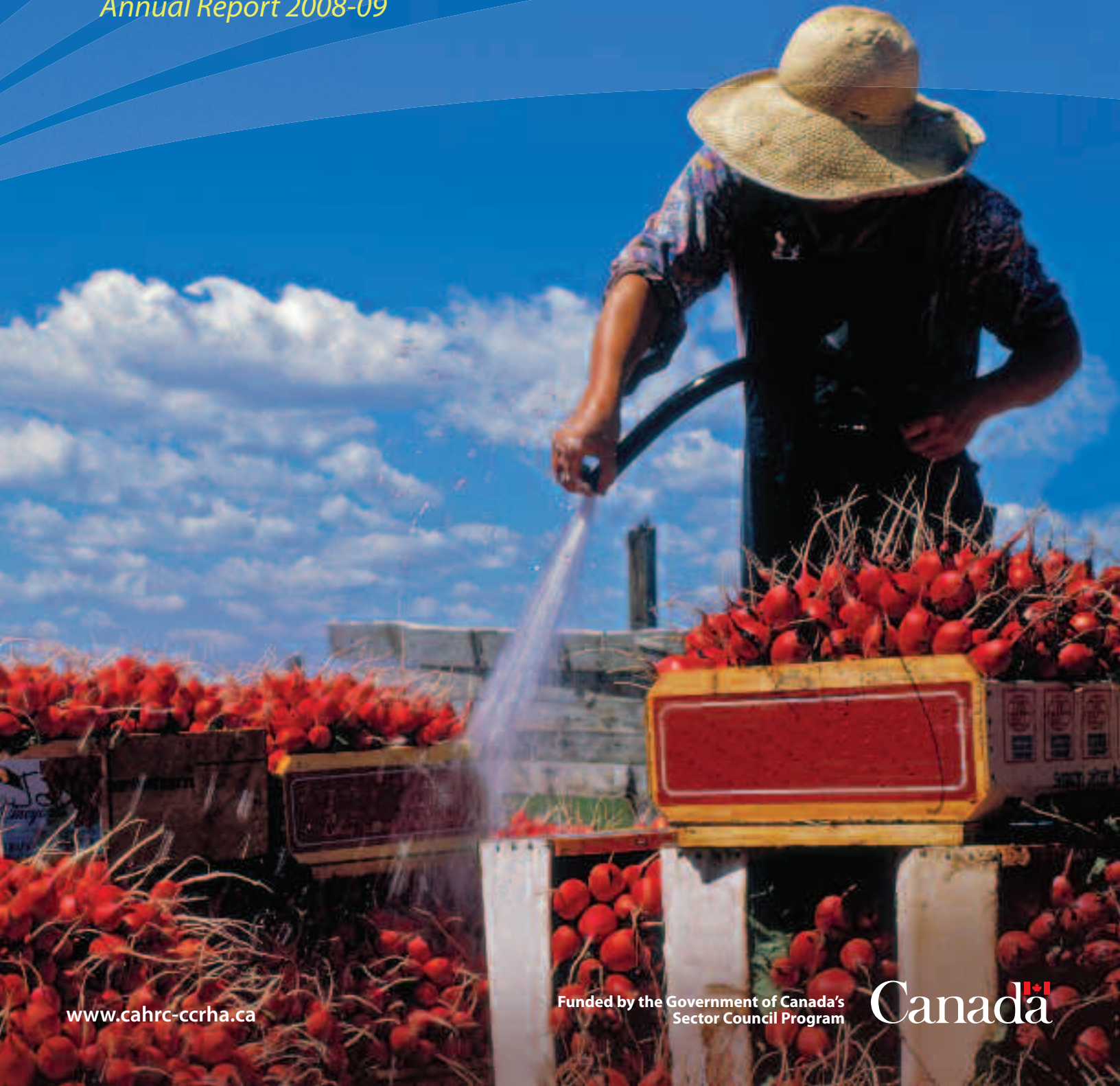


CANADIAN AGRICULTURAL
HUMAN RESOURCE COUNCIL

CONSEIL CANADIEN POUR LES
RESSOURCES HUMAINES EN AGRICULTURE

STRENGTHENING HUMAN RESOURCES IN AGRICULTURE

Annual Report 2008-09



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Message from the Minister of Human Resources and Skills Development



I am pleased to congratulate the Canadian Agricultural Human Resource Council (CAHRC) on its contributions to the agricultural sector. CAHRC continues to ensure our country has a competitive agricultural industry as well as a highly skilled workforce.

Skilled and motivated workers are critical to weathering times of uncertainty; they stimulate productivity and competitiveness, and lead us to economic prosperity.

Among its achievements over the past year, the Council has created the first bilingual, national website of agricultural learning opportunities that are available across Canada. This initiative will go a long way to ensure that Canada's agriculture employers and employees remain equipped for the challenges of today, and the opportunities of the future.

Our Government is dedicated to building a stronger and more competitive Canada, and supporting Canadians as they make choices that help them lead productive and rewarding lives. The Sector Council Program is key to helping us meet these commitments.

Sector councils play a vital role in strengthening the Canadian labour market, in contributing to the productivity and competitiveness of the economy, and in improving the standard of living of all Canadians. The Program demonstrates government and industry partnership at its best.

I look forward to our continued co-operation—and wish you continued success in all of your future endeavours.

The Honourable Diane Finley, P.C., M.P.

Message from the Minister of Agriculture and Agri-Food



Congratulations to the Canadian Agricultural Human Resource Council (CAHRC) for the work you do on behalf of farmers and the agriculture sector.

Even during a time of global economic instability, agriculture remains the backbone of the Canadian economy. Our Government will continue to put farmers first in every decision we make to advance Canadian agriculture.

Most recently, we delivered for farmers by introducing legislation that will deliver an estimated \$1 billion in government-backed credit to Canadian farmers over the next five years. This credit will allow farmers to make key investments today to keep their farms competitive and successful for many years to come.

In addition, we will continue to engage with farmers, provinces, territories and industry to ensure farmers' needs are met through programs such as our new \$500 million *Agriculture Flexibility* initiative as well as programs under *Growing Forward*, Canada's policy framework for agriculture.

We are proud of our international reputation for producing and manufacturing safe, high-quality food. New export opportunities are opening and the future of Canadian agriculture looks bright. Domestically, strong industry leadership and a skilled workforce are essential in ensuring that agriculture remains both profitable and competitive.

