



**Canadian Association
of Farm Advisors**
Cultivating Business

**Summer
2009**

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Message from CAFA's Executive Director, Liz Robertson

The 2008-09 fiscal year has ended (yes, I'm falling behind again in getting this out to you!). I express my very sincere appreciation to all the volunteers on the chapter executives and the CAFA Board of Directors. It has been a very good year for CAFA with lots of new members across the country, more chapters with regular meetings, three great conferences, two quarterly newsletters and one monthly (with a growing subscriber base), many consultations and increased profile with various levels of government and other farm organizations... so much that we had to hire additional staff!

I have had the opportunity to meet many of our members this year and can tell you that CAFA brings together good farm advisors and consultants. Take advantage of your chapter meetings to learn about current issues and network with the other professionals there. This next year promises to be another good one: CAFA is adding conferences in BC and the Maritimes, is collaborating with other farm groups for a Prairie-wide conference (this will be a BIG one!), has had positive results with professional (soft skills) development workshops and we will look at how we can expand that benefit, we plan to offer webinars to members and chapters, will be updating the look of the CAFA website and much more (watch for a glossy CAFA resource of members magazine very soon— Matrix Publishing!) Keep visiting the CAFA website. The *Upcoming* Events page keeps you informed of *Upcoming* chapter meetings, conferences and various other events; the News & Opinion pages have up-to-date articles that are of interest to farm advisors; check your own webpage and send us additional information about you — a curriculum vitae and a photo.

I wish you all a great summer with some vacation time to enjoy with your loved ones. I'm even gone this summer on holidays and at meetings — the CAFA office will be closed July 16, July 21-24, August 6-12 and August 25-30.

CAFA Prairie Conference 2009

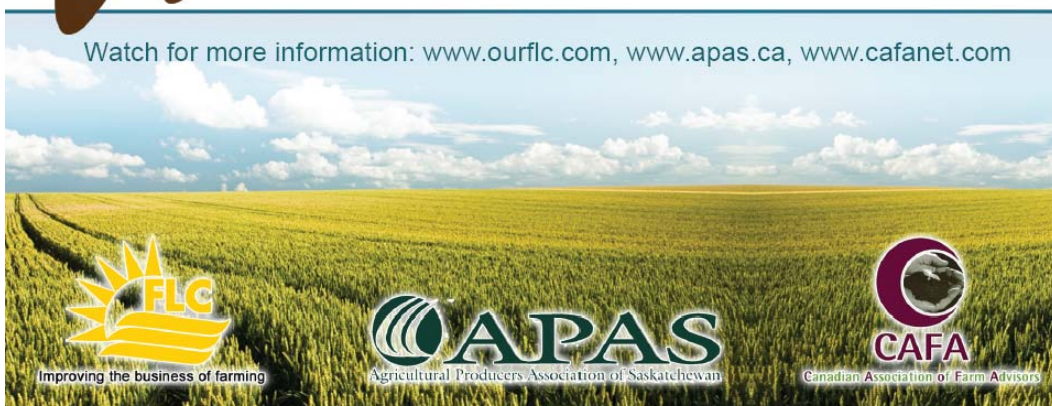
A Collaborative Conference between
The Western Farm Leadership Council,
Agricultural Producers of Saskatchewan
CAFA

Balancing The Bottom Line

W Practical tools and solutions for successful, sustainable prairie farms

November
18th & 19th
Saskatoon, SK

Watch for more information: www.ourflc.com, www.apas.ca, www.cafanet.com



Upcoming CAFA Conferences:

- Ontario, Tuesday November 10 , 2009, Stratford, River Garden Inn
- The Maritimes, Thursday November 12, 2009, Moncton, Crown Plaza
- Prairie Wide: Thursday, Nov. 19, 2009; Bessborough, Saskatoon
- British Columbia, Thursday November 26, 2009 , Abbotsford, Best Western Regency

Watch for further details. If any of our members have a topic or speaker they would like to put forward, please contact Liz at CAFA.

