

# Building a Resilient Farm Business



FARM MANAGEMENT CANADA  
GESTION AGRICOLE DU CANADA





# Land Acknowledgement

Farm Management Canada operates from the unceded, unsurrendered Territory of the Anishinaabe Algonquin Nation whose presence here reaches back to time immemorial.

We honour their long history of welcoming many Nations to this beautiful territory and uphold and uplift the voice and values of our Host Nation, as we welcome you here today from across our beautiful nation.







# Support Acknowledgement

Today's webinar is brought to you by the  
BC Ministry of Agriculture and Food.



Ministry of  
Agriculture  
and Food



# Farm Management Canada: Created out of Chaos

Established in 1992 following the farm financial crisis to help farmers build their capacity to confront change with confidence and seize opportunity.

Non-profit, non-government, neutral.

We provide and promote farm business management knowledge, training, resources and tools to support the diverse and evolving needs of producers.

We connect industry players to exchange insights, best practices, and leverage knowledge and resources.





# Definition

## Risk

*“the uncertainty of an outcome with potentially undesirable results.”*

## Risk Management

Thinking strategically in advance and applying a process by which uncertainty can be reduced.

The process of:

1. understanding your risk tolerance
2. identifying, evaluating, and understanding your risks
3. mitigating possible negative impacts and benefitting from potential rewards in taking calculated risks



Managing  
uncertainty to:

1) mitigate  
possible negative  
impacts; and

2) benefit from  
taking calculated  
risks.



Why this matters...







FARM MANAGEMENT CANADA  
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# Healthy Minds Healthy Farms

Exploring a Connection  
between Mental Health and  
Farm Business Management

3 out of every  
4 farmers  
are feeling  
overwhelmed.

# Uncertainty is the greatest stressor.

## Top 3 Stressors



Unpredictability of the ag sector, and feeling a loss of control (77%)



Financial pressures (73%)



Workload pressures, lack of time (72%)



Women and young farmers report higher levels of stress, compounded by two additional factors:

- Maintaining family and farm team harmony
- Farm transition planning



# Our research has proven...

The success of any farm enterprise, regardless of demographics or farmographics, is directly related to your farm business management skills and practices.



# There's power in planning ahead.



Farmers who prepare and follow a written plan are up to **525% more profitable**



Farmers who follow a written plan are 46% more likely to **openly communicate** about the future of the farm with those impacted.



Farmers who follow a written plan are **better at prioritizing** and **more confident** in their decision-making.



88% of farmers who follow a written plan report **greater peace of mind**. They are also more likely to adopt **effective coping mechanisms** like crunching numbers and revisiting/revising the plan.