The Council's *Labour Market Information on Recruitment and Retention* project has uncovered valuable information about agriculture's projected employment requirements across Canada. The Work that CAHRC began this year to define on-farm occupations will be equally valuable to farmers as a formal recognition of the knowledge and skills that are required for agriculture work.

This Government appreciates the hard work of the Council in helping farmers succeed. We will continue to work with you to capture new opportunities and implement solutions for Canada's agriculture industry.

Best wishes for a prosperous and productive year!

The Honourable Gerry Ritz, P.C., M.P.

Message from the Chair of the Canadian Agricultural Human Resource Council



Our role as a sector council is to learn from the experiences of employers and employees and to listen to their human resource concerns. What recruitment practices are helping employers retain good workers? What skills do farmers need to be competitive and profitable? How can they grow their own HR capacity? What education and training programs will best prepare agriculture employees of the future? These are the challenges we must address to change the face of agriculture in Canada.

One of the solutions is to connect the labour needs of industry with the training programs provided by educational facilities and with young Canadians considering their career options. The Canadian Agricultural Human Resource Council was created to make these connections; to bring industry leaders and educators together to ensure that students acquire the skills they need to secure a job today and in the future.

The Council reached significant milestones over the past year. We completed one of our first projects, creating an on-line repository of all the agriculture learning programs available across Canada that is searchable by commodity, course, and institution. We are also nearing the completion of a second project, detailing the labour demands of Canada's agriculture sector by geographic region, commodity grouping, and major occupation type. These tools create a foundation on which to build new and future activities, including the three projects that began in September 2008.

I would like to thank the Directors on the Council's Board and the members of our project advisory groups for their commitment and guidance. Our achievements are due in large part to their hard work and dedication to excellence. This includes the three Directors who departed this past year: Paul LeBlanc from the Agriculture Alliance of New Brunswick, Christine Koch from the British Columbia Agriculture Council, and Aaron Strauss from the Agricultural Producers Association of Saskatchewan.

As a young sector council, we are still in our formative years. If 2008-09 is any indication of where we are heading, many more good things are sure to come. The Council itself must constantly build on the knowledge of new leaders in agriculture to ensure that our stakeholders will truly benefit from our initiatives.

I look forward to continuing our record of success—and trust that you will enjoy reading about our recent activities.

Terry Murray, Eastern View Farms Ltd.
Wild Rose Agricultural Producers, Alberta

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VISION, MISSION AND ACTION PLAN

The vision of the Canadian Agricultural Human Resource Council (CAHRC) is a qualified and motivated workforce that is sufficient to sustain profitable agriculture in Canada. To achieve this overarching goal, the Council has a mission to research, develop, and communicate solutions to human resource issues identified by Canadian primary agriculture.

The Council's mission is guided by five activity areas:



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The Canadian Agricultural Human Resource Council's 2008-09 annual report is a summary of the work undertaken and completed by the Council over the past year in each of these activity areas. The report also contains the results of the financial audit of CAHRC's 2008-09 expenditures.

ACCOMPLISHMENTS



Identifying Recruitment and Retention solutions to build Canada's agriculture labour force.

The sustainability of Canada's agriculture sector is dependent on an adequate supply of workers. But agriculture employers are having difficulty recruiting and retaining both full-time and seasonal employees.

One of the first projects undertaken by the Canadian Agricultural Human Resource Council has been examining the degree to which labour shortages are an issue for primary agriculture—by geographic region, commodity grouping, and major occupation type—and the factors impeding on-farm employee recruitment and retention. This project has also endeavoured to forecast both a two- and five-year agriculture labour demand model.

The **Labour Market Information** project began in May 2007 by gathering information from labour force surveys, census data, and other literature containing agriculture employment information. Data was also collected from a survey completed by more than 550 agriculture employers with farm receipts in excess of \$100,000 annually, as well as one-on-one interviews conducted with 50 industry informants.

In 2008-09, this information was analyzed and organized into a report detailing agriculture employment across Canada; employment distribution by agricultural commodity; current and projected labour market requirements; current recruitment practices and retention challenges; and recommendations for action.

The following preliminary results of the analysis were presented to close to 100 stakeholders at a National Labour Market Information Forum organized by CAHRC in February 2009:

EMPLOYMENT STATISTICS AND LABOUR MARKET REQUIREMENTS

- **Canada's agricultural sector employs a large number of workers:**
 - In 2008, an estimated 244,500 individuals were employed on farms with more than \$100,000 in receipts.
- **Canadian producers are facing labour shortages for both seasonal and non-seasonal work:**
 - Despite a marked increase by employers in the use of the Government of Canada's *Seasonal Agriculture Worker Program* and the *Temporary Foreign Worker Program*, it is projected that by the year 2013 there will be a need for almost 39,000 farm workers in seasonal positions.
 - More than 75% of surveyed employers reported at least one vacant position in their operations. In total, the estimated vacancy rate of the sector was 9%. By 2013, primary producers have indicated that they will need to fill more than 50,000 non-seasonal positions.
- **Labour needs varied by region, commodity type and major occupational group:**
 - By geographic region, employers in coastal regions reported the highest proportion of vacant positions, at 17% in Atlantic Canada and 15% in British Columbia. However, the actual number of unfilled positions in Ontario and the Prairies was much higher due to the size of the agriculture sector in these regions.
 - By commodity grouping, the vacancy rate of berry/vegetable/tree fruit and vine operations is most acute at an estimated 28% today. Employers of these operations are projecting a need to increase their employee numbers by 52% over the next five years.