"The best prospect is the client who has already dealt with you. The second best is the one referred to by a client who has dealt with you previously. The third best is the one referred to you by another trusted professional or friend." **Marilyn Jennings.**



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 Farm Credit Canada 

Ontario Provincial Conference
May 26-27, 2009
Stratford

The New Green Revolution: Sustaining Ontario's Farms and Families

The 5th Annual Ontario Provincial Conference was well received. We had a great line-up of topics and speakers and some good networking and learning took place. Thank you to our presenters, sponsors and our meeting chair!

For the half day prior to the regular conference there were three workshops set up focusing on team building, stress management and succession planning.

Following the workshops we made our way to the new Rotary AgriPlex for networking and an auction hosted by Ritchie Bros. We were raising money to donate to Canada's Outstanding Young Farmers Annual General Meeting in Ottawa in December, 2009.

Karen Daynard gave us an excellent overview of the OYF program which CAFA is proud to be supporting. We raised over \$1750 so I thank everyone who participated and donated items as well as Harm Spangenberg, CAFA's resident auctioneer and Steve who kept us all entertained. Les Kletke out of Altona, Manitoba gave us an interesting and challenging presentation to end the evening.

The Ontario workshop and conference agenda is still on our web site.




Les Kletke
Guest speaker & conference chairman



Bryan Gilvesy, Y U Ranch
Presenting on ALUS

Thank you to our Conference Sponsors



 Agriculture and Agri-Food Canada Agriculture et Agroalimentaire Canada



Melanie Smith, Chair, Simcoe County; Joni Anderson, London; Les Kletke, Altona; Betty Hansen, London, CAFA Director; Liz Robertson, CAFA Executive Director

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**B.C. DAIRY
DIRECTORY**
& FARM HANDBOOK

CAFA: Who we are:

The Canadian Association of Farm Advisors is a non-profit professional organization dedicated to assisting farm businesses by increasing the skills and knowledge of farm advisors.

National Mission

CAFA is a non-profit, self-regulating organization for Canadian farm advisors. Its mission is to continually improve the quality of advice being given to farm producers and their families, including agribusiness.

Our Objectives

- To improve the level of education of farm advisors.
- To improve the level of professionalism of farm advisors.
- To improve the access to qualified farm advice.
- To represent farm advisors on issues of common interest.

CAFA wishes to acknowledge and thank our Ontario Provincial Sponsors

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Certification renewal invoices have been sent out for 2009-10. If you have not already sent yours in to the CAFA HQ, please do so soon as web listings will be updated/ deleted over the summer.

You can download the Certification Application form and Continuing Professional Development tracking sheet from our website www.cafanet.com under Become a Member.

JOIN YOUR PROFESSIONAL ASSOCIATION

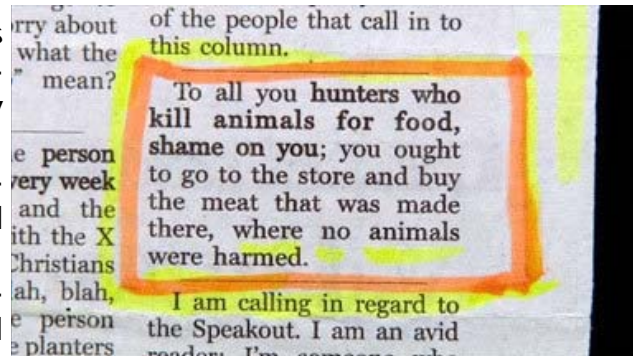
By Don Wetmore

Every occupation has its own Professional Association. Join yours and become active in it.

Why? The leaders in your field are members. You will get to meet them and learn from them. You will find out how to do what you do better and more effectively. You will save time. You will stay on top of trends in your field. You will advance more rapidly.