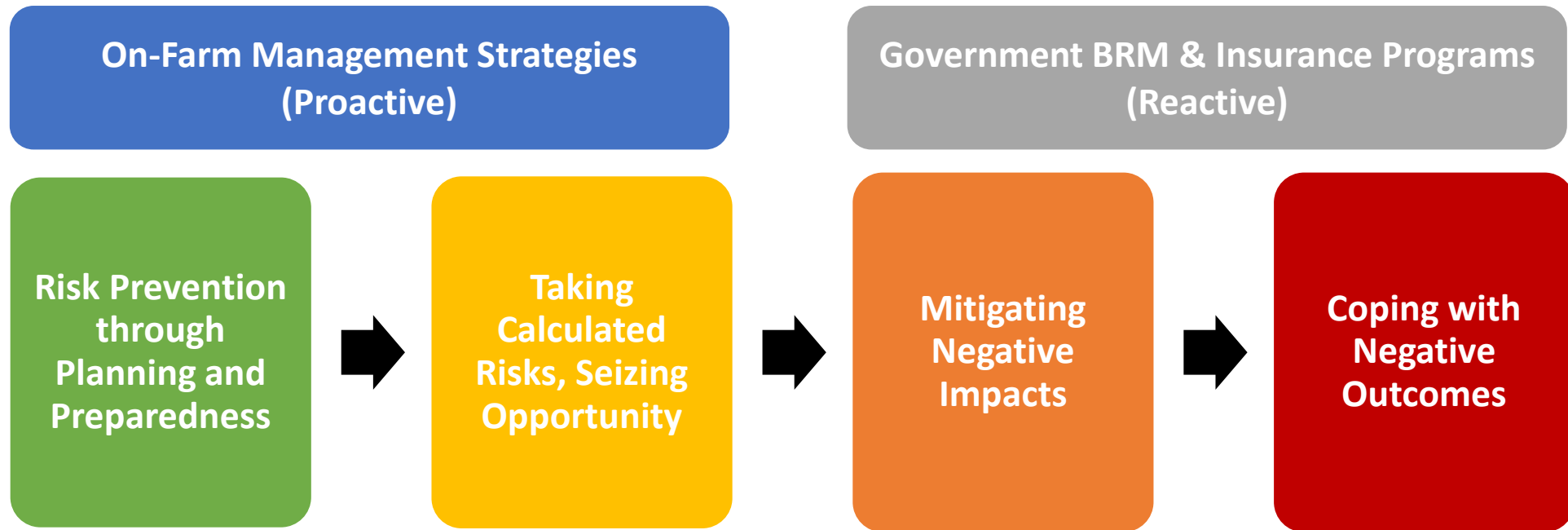




# The Risk Management Continuum

**Planning to best manage both what is...**

- ✓ **WITHIN** your control
- ✓ **OUTSIDE** of your control



**“An ounce of prevention is worth a pound of cure.”**



# A Comprehensive Approach



1. **Identify** the risks on your farm



2. **Assess and prioritize** those risks  
(likelihood, impact, preparedness)



3. **Build a plan** to mitigate risks



4. **Take action** by assigning specific activities to specific people within a specific timeline



5. **Review** your plan/performance on a regular basis





# AgriShield



Farm  
Sustainability  
Assessment  
by SAI Platform

## Minimize threats and maximize opportunities:

- ✓ Self-assessment to identify, assess, prioritize risks across 6 risk families
- ✓ Learn about best practices and resources available
- ✓ Create and implement risk management plans

[www.myagrishield.ca](http://www.myagrishield.ca)





WELCOME TO AGRISHIELD!

# A Risk Assessment and Mitigation Platform for Canadian Farmers

I WANT  
**Information and Resources**



I WANT TO  
**Assess Risk on my Farm**





## 6 RISK FAMILIES



**People**



**Finance**



**Markets**



**Strategy**



**Business  
Environment**



**Production**

### **People**

Occupational Health and Safety | Personal Wellbeing | Hired Labour | Family Relations | Contractors and Advisors

### **Finance**

Money Management | Cash Flow | Debt Service | Access to Capital | Investments

### **Markets**

Sourcing | Selling | Trade

### **Strategy**

Business Planning | Business Structure | Governance | Transition Planning | Technology and Innovation | Operational Planning

### **Business Environment**

Public Trust and Consumer Advocacy | Politics, Policies and Regulations

### **Production**

Climate and Weather | Animal Health and Welfare | Nutrients Pests | Soil, Water and Biodiversity

# Your Risk Profile (Scorecard)

A. Risk Level  
(likelihood x impact)

B. Preparedness

C. Best Practices in place

## High Priority

+ Occupational Health and Safety



Action Plan

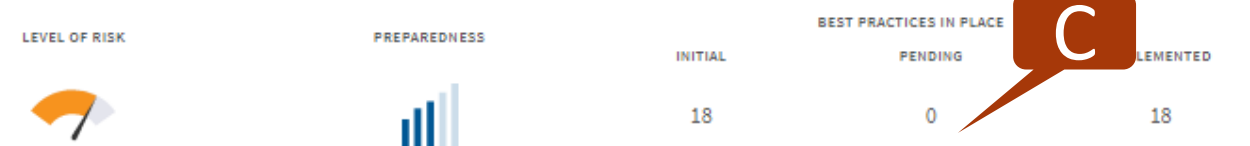
## Medium Priority

+ Personal Well-being



Action Plan

+ Hired Labour



Action Plan

# Create Your Action Plan

## Identify Activities to Implement

## Identify People Responsible and Deadlines

### Hired Labour

Difficulty with recruitment

[Related Resources](#)