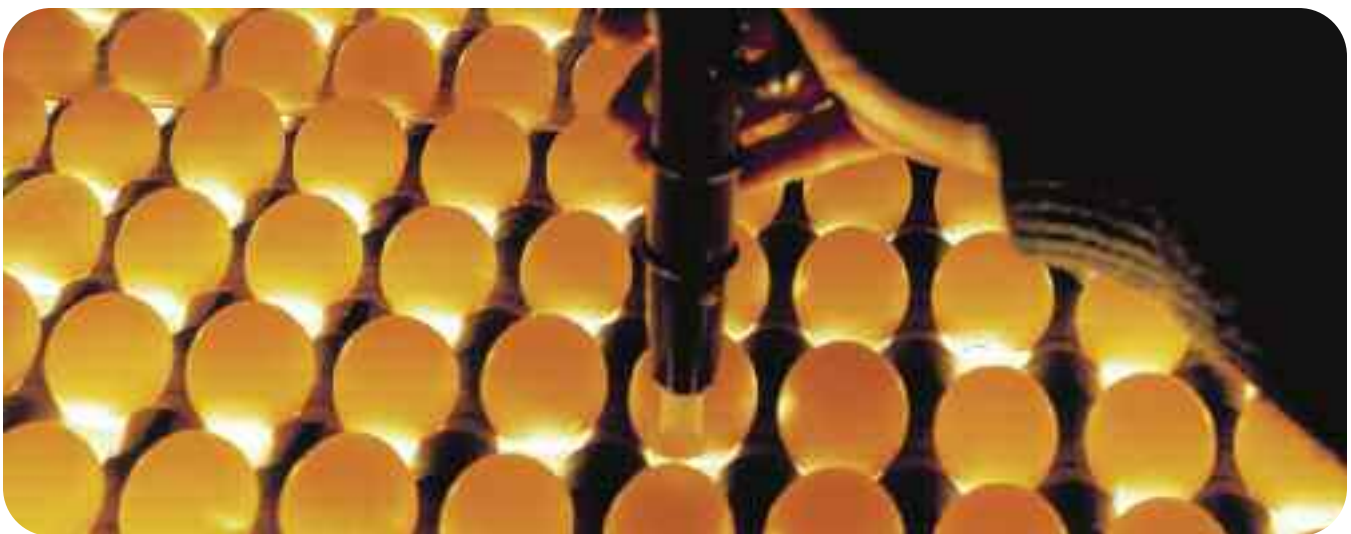
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- By major occupational group, there is a very high demand for general farm workers, which currently represent about one-half of Canada's agriculture workforce. There is also a strong need for workers in technical, trade, and supervisory positions.
- While employment requirements over the next five years are not uniform across regions, commodity types or occupational groups, there are some clear trends. For example, employers in every region are anticipating an increase in total employment of more than 15% compared with 2008 levels.


RECRUITMENT AND RETENTION PRACTICES AND CHALLENGES

- **The primary agriculture sector has not sufficiently developed its human resource capacity:**
 - While only 25% of employers surveyed have a human resource plan, two-thirds had taken some steps to attract and retain workers on their farms.
 - Word of mouth and communicating through family and friends were the top two recruitment methods used by farmers. To attract and retain workers, 92% of employers surveyed reported increasing wages, 84% providing on-site training, and 69% offering flexible working hours. A variety of benefits and benefit packages were also offered by two-thirds of employers.
 - Competition for workers within the agriculture sector, as well as with other industries such as mining and construction, was noted by employers as deterrents to securing an adequate supply of agriculture labour. This opinion was shared by two-thirds of the crop producers and more than half of the livestock and poultry producers surveyed.

National Forum participants reflected on the research data in group sessions in order to brainstorm tools, resources, and training ideas that could reduce recruitment and retention challenges of Canada's farm employers—and attract more workers to agriculture careers. Some of their recommendations to increase recruitment success included engaging in social networking and education partnerships, and improving the image of agriculture. To increase the retention of workers, national forum participants recommended improving access to information on human resources in agriculture, such as fact sheets, case studies, and best practices. They also recommended that an HR toolkit for employers be developed.



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The **New Markets and Future Skills in Agriculture** project is identifying market opportunities in agriculture and the skills, knowledge, and related technologies that are required by the sector to access these markets. A literature review is currently underway to determine the main emerging opportunities. The next phase of the project will determine the training needs or gaps in current skills development and learning programs for agriculture workers for new markets, as well as the educational community. The training needs will then be assessed against the available learning programs that are listed on **AgriTalent.ca**, CAHRC's national on-line database of training and learning programs.

How will the Project Results be used in the Future?

Over the short term, this project will create greater awareness of the employment opportunities in new agricultural markets across Canada and the skills required of workers to use new technologies that support these markets. Over the long term, the project will enhance recruitment, training and retention of qualified workers as Canada's farms continue to adjust to changing consumer demands. It will also serve as a template for CAHRC to apply to future projects.

Why is this Project Relevant to Agriculture Today?

In an increasingly global market, farmers rely on innovative approaches, integrated technology, and advanced marketing to access new opportunities. It is important that the labour force has the necessary skills and knowledge to contribute to these farm operations. Similarly, educational programs must be developed with the right curricula to equip workers for the jobs made available in these new markets.

SUPPORTING RECRUITMENT AND RETENTION EFFORTS

Other CAHRC Activities in 2008-09:

Starting May 1, 2008, agriculture employers had an opportunity to receive a 33 per cent wage subsidy (to a maximum of \$12,000 per intern) to hire post-secondary graduates in agriculture on a four- to 10-month placement. This opportunity was made available through the **Agriculture Career Focus Program**.

Funded by Human Resources and Skills Development Canada, the program was designed to benefit employers and graduates. For the employer, it provided a resource base of educated, potential employees with the assistance of wage contributions. For graduates, it provided a critical job opportunity in their field of expertise.