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"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it. "- Theodore Roosevelt



The Agriculture & Agri-Business Structures Guidebook

The Agriculture & Agri-Business Structures Guidebook produced by the Canadian Farm Business Management Council, has been available to various organizations for five years. From the feedback obtained from users such as your Association, the Guidebook has proven to be a valuable reference manual on the subject of farm and agri-business structure.

Accordingly, the Canadian Farm Business Management Council is in the process of updating the information contained in the Guidebook on various organizational structures available to the Industry. To this end, we would greatly appreciate your input on measures to improve its relevance, particularly if you are aware of any policy changes (e.g., taxation, succession, etc.) which would require amending the presentation on various structural options.

In addition, we would like to include any new and innovative ways young/beginning producers are organizing themselves in order to enter the industry on a sustainable basis. If you or your Association members are aware of any developments in this regard, we would appreciate you bringing them to our attention for possible inclusion in the next edition of the Guidebook.

If you are interested in contributing, please contact Gerry Gartner at CFBMC

Gerry@cfbmc.com

"It isn't just what you know, and it isn't just who you know. It's actually who you know, who knows you, and what you do for a living." **Bob Burg**



Saskatchewan

Canada is the world's fourth largest agriculture and agri-food exporter. After the EU (27), the US and Brazil, Canada accounts for 3.5% of total world agriculture and agri-food exports.

Canada is the world's fifth largest agriculture and agri-food importer. After the EU (27), the US, Japan and China, Canada accounts for 2.8% of world agriculture and agri-food imports.

The export value of consumer-oriented products has more than quadrupled since 1990, and now makes up more than one-half of all export sales. In 2006, total Canadian export sales were \$28 billion.

Accounting for 75% of the total imports in 2006, consumer-oriented products have roughly maintained a 79% share over the last decade. In 2006, total Canadian import sales reached a high of \$22.4 billion.
Source: AAFC

Books

Dialectical Tensions Underpinning Family Farm Succession Planning

Abstract

Though succession planning is vital if a farm is to survive, many farm families fail to take necessary succession planning actions. Semi-structured interviews conducted with 20 members of nine small-farm families in Pennsylvania revealed that dialectical tensions surrounding a farm transfer influence succession planning readiness and action. This report identifies five indigenous dialectical tensions that influence succession planning and describes five praxis patterns families use to manage them. Practical applications are outlined for agriculture estate planning professionals and others involved in family inheritance communication services to provide effective assistance to farm families in their succession planning efforts.

Authors: Margaret J. Pitts is an Assistant Professor in the Department of Communication and Theatre Arts at Old Dominion University; Craig Fowler - Craig Fowler is an Assistant Professor in the Department of Communication at California State University, Fresno; Matthew S. Kaplan - Matthew Kaplan is an Associate Professor of Intergenerational Programs and Aging in the Department of Agricultural and Extension Education at Pennsylvania State University; Jon Nussbaum - Jon F. Nussbaum is a Professor of Communication and Associate Head in Department of Communication Arts & Sciences at Pennsylvania State University; John C. Becker - John C. Becker is a Professor of Agricultural Economics and Law at Pennsylvania State University .

(Available at www.informaworld.com)

Slaves to some defunct economist: The inefficiency of markets
The Economist, June 13, 2009
(Book Review)

The Myth of the Rational Market: A History of Risk, Reward, and Delusion on Wall Street.
By Justin Fox. *Harper-Business*;
382 pages; \$27.99

THE financial crisis that has engulfed the world in the past two years is not just, or perhaps even mainly, a tale of greed run riot; it is the result of an idea that failed. That idea, which over the past four decades became the dominant belief among those generally regarded as the savviest participants in the financial system, was that the market is rational and efficient. So much for that.

The idea first took hold among a generation of economists repelled by the heavy government oversight of financial markets imposed during the New Deal era and by evidence of widespread irrational behaviour by participants in these markets. At the same time they were excited by the advances in mathematical economics and the computing power that allowed market data to be analysed like never before.