✓ INITIALLY  
IMPLEMENTED

Learn about and comply with all labour standards

✓ INITIALLY  
IMPLEMENTED

Offer competitive working conditions to employees (e.g. salaries, vacations, benefits, flexibility)

✓ INITIALLY  
IMPLEMENTED

Monitor the conditions offered in other sectors to stand out as an employer of choice

● IMPLEMENTED

Develop and keep updated job descriptions



Note

For dairy manager, crops manager, etc.

Person responsible

Heather

Timeline

Starting 2020/01/13

● IMPLEMENTED

Explore seasonal needs in your region that may facilitate work-sharing arrangements



Note

Explore work-sharing arrangements with other farmers

Person responsible

Mike

Timeline

Starting 2020/02/03

Select a practice or action



+ Add



## Scorecard

Your Risk Profile

Your Risk Roadmap

Your Sustainability Score



## SCORECARD

# Your Sustainability Score

[Edit your sustainability profile](#)

The Sustainable Agriculture Initiative (SAI) Platform's Farm Sustainability Assessment (FSA) is a comprehensive approach to farm sustainability built around a set of internationally standardized questions. Your score is based on your answers in the risk assessment module, the content of which was formally benchmarked against FSA and is recognized as Gold Equivalent to ensure the most comprehensive interpretation of its requirements. Please note that the AgriShield platform and its results are not a substitute for an audit process, nor does it ensure compliance with FSA.

### Your FSA Score



## Not Yet Bronze

**Keep up the good work!**

According to your results, you still need to implement more best management practices in order to meet the FSA program requirements at the Bronze level.

### LEVEL

### PROGRESS

### SCORE

Essentials



60%

21 / 35

Intermediate



36%

28 / 77

Advanced



28%

7 / 25



# Access AgriShield for FREE!



Scan the QR Code or visit

[www.fmc-gac.com/agrishield-subscription](http://www.fmc-gac.com/agrishield-subscription)

to subscribe for free!

**Use the PASSCODE: BCFarmers**



# Additional offerings from Farm Management Canada

National Farm Business Management Resource Centre: [AgriResources.ca](https://AgriResources.ca)

Farm Business Practices Self-Assessment Tool: [www.farmbusinessassessment.ca](https://www.farmbusinessassessment.ca)

Agricultural Excellence Conference (Winnipeg 2025): [www.agexcellenceconference.ca](https://www.agexcellenceconference.ca)

Agriwebinars: [www.Agriwebinar.com](https://www.Agriwebinar.com)

On-Demand Workshops:

Seeding Success: Farm Business Practices Assessment Workshop

Bridging the Gap: Farm Transition Workshop

Roots to Success: Comprehensive Farm Risk Management Workshop

Farm Financial Fluency Training

[www.FMC-GAC.com](https://www.FMC-GAC.com)





# NATIONAL FARM LEADERSHIP PROGRAM

Understand how your way of leading can be strengthened for better results.

Learn specific skills to improve your leadership effectiveness.

Develop a plan to grow your potential with your coach.

Belong to a network to support your development.

Live virtual sessions

3-day residency

Leadership Effectiveness Assessment and Growth Plan

Individual and group coaching

Access to the LeaderLab

[www.leader-shift.ca](http://www.leader-shift.ca)

“The program didn't just help me professionally, it extended to my marriage and my whole family. I would highly recommend this program to anyone wanting to **up their game and be a better person to work with.**”

– Kent Sereda, Sereda Farms,  
Alberta





**CHANGE IS INEVITABLE**

**GROWTH IS OPTIONAL**



Helping farmers find  
the path to prosperity  
and peace of mind.

*Heather Watson,  
Executive Director  
Heather.Watson@fmc-gac.com*



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