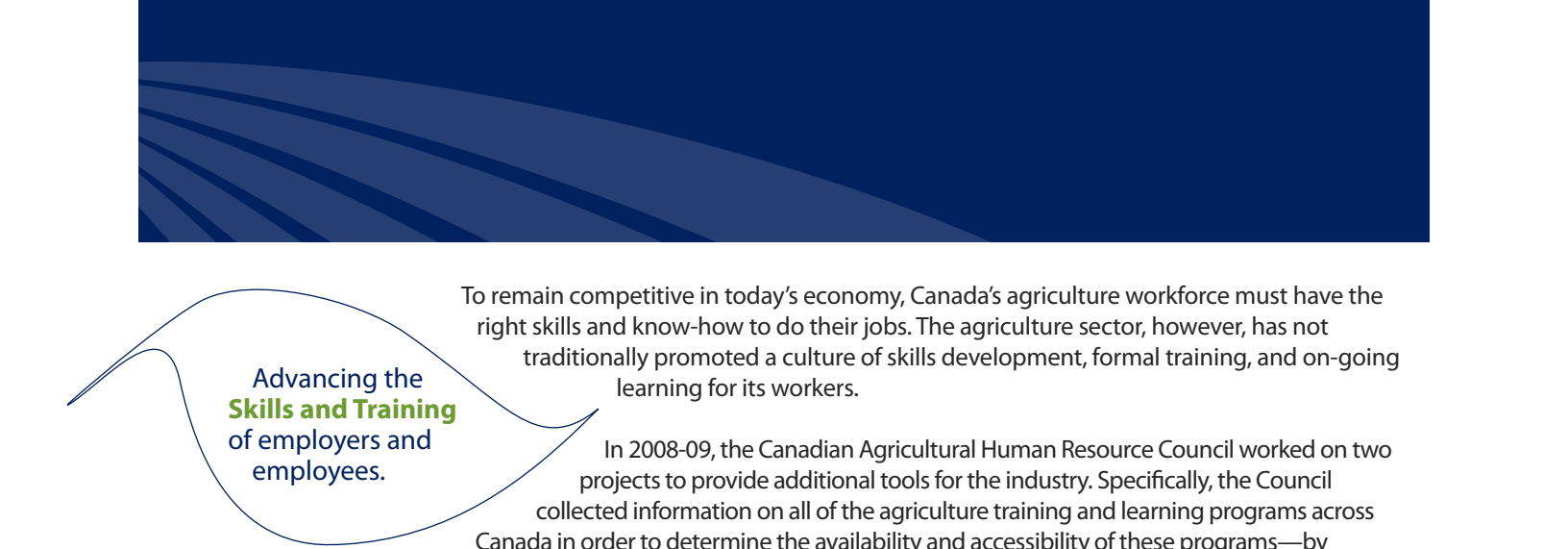
Agriculture employers from 10 different commodity groups participated in the program, creating a total of 13 positions. Most interns were able to maintain full-time employment after the program ended on March 31, 2009.

Based on the testimonials received by CAHRC from participating employers and employees, the program was well received and very successful:

"The program was a bit of a push to look at the skills requirements for an employee more formally than I may have done otherwise."

"The program helped me get my foot in the door; it provided practical experience that would have been difficult to acquire, and it complemented my education."

"The wage subsidy helped us reduce rates to customers, which allowed us to become more competitive."



Advancing the
Skills and Training
of employers and
employees.

To remain competitive in today's economy, Canada's agriculture workforce must have the right skills and know-how to do their jobs. The agriculture sector, however, has not traditionally promoted a culture of skills development, formal training, and on-going learning for its workers.

In 2008-09, the Canadian Agricultural Human Resource Council worked on two projects to provide additional tools for the industry. Specifically, the Council collected information on all of the agriculture training and learning programs across Canada in order to determine the availability and accessibility of these programs—by geographic region, commodity grouping, and training subject—as well as the level of demand for these programs by agriculture employers, employees, and students. The Council also continued its pilot project to establish how occupational standards and specific skills training enhance the professional status of landscape and horticultural technicians.

The **Inventory Database of Learning Programs** project began in May 2007 by collecting information on more than 1,000 agriculture-related courses from 228 training institutions from across Canada to create a bilingual on-line database. **AgriTalent.ca** is an easy-to-use search engine for people looking for training in agriculture-related fields. Training resources range from full-time degree and diploma programs to accreditation and continuing education courses. Each institution listing includes contact information, the number and type of programs offered, and a Web site address. Each course description includes the days/hours of instruction, method of instruction, program duration, and cost.

Put simply, AgriTalent.ca links people to institutions and training providers in Canada that offer programs in agriculture. Visitors to the Web site may browse by training subject, commodity group, or keyword in English or in French. AgriTalent.ca also features advanced search capabilities for users to combine keywords with training subjects, method of instruction, region of delivery, and commodity. The results of each search may be stored in an individual short list for easy reference.

Prior to its launch, AgriTalent.ca was tested by members of the Council's Board of Directors as well as CAHRC's education partners from the Canadian Agricultural Education Network. This on-line resource is expected to become an essential tool for youth considering a career in agriculture and for agriculture employers and employees who want to advance their skills and training. It is also expected to help guidance counsellors and educational institutions promote courses that are essential to the jobs available today in agriculture.

In addition to creating the on-line resource, the **Inventory Database of Learning Programs** project gathered supply and demand data from more than 850 training users to determine whether there were gaps in certain regions of Canada or across one or more commodity group. The resulting gap analysis report contained a number of key findings:

- By geographic region, agriculture employers surveyed in Atlantic Canada appear to have the most unmet training needs. For example, they reported a need for management training, as well as training in animal husbandry, equipment and machine maintenance and operation, and grading/inspection.
- Employers surveyed from the Prairie Provinces also reported a strong need for training in feedlot/swine barn work and post-harvest processing.
- By program subject, training in crop and plant management, environmental stewardship, and greenhouse/garden centre employment appears to be successfully delivered and available across regions and commodity groups. However, there is widespread need for additional training in pest management and chemical application, as well as soil and nutrient management.
- The majority of farmers prefer courses that are offered on-site, during the off-season, by nearby and experienced trainers in the daytime, and at low cost.

With the results of this study, CAHRC will continue to work in partnership with the Canadian Agricultural Education Network, governments, and other organizations to further analyse the gaps and needs identified by this report.

The **Occupational Standards and Learning Tools for the Ornamental Sector** project began in September 2007 with a revision of the *National Occupational Standard and Essential Skills Profile of a Landscape Horticulturalist*. This process entailed a review of the 1995 occupational standard for Canadian landscape and horticultural technicians and the 2005 essential skills profile. The revised version was then validated by a group of industry practitioners from across the country. The document was finalized and published in both official languages in June 2008 and made available to stakeholders from the Council's Web site.


In the second phase of the project, industry practitioners attended a workshop in November 2008 to determine the types of learning tools that were most needed by landscapers to acquire the skills necessary to perform the tasks and subtasks detailed in the revised *National Occupational Standard and Essential Skills Profile*. Workshop attendees also sought to identify where these tasks and subtasks would be best learned—either in the classroom or on the job. As a result of this workshop, the industry practitioners established performance criteria relating to the safety, quality, and productivity of tasks learned on the job. This information was then used to develop draft on-the-job training tools, including a reference guide for landscape horticulturalists.

Four, two-day mentor training workshops were held between January and March 2009 to show employers how to use the tools to more effectively train new and existing workers. Workshop participants were asked to test the training method and reference guide with newly hired workers and apprentices for two or three months and to report on the results. The Council will use this feedback to finalize the *Landscape Horticulturalist On-the-Job Training Reference Guide* later in 2009.