Justin Fox's description of how the idea evolved and conquered is fascinating and entertainingly told. A statement of investor impotence—an attack on the bold ones ("idiots", said Larry Summers, a distinguished economist) who think they can beat the market—soon became a near-religious belief. Nobel-laureate preachers, such as Milton Friedman and Merton Miller, proclaimed from the pulpits of the University of Chicago that the market could do no wrong.

Somewhere along the way, what started as a critique of the wrong ways people tried to profit from the market turned into a source of new techniques for making money. The "efficient market hypothesis", the Ni-

allow users to exploit the wonders of the market. This gospel was embraced so enthusiastically by the markets that these products soon accounted for trillions of dollars of trades. Then it turned out that the market was not rational after all. Trillions were wiped out and, as one of the cheerleaders for rationality, Alan Greenspan, the former chairman of the Federal Reserve, put it, "the whole intellectual edifice collapsed."

By then, mainstream academic economists had long ago lost faith in market rationality, at least in its purest form. Especially after two of their number, Myron Scholes and Robert Merton, both Nobel laureates, lost their shirts when Long-Term Capital Management, a hedge fund based on their rational-market ideas, blew up in 1998. Indeed, the focus of academic finance has been shifting for at least 20 years towards theories that address the ways in which markets behave irrationally. To use John Maynard Keynes's phrase, the market participants who in recent years bet trillions on these new efficient-market inspired financial products were "slaves to some defunct economist".

The only disappointment about "The Myth of the Rational Market" is that it does not say more about how the ideas that shape financial markets will change in response to this catastrophic intellectual failure. But Mr. Fox has written a worthy successor to "Capital Ideas", the late Peter Bernstein's 1990 classic on the emergence of the rational-market myth: bang up-to-date; alas, without the happy ending. n

"Companies should identify and work closely with key members of the industry infrastructure. I believe that 10 percent of the people in an industry strongly influence the other 90 percent. If a company can win the hearts and minds of the most important 10 percent its market positioning is assured." Regis McKenna

The Business Blog at Intuitive.com

Dave Taylor has been involved with the Internet since 1980 and is widely recognized as an expert on both technical and business issues. He has been published over a thousand times, launched four Internet-related startup companies, has written twenty business and technical books and holds both an MBA and MS Ed. Dave maintains four weblogs: The Business Blog at Intuitive.com, Ask Dave Taylor, Dave On Film, and Attachment Parenting Blog. Dave is an award-winning speaker, sought after conference and workshop participant and frequent guest on radio and podcast programs.

The Critical Business Value of Attending Conferences

I'm a strong proponent of virtual professional networks like LinkedIn but I'd like to talk a bit about why it's still important to remember that to be plugged in to your industry and market, you need to also attend workshops, seminars and conferences. But here's my tip for you: conferences aren't about the sessions, the talks, or the demos, and it doesn't really matter if you attend the vendor exhibition. Conferences are all about the breaks, the dinners, the bar at the conference hotel after the day's done. Why? Because the so-called educational aspect of a conference is something you can often receive by simply buying a book or a training DVD. That's not enough to get me to travel to another city. To me, the most important aspect of attending a conference is the opportunity to meet people that I wouldn't have otherwise ever met. It's the random, the chaotic, the unexpected, unplanned discovery.

That's where sites like LinkedIn are, unto themselves, less valuable: Even if the site allowed me to get a "random user profile of the day" or, perhaps a bit more constrained, "random second level connector of

the day", it's still nowhere near as valuable as sitting at a table, talking about something relevant to your business space and having someone across the table be inspired or, even better, have me get inspired. This isn't a criticism of LinkedIn, however, because all virtual professional networking tools suffer from the same problem, and I'm convinced that they can't solve this problem.

Consider last night: Steve Gillmor (ZDNet Blogger and founder of The Gillmor Gang), Om Malik (Business 2.0 and Om Malik's Broadband Blog), Damon Billian (of SimplyHired), and I debated this very topic. Steve's position was that if you could attend the social facets of a conference, you probably don't even need to pay for the conference at all, and Om was even more blunt, pointing out that a highly networked professional could connect with anyone they want anyway, and that he wasn't particularly interested in connecting with random people anyway, it was once his circle of trusted experts started talking about someone that he became interested.