Why is this Project Relevant to Agriculture Today?

The results of this project will increase and standardize the professional status of landscape horticulturalists and provide a way to recognize and develop new skill sets. The project will also facilitate access by ornamental sector workers to appropriate workplace training to enhance skills. With industry-recognized standardized skills, landscape horticulturalists will have more opportunities to work anywhere in Canada.





The **Identifying On-Farm Occupations** project is defining the classifications of work in the on-farm sector across key commodity groups, and identifying gaps with current classification systems. The results of this project will be used to develop a sector-specific grid of on-farm occupations by key commodity group. The project will also serve as a foundation for the development of other agriculture occupational standards.

In 2008-09, a literature review was undertaken by the Council as well as an examination of existing occupational classification systems as they relate to on-farm occupations.

How will the Project Results be used in the Future?

Over the short term, this project will help agriculture employees plan their career paths and gain selected skill sets. It will also help farm employers recruit employees and provide them with incentives to recognize career advancement opportunities. Over the long term, the results of the project will be used by CAHRC to generate greater awareness of agriculture employment opportunities and career paths for youth, workers, and students.

Why is this Project Relevant to Agriculture Today?

The Canadian agriculture sector is extremely diverse and complex. This poses significant challenges for the industry to increase awareness of employment opportunities and career paths across the sector. The results of this project will help identify and more clearly define occupations and the required corresponding skills.

PROMOTING AGRICULTURE SKILLS AND TRAINING TO YOUNG CANADIANS

Other CAHRC Activities in 2008-09:

The Canadian Agricultural Human Resource Council and the Association of Canadian Community Colleges have been working together to increase the enrolment of the agriculture workforce in education and training programs. The Council is an active member in the Canadian Agricultural Education Network—a group that meets regularly to advance collaborative activities that promote the value of lifelong learning by agriculture employers and employees.

The Canadian Agricultural Education Network was a key partner in the development of AgriTalent.ca—the first national on-line database of agriculture learning programs. This Network is committed to the on-going promotion of this resource amongst educational institutions and training facilities to ensure that the Web site remains current, with up-to-date training programs.



Increasing
Awareness of
agriculture's HR
issues and CAHRC's
initiatives.

The Canadian Agricultural Human Resource Council is responsible for generating greater understanding of agriculture's human resource challenges by industry, governments, and educational institutions. This includes raising awareness of the Council's role in identifying recruitment and retention solutions to build agriculture's labour force supply, and advancing the skills and training levels of agriculture employers and employees.

CAHRC also has a role to play in communicating to youth and people considering their career opportunities about the available choices in agriculture. This is especially important in today's economic environment, where there is both competition for new employees in some industry areas and job losses in other areas. The Council's role in promoting the agriculture industry as a viable career option is also important because many of today's agriculture businesses require highly skilled workers in increasingly technological areas of expertise.

The Council has engaged in a variety of communications and awareness-raising activities since it began more than two years ago. This included the development of a variety of materials:

- corporate brochure, pamphlet, and project backgrounders;
- CAHRC information kits for Board members, stakeholders, parliamentarians, and media;
- presentations, speeches, feature articles, and news releases; and
- the Council's Web site, *Field Notes* newsletters, and project progress update reports.

It also entailed organizing and implementing activities such as:

- information kit mailings to Board memberships and parliamentarians;
- training CAHRC media spokespersons and making them available to media; and
- advertising Council projects to encourage industry participation in projects and surveys.

All of these communications products and activities were analyzed using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) methodology when the Council's **Communications and Outreach** project began in August 2008. As part of this analysis, members of CAHRC's Board of Directors and the project advisory group were consulted, and some Council staff members were interviewed, to gather feedback on the products and ideas for CAHRC's future communications efforts.

Using the results of the SWOT analysis, a five-year communications strategy was developed for consultation with the Board of Directors and members of the project advisory group. The strategy and its implementation plan are expected to be finalized during the annual meeting of the Council in June 2009.

The second phase of the project will be focused on facilitating networking and partnership opportunities for the Council through the co-ordination of one national and four regional human resource forums to engage industry stakeholders, educators, and government officials in agriculture HR issues.





The Council continued to engage in day-to-day communications activities throughout the 2008-09 fiscal year. This included:

- Regularly updating the Council's Web site, adding new subsections and content following the announcement of three new projects in September 2008, and posting quarterly project update reports.
- Conducting a language-to-language comparison edit of the Council's Web site pages to ensure consistency of language and style in both official languages.
- Producing and distributing three editions of its newsletter, *Field Notes*, to stakeholders and partners.
- Co-ordinating with Human Resources and Skills Development Canada to organize an event for the Government of Canada to announce \$1.3 million in funding for CAHRC's three new projects.
- Facilitating Board of Directors' interviews with the *Globe & Mail*, the *Western Producer*, and other agriculture-related publications, and the participation of the Council's Executive Director in a bilingual media scrum with *Le Droit*, *La Nouvelle*, and the *Eastern Ontario Farmers' Forum* at the project announcement event.
- Issuing a news release nationally to announce the approval of three new CAHRC projects.
- Creating advertisements for major agriculture weeklies/monthlies across Canada to encourage farmers and other agriculture employers to participate in the survey on HR and training issues—and the Agriculture Career Focus Program.
- Leading the production and design of the final *National Occupational Standard and Essential Skills Profile of a Landscape Horticulturalist*, which was released in June 2008.
- Writing, producing, and distributing the Council's first annual report.

In 2008-09, CAHRC delivered presentations and actively participated in meetings with various stakeholders to raise awareness about the Council's activities and to report on its progress. For example:

- AgCareers.com;
- Agri-Business Career Tour, South York Simcoe (Ontario) Training and Adjustment Board;
- AGRlcarrières;
- Agriculture and Agri-Food Canada's Ornamentals Working Group;
- British Columbia Investment Agriculture Foundation;
- Canadian Agricultural Education Network Annual Conference;
- Canadian Council on Learning's Third Annual Symposium;
- Canadian Federation of Agriculture Board of Directors' Meeting;
- Canadian Horticultural Council Annual General Meeting;
- Canadian Horticulture Value Chain Round Table;
- Investment Agriculture Foundation of British Columbia;
- Parkland Agriculture Resource Cooperative of Manitoba;
- Saskatchewan Training Advisory Council; and
- The Centre for Rural Leadership, Ontario Ministry of Agriculture, Food and Rural Affairs.