Different perspectives, and for some highly connected people like Om, they can find different ways to stay plugged into the industry. But for the rest of us, Om and Steve are anomalies, are not a typical professional, and that makes sense, because both of them are what we call "connectors", extremely well connected people in their industry space (Om told me that he's had to change from Apple's Address Book because he now has more contacts than the program can handle). Think about this though: if we were all virtually networking, would I have had the opportunity to spend three hours eating and socializing with Steve Gillmor, Om Malik, Damon Billian, Dave McClure (also of SimplyHired), Tris Hussey (of Larix Consulting), Nick Hall (of Possibility Productions), and Scott Rafer (of Feeder)? Whether or not I would have sat down, would they have all sat at the same table, with full attention, chatting together and would the conversation have gone in the directions it went if all of us weren't sitting around, eating dinner together for a few hours?

Then, after dinner, Tris and I rendezvoused with Debbie Weil (of WordBiz) and we talked about *parenting*, not business blogging, then, when another conference attendee came up and started talking about how her company is what I'd call a late adopter - a company that is focused on manufacturing and markets directly to builders, not end-customers - we all spent a few seconds talking about business, then the next half-hour talking about funny parenting stories.

Is this critical to business? In fact, it is. You can call this the "art of small talk", but in fact being able to establish a one-to-one personal connection with other professionals in your field is *critical* to being a success. They're not customers or vendors, after all, they're people.

Getting Involved with a Conference or Workshop

I like to talk at conferences, so I can also share a second level of being involved with a professional conference, workshop or seminar: being at the front of the room is, hands down, *the best way to network of all*. At this conference Robert Scoble (well-known Microsoft blogger at Scobelizer) and I spent an hour sharing our views of how to build traffic to your own blog with the audience. Was it worthwhile for the audience? I hope so! But where it was really terrific was the opportunity to directly interact with a well-recognized expert like Robert.

Further, as a speaker, you have a room full of people who now know about your expertise, your vision, your ideas, and have your name and contact information sitting in their notebooks or handouts. Is that a powerful networking tool? Well, let's just say that after my four hour **Business Blogging 101** workshop here at the Blog Business Summit, I have been approached by at least thirty different companies - some of which are Fortune 500 firms - who really want to work with me now that they're learned my perspective and pragmatic views of how blogging fits into today's and tomorrow's overall corporate communications strategy. If you're able to talk to an audience in an engaging and interesting manner and have

something of value to convey to your market or industry community, you can unquestionably gain even more value from attending a conference. But what if you don't like to speak solo or make a presentation to a large audience? There are still many ways to get involved with a conference: call up and talk to the organizers. You can join a panel - which are often in Q&A format, led by the moderator (or audience) - or, even easier, moderate a panel or discussion session. You'll still be in front of the audience, you'll still have your bio featured on the event Web site and brochures, you'll still gain the visibility of being part of the presentation team, and, finally, you'll also be able to connect with the leading lights, the thought and opinion leaders in your industry.

Even if you don't get involved, go to a conference or two anyway. And, for maximal value, go to one out of town and make sure you stay in the conference hotel. It's not just well worth it, but each and every event I attend is like a nitro boost in my career.

And we're all looking for career boosts, aren't we?

Posted by Dave Taylor at August 19, 2005 12:10 PM



"The only way to survive in the current economy is to diversify."

Mind Those Mistakes: Ten unnecessary failures that lead to unhappy clients, unrealized potential and unsatisfying business.