CAHRC also participated in events, meetings, workshops and conferences held by the following government departments and stakeholder organizations:

- AG HR Round Table;
- Agriculture and Agri-Food Canada;
- Association of Canadian Community Colleges;
- Canadian Agricultural Education Network;
- Canadian Aquaculture Industry Alliance;
- Canadian Farm Business Management Council;
- Canadian Federation of Agriculture;
- ECO Canada's Labour Market Information National Steering Committee;
- Inter-American Institute for Cooperation on Agriculture;
- National Agriculture Awareness Conference 2008;
- Ottawa Valley Farm Show;
- Pacific Agriculture Show;
- The Alliance of Sector Councils' forum with Atlantic Canadian stakeholders, special briefing for sector councils, immigration and foreign credential recognition meeting, and their annual general meeting; and
- Union des Producteurs Agricoles (Quebec).

LINKING EDUCATION TO INDUSTRY TO THE NEXT GENERATION OF FARMERS

In December 2008, the Canadian Agricultural Human Resource Council produced a corporate video to showcase the importance of collaboration between educational institutions and industry to attract the next generation of agriculture leaders across Canada. It was also a great way for the Council to feature the personal experiences of former agriculture students who have found success in the workplace using their skills and education.

This video challenges viewers to **Get AgriCultured** about the many career options that are available across agriculture's diverse commodities—and the diverse skills and education that the on-farm workforce needs today to remain competitive.

From one coast to the next, the video demonstrates how the labour needs of an agriculture operation are best served by the courses offered by nearby universities. Bevo Farms in British Columbia has hired several graduates from Kwantlen Polytechnic University to work in their greenhouse operations. Cooke Aquaculture in Newfoundland and Labrador also has several alumni from Memorial University's Ocean Science Centre and Marine Institute on their management team.

The role of the Council in making the connection between industry and educational facilities—as well as the connection of students—is critical to reducing the labour shortages being experienced across the agriculture sector. The video is the first multi-media tool to help CAHRC spread its message in a manner that reaches younger people today.





Ensuring CAHRC
is **Representative,**
Responsive,
Connected and
Results-Based.

The Canadian Agricultural Human Resource Council was incorporated as a non-profit organization on January 15, 2007. The by-laws of this incorporation dictate the structure of the Council, including membership on the Board of Directors and the various committees. The by-laws are publicly available at www.cahrc-ccrha.ca/bylaws.html.

The Government of Canada's Sector Council Program, which is managed by Human Resources and Skills Development Canada (HRSDC), provides both operational and project funding to the Council. A contribution agreement between CAHRC and HRSDC outlines the uses of operational funding at the Council. This includes managing day-to-day operations of the Council and ensuring CAHRC's five-year strategic business plan and results-based management and accountability framework achieve intended results.

The contribution agreement stipulates that the Council's strategic business plan must include an exemplary strategy that describes how the Council is representative, connected, responsive and results-based. The following is a summary of the Council's successes in the four exemplary areas:

Representative

CAHRC is representative of most producers in the agriculture sector. The Council's Board of Directors includes, for example, the Canadian Federation of Agriculture, which represents more than 200,000 farm families across the country in addition to provincial general farm organizations and national commodity groups. The Board also represents organizations from all ten provinces in Canada.

Other groups have indicated an interest in receiving regular updates on the Council's activities, but are not yet able to participate. For example, the Canadian Cattlemen's Association is informed about the Council's progress through CAHRC's participation in Agriculture and Agri-Food Canada's Beef Value Chain Round Table and similar meetings.


In 2008-09, more than 40 organizations and commodity groups were involved with the Council as members of the Board of Directors and project advisory groups and/or as participants in focus groups and validation sessions.

Responsive

CAHRC was formed following a stakeholders' meeting during which participants voted unanimously in favour of its creation. A high degree of industry support for an agriculture sector council to tackle agriculture's most pressing HR challenges was also measured during extensive qualitative and quantitative research in 2005 and 2006. Common challenges include:

- aging and declining agricultural workforce;
- difficulty recruiting and retaining seasonal and full-time workers;
- increased competition for appropriately skilled labour;
- need for skills development and life-long learning to help farmers adjust to changing technology and innovations; and
- lack of awareness about agricultural career options and unfavourable image issues.

The seven projects underway at the Council in 2008-09 directly responded to one or more of these challenges. In particular, they sought to achieve progress in three main areas: to identify recruitment and retention solutions to build Canada's agriculture labour force; to advance the skills and training levels of agriculture employers and employees; and to increase awareness of agriculture's HR issues and CAHRC's activities to resolve these issues. These projects, including the two completed during 2008-09, form the foundation on which all future activities of the Council will be built.



The Council also continued to engage members in project advisory groups and participants in project activities so CAHRC could gather up-to-date industry intelligence and stakeholder concerns regarding emerging HR and skills issues. This on-going exercise has helped the Council to prepare future project proposals and activities.

Connected

Increasing partnerships with stakeholders is an important objective of the Council. CAHRC's Board of Directors includes *ex-officio* members such as the Association of Canadian Community Colleges and the Agricultural Institute of Canada. Human Resources and Skills Development Canada and Agriculture and Agri-Food Canada are also observers of the Council.

In 2008-09, the Council advanced its networking with federal and provincial governments, educators, agriculture stakeholders, and other related groups to share ideas and discuss collaborative projects for the future. For example, Agriculture and Agri-Food Canada has included CAHRC in networking opportunities with key agriculture groups through its industry-led committees and program consultation fora. The Council's partnership with the Association of Canadian Community Colleges led to the formation of the Canadian Agricultural Education Network—a group focused on increasing enrolment of agriculture employers and employees in education and skills training programs.

As a member of The Alliance of Sector Councils, CAHRC continued to be a regular participant in the Alliance's workshops and seminars. Over the past year, the Council also formed collaborative partnerships with the seafood, supply chain, and food industry sector councils. CAHRC's Executive Director continues to be a member of the National Steering Committee for the *2007-10 Environmental Labour Market Information Project*.

The Council stays connected with its membership and other partners through its Web site, seasonal newsletters, project updates, toll-free service, and info@ e-mail. In 2008-09, almost 450 calls were received through CAHRC's toll-free line.

Results-Based

As the 2008-09 annual report demonstrates, CAHRC is about achieving results. These successes are detailed in previous sections of this report.

The Council has by-laws, Board committees, governance models, and a strategic business plan to ensure that its operations remain on-track. CAHRC is also measured by its results-based management and accountability framework, and logic model, both of which were updated in February 2008.





FINANCIAL STATEMENTS
for the **CANADIAN AGRICULTURAL HUMAN RESOURCE COUNCIL**
for the year ended MARCH 31, 2009

AUDITORS' REPORT

To the directors of the

CANADIAN AGRICULTURAL HUMAN RESOURCE COUNCIL

We have audited the statement of financial position of the Canadian Agricultural Human Resource Council as at March 31, 2009 and the statement of operations and net assets for the year then ended. These financial statements are the responsibility of the Council's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Council as at March 31, 2009 and the results of its operations and the changes in its net assets and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Welch LLP
Chartered Accountants
Licensed Public Accountants

Ottawa, Ontario
April 24, 2009.

STATEMENT OF FINANCIAL POSITION
MARCH 31, 2009

ASSETS	2009	2008
CURRENTS ASSETS		
Cash	\$ 128,056	\$ 133,766
Accounts receivable	112,611	72,016
	\$ 240,667	\$ 205,782
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 240,351	\$ 205,782
UNRESTRICTED NET ASSETS		
Unrestricted	316	-
	\$ 240,667	\$ 205,782

Approved by the Board:

TERRY MURRAY

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MERVIN WISEMAN

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The members of the Council's Executive Committee (from left to right) include Mark Wales, Mervin Wiseman (Vice-Chair), Terry Murray (Chair) and David Rolfe.

STATEMENT OF OPERATIONS AND NET ASSETS
YEAR ENDED MARCH 31, 2009

	2009	2008
REVENUE		
Government contributions	\$ 1,586,757	\$ 972,651
In-kind contributions	125,698	118,234
Other	316	156
	\$1,712,771	\$1,091,041
EXPENSES		
Professional fees	\$ 482,781	\$ 286,345
Wages and benefits	580,926	282,636
Office	245,760	229,064
Travel	264,308	151,716
In-kind	125,698	118,234
Capital expenditures	12,982	23,046
	1,712,455	1,091,041
Net revenue and unrestricted net assets at end of year	\$ 316	\$ -

STATEMENT OF CASH FLOWS
YEAR ENDED MARCH 31, 2009

	2009	2008
CASH FLOWS FROM OPERATIONS		
Net income	\$ 316	\$ -
Changes in level of:		
Accounts receivable	(40,595)	(10,876)
Accounts payable and accrued liabilities	34,569	144,642
INCREASE (DECREASE) IN CASH	\$ (5,710)	\$ 133,766
CASH AT BEGINNING OF YEAR	\$ 133,766	\$ -
CASH AT END OF YEAR	\$ 128,056	\$ 133,766

STATEMENT OF PROJECT REVENUE AND EXPENSES
YEAR ENDED MARCH 31, 2009

	Core 4636/5541	LMI 6808	IDGA 4680	CDOS 6809	CAFO 6653	COMM 4412	NEMA 3273	ONFA 3570	Total
REVENUE									
Government contributions	\$ 500,332	\$ 371,040	\$ 109,949	\$ 237,925	\$ 92,597	\$ 111,846	\$ 92,892	\$ 70,176	\$ 1,586,757
In-kind contributions	59,721	22,137	4,575	32,490	-	1,000	1,975	3,800	125,698
	\$ 560,053	\$ 393,177	\$ 114,524	\$ 270,415	\$ 92,597	\$ 112,846	\$ 94,867	\$ 73,976	\$ 1,712,455
EXPENSES									
Professional fees									
Consultants	\$ 19,485	\$ 127,760	\$ 46,140	\$ 76,195	\$ 8,275	\$ 21,631	\$ 28,845	\$ 20,000	\$ 348,331
Communications	54,589	5,917	-	2,115	990	30,443	-	-	94,054
Interpreters	9,955	8,195	-	-	-	1,434	-	1,275	20,859
Audit and legal	11,329	-	-	-	-	-	-	-	11,329
Computer/IT support	5,913	-	2,295	-	-	-	-	-	8,208
	\$ 101,271	\$ 141,872	\$ 48,435	\$ 78,310	\$ 9,265	\$ 53,508	\$ 28,845	\$ 21,275	\$ 482,781
Wages and benefits	\$ 204,556	\$ 58,023	\$ 37,820	\$ 95,587	\$ 78,346	\$ 30,422	\$ 39,157	\$ 37,015	\$ 580,926
Office									
Office supplies, rent and other	\$ 76,752	\$ 16,736	\$ 3,160	\$ 5,924	\$ 3,376	\$ 7,874	\$ 3,344	\$ 3,195	\$ 120,361
Translation and printing	18,575	27,015	3,060	1,883	1,610	1,751	7,630	2,429	63,953
Hospitality	13,673	12,034	788	4,753	-	802	375	690	33,385
Meeting room rental	4,194	2,110	344	3,249	-	833	380	450	11,560
Telephone	11,838	1,093	1,366	1,487	-	57	366	294	16,501
	\$ 125,032	\$ 59,258	\$ 8,718	\$ 17,296	\$ 4,986	\$ 11,317	\$ 12,095	\$ 7,058	\$ 245,760
Travel									
Staff	\$ 13,122	\$ 12,659	\$ 4,986	\$ 9,877	\$ -	\$ 1,910	\$ 2,785	\$ 64	\$ 45,403
Participant	56,351	99,332	10,094	36,855	-	8,779	2,730	4,764	218,905
	\$ 69,473	\$ 111,991	\$ 15,080	\$ 46,732	\$ -	\$ 10,689	\$ 5,515	\$ 4,828	\$ 264,308

STATEMENT OF PROJECT REVENUE AND EXPENSES *(continued)*
 YEAR ENDED MARCH 31, 2009

	Core 4636/5541	LMI 6808	IDGA 4680	CDOS 6809	CAFO 6653	COMM 4412	NEMA 3273	ONFA 3570	Total
EXPENSES <i>(cont'd)</i>									
In-kind	\$ 59,721	\$ 22,137	\$ 4,575	\$ 32,490	\$ -	\$ 1,000	\$ 1,975	\$ 3,800	\$ 125,698
Capital expenditures	-	(104)	(104)	-	-	5,910	7,280	-	12,982
Total expenses	\$ 560,053	\$ 393,177	\$ 114,524	\$ 270,415	\$ 92,597	\$ 112,846	\$ 94,867	\$ 73,976	\$ 1,712,455
Net income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



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Message from the Executive Director



It is always encouraging to reflect back on the accomplishments that have been made over the span of a year.