By Jim Ruta, Expert Institute as posted in Advisors Edge, October 2008

THEY don't do it on purpose, but still, too many advisors make unnecessary mistakes, which hold them and their clients back. Such errors lead to less effective advice, service, marketing and overall business results. So, ask yourself if you're among those advisors who unwittingly make mistakes. Your results hold the clues. If they aren't satisfactory, then identifying and understanding these failures is the first step to improving your advice, service and results in today's ever-changing and hyper-competitive market. Once you address these problems, the results will automatically flow, allowing you and your team to realize your ultimate potential.

Check your own business model for these 10 failures:

- 1. Failure to develop a strong relationship with clients.** Clients abandon advisors who merely push transactions. Trust is the cornerstone of the relationship for A-list clients. And to win their trust, you need to know them better than any other advisor—their dreams, goals, family, business and employees. Get the soft and the hard facts. Pen your relationship expectations along with your rules of engagement. And once it's built, make sure it lasts.
- 2. Failure to focus.** Everyone knows that a "Jack of all trades is master of none." Yet, scrambling to do it all yourself continues to be the biggest mistake advisors make. In trying to do everything, you're bound to neglect some things. And, that negligence will grow into a gaping hole in your performance. It'll expose you to embedded liability—the liability you unknowingly build into your business by virtue of the way you work.
- 3. Failure to research your audience.** It sounds corny, but you really have to

"know your stuff, and know who you're stuffing, before you can stuff them—advisors took the time to understand their client bases, understand these people's needs, wants and options, they ." Too many advisors seem to do their research on the fly, asking clients only about specific needs. If, instead, could prescribe solutions that belie deep knowledge. Having insider information makes you a compelling advisor. And, of course, it attracts more business and referrals.

4. Failure to build an expert team. It's not about you. It's about your clients. They expect expertise, experience and excellence. They seek a trusted advisor to simplify and coordinate complicated affairs. Once again, trying to do it all yourself will leave you overwhelmed, frustrated and stressed. Build a competent team of professional advisors, and make it a combined effort.

5. Failure to simplify. Clients need interpretation, not information; context, not content; wisdom, not data. You'll lose connection the moment you get complicated. Reciting complex details makes you sound amateurish. You lose authority and impact. Referrals become rare, business spotty. People want experts. For that, you need to understand your team's expertise well enough to be able to simplify the value to your clients. If you can do that, you become the expert.

6. Failure to follow rules. This is not about obvious, malicious intent. When you hold yourself out as a designated professional, you're obliged to follow the profession's rules of conduct. The problem generally doesn't arise until your advice is questioned in a "Statement of Claim." Then, unless you've followed the rules religiously and can prove so, you're out of luck. A study of 144 claims against financial advisors found that only three could be defended in court. The rest settled prior to trial. And money isn't all they lost. They lost reputation, confidence, and time.

7. Failure to assess accurately your client's risk tolerance, and your ability to affect returns. Advisors inadvertently over-estimate their ability to affect returns and their client's ability to absorb risk. It's a deadly combination, and never works well for either advisors or their clients. It usually happens inadvertently, though. You complete a detailed KYC form and feel you know the client's risk profile. But often you don't, and find out only when it's too late. Another fatal flaw is over-promising your ability to deliver results. Many advisors are lulled into a false belief that modern portfolio theory, asset allocation and fund propaganda yield much better results than the market. When this isn't even true for most actual fund managers, imagine how much less impact you'd have. Here's the truth: clients are much more risk-averse than they ever tell you. And you can do much less about returns than you think. Sorry. Begin every client relationship by explaining the true nature of risk and loss, not just return. Make knowing your client a process, not a piece of paper. Take courses that help you educate your clients to make better decisions.

8. Failure to sell shamelessly. The only magic left in financial planning is getting people to do it. Shamelessly may be a strong word, but it applies. Inability to sell your services keeps the best advice from getting to people who need it most. It's like having the cure for cancer but keeping it locked up in your basement. No one wins. Expert financial advice from a competent, professional team is more important now than ever, but unfortunately selling it is still considered taboo. Break through this stigma. If you've got something good, let clients know.

9. Failure to keep learning. The only way to coast is downhill. You're never too old, experienced or successful to become a better advisor.