As one of Canada's youngest sector councils, I am very proud of the work that we have completed. I am also appreciative of the continued enthusiasm shown by the CAHRC team to incorporate the vision of the Board of Directors into each of our projects.

We've grown as an organization—increasing staff members at the Council and seeing new industry leaders join our Board and the project advisory groups. This growth is reflected in the evolution of CAHRC into its second round of projects.

I want to thank all of you for the time and effort that you have generously provided to the Council this past year. People are key to our success and the reason for our activities. I look forward to our continued collaboration.

Danielle Vinette

INSTITUTIONAL STRUCTURE

The Canadian Agricultural Human Resource Council represents a diverse industry sector. Stakeholders raise traditional and non-traditional livestock; produce, cultivate, grow, harvest or collect conventional and non-conventional agriculture commodities; and perform wide-ranging practices as an integral part of an agricultural operation.

The structure of the Council begins and ends with the interests of agriculture producers. A Board of Directors represents and communicates these interests in order to guide the work of the Council. This includes project development and completion, governance, and overseeing all operational functions. The Executive Director of the Council is supported by a team of dedicated professionals to manage and co-ordinate the Council's projects and activities, communicate the Council's work and objectives, and administer day-to-day operations and finances.

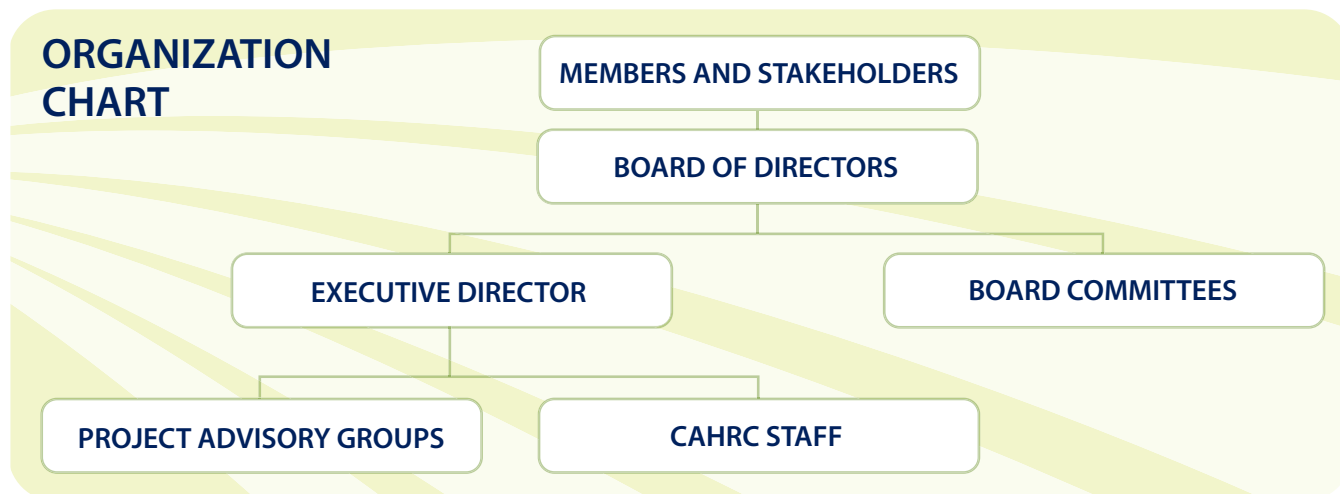
Board of Directors

The Council's Board of Directors is chaired by Terry Murray of Wild Rose Agricultural Producers in Alberta. The Vice-Chair is Mervin Wiseman of the Newfoundland and Labrador Federation of Agriculture. The full membership includes:

- Agricultural Producers Association of Saskatchewan
- Agricultural Alliance of New Brunswick
- British Columbia Agriculture Council
- Canadian Aquaculture Industry Alliance
- Canadian Federation of Agriculture
- Canadian Herb, Spice and Natural Health Products Coalition
- Canadian Horticultural Council
- Canadian Nursery Landscape Association
- Canadian Young Farmers' Forum
- Keystone Agricultural Producers
- Newfoundland and Labrador Federation of Agriculture
- Nova Scotia Federation of Agriculture
- Ontario Federation of Agriculture
- PEI Federation of Agriculture
- Union des producteurs agricoles
- Wild Rose Agricultural Producers

CAHRC Staff

- Tina Asselin, Finance and Administration Manager
- Debra Hauer, Project Co-ordinator
- Cindy Kosloski, Project Co-ordinator
- Christine Mercier, Project Manager
- Jade Reeve, Administrative Assistant
- Jean Sullivan, Project Manager
- Danielle Vinette, Executive Director



CANADA'S SECTOR COUNCIL PROGRAM

Developing Canada's human capital is vital to maintaining Canada's knowledge advantage, and ensuring that Canada has the best educated, skilled and flexible workforce in the world. Through the Sector Council Program, the Government of Canada is working with the private sector to enhance the skills of their workers, such as activities that increase employer investments in skills development and promote workplace learning and training.

Sector councils are national partnership organizations that bring together business, labour, and educational stakeholders so they can share ideas, concerns and perspectives about human resources and skills issues, and find solutions together to benefit their industry. The activities of sector councils include:

- Developing labour market information tools to help businesses plan human resource and project investments;
- Developing national occupational standards to facilitate labour mobility (including apprenticeship), influence college curricula, and promote health and safety in the workplace;
- Targeting recruitment and skills development initiatives to increase labour force participation and the integration of under-represented groups such as Aboriginals and immigrants;
- Making efforts to ensure that skills and training curriculum meets industry needs;
- Developing skills development tools, such as e-learning, and other essential skills initiatives; and
- Developing tools and approaches to integrate foreign-trained workers.

Canada's Sector Council Program has become a proven model for dealing with a variety of human resource issues. There are currently 34 sector councils in the program. For more information, visit: www.hrsdc.gc.ca/eng/workplaceskills/sector_councils/index.shtml.