So take on a new designation. Develop enough knowledge outside your specific area of expertise to be able to distinguish good advice from bad. Be bold. Put your knowledge on the line and be tested. Stay alive and growing.

10. Failure to evolve and invest in your business. What's all this talk about succession? You don't need to escape if you love what you do. Invest in your team and yourself and you'll never want to retire. Be fired up. Take on new challenges. The most profitable time to be an advisor is when you know you have more answers. Take on the upcoming generational transfer of wealth with enthusiasm and help more people than ever. And do it on your own terms.

Now, remember, these failures are neither fatal nor final. You can address any one of these subtle mistakes today and begin the transformation to a more efficient practice. When you do, you will automatically help more people— and more people will help you. Everyone loses unless you change. Everyone wins when you do.

Filed by Jim Ruta
Originally published in Advisor's Edge, October 2008



Larry (CAFA's National Chair) and wife Val out seeding just south of Grenfell, SK

"Informal conversation is probably the oldest mechanism by which opinions on products and brands are developed, expressed, and spread." Johan Arndt

Frontier Centre releases 2009 Environmental Indicators Index, June 17, 2009

The Frontier Centre for Public Policy today released its 2009 environmental indicators index, which looks at Canada's 20- to 30-year records (depending on subject studied) on air pollution, greenhouse gas emissions, freshwater quality, freshwater withdrawals, soil quality, ecosystem conservation, and forestry.

The report, *The Environmental State of Canada--30 years of Progress*, was authored by Frontier advisor Kenneth Green (D. Env.), and Frontier analyst Ben Eisen (M.P.P.). Some of the findings from include:

On air pollution: levels of sulphur dioxide and nitrogen dioxide are much lower in Canadian towns and cities than they were just a few decades ago. For readings of ground-level ozone and fine particulate matter, there has been neither a measurable drop nor a measurable increase since the early 1990s.

On greenhouse gas emissions, Canada's emissions have increased by over 20 per cent since 1990. However, **greenhouse gas emissions per unit of GDP** (which accounts for population and economic growth and is measured as GHG emissions per unit of economic productivity) **dropped 18 per cent in real (inflation-adjusted) terms between 1990 and 2005.**

On freshwater quality, more than twice as many monitored sites fell into one of the top two designations--good and excellent, than fell into one of the bottom two designations (marginal and poor). Canada's record in this area is also strong compared with its peer countries. Canada has the second-highest level of water quality among G8 countries, behind only Italy.

On freshwater withdrawals, Canada's NAFTA trading partners,

the United States and Mexico, withdraw 17 per cent and 19 per cent respectively of their renewable fresh water each year, Canada withdraws just 1.6 per cent of its resources -- a very sustainable level--and could afford to share fresh water with countries around the world which are water-poor and which suffer from environmental health problems as a result;

For further conservation measures in Canada however, water pricing should be introduced.

Canadian soil quality has improved dramatically in recent years. Whereas in the early 1980s, Canada experienced a significant annual net loss in the measurement of soil organic carbon, by the early 2000s, Canada enjoyed large annual net gains.

The percentage of cropland designated by the federal government as being at very low risk of wind erosion (the lowest possible designation) reached 86 per cent in 2001, up from 72 per cent in 1981.

On ecosystem conservation, In 1989, just three per cent of Canada's land area was protected by legislation. By 2003, that number rose to 8.4 per cent.

On forestry, throughout the past decade, Canada's total forest cover has held steadily at approximately 310-million acres, or 34 per cent of Canada's land mass.

"Canadians have much to celebrate concerning their natural environment," write the report authors. "Over the past 30 years, Canada's air and water have become cleaner, ecosystems and timberlands have been preserved, and soils that feed not only Canadians but also many others around the world have been protected."

The authors also note that this has happened while Canada's population and economy have both significantly grown strongly. "There is still more that can be done, but Canada is well on the way toward environmental sustainability.

The End