

Table 4.1: Case Studies in Diversification: Summary of Social and Organizational Factors

	Business Form	Household and Labour Relations	Organizational Innovations	History and Context	Public Agency and Industry Links	Local Linkages and Challenges
Grain and specialty crop farm with cow-calf operation	Sole proprietorship.	One principal operator. Spouse works off-farm as teacher. Long-term seasonally hired man critical to farm operation over two generations. Casual labour employed for cattle operation.	Substantial cow-calf herd plus diversified crop rotation on expanding land base. Caraway and dill recently added to cropping system. Polish canola used as a companion crop for caraway. Farm includes 450 acres of native pasture preserve.	Farm inherited from parents. Demise of Crow, made conventional crops less remunerative. Neighbour innovator provided model. Mother's knowledge of garden-scale spice production also critical.	Self-funded. Experience on FDRB provided information on diversification, management experience, and industry contacts. Member, Herb and Spice Association.	Neighbour provided seed, advice on spice production and markets. Collaborated in on-farm research. Markets through specialty crop broker in region. Strong community connections through hockey.
Family stock farm, B & B	Family farm and tourist business, with share in small abattoir and meat shop.	Couple partners in farm and farm-based business. Casual employees only on farm. Meat business provides full-time employment for local youth who trained at technical college.	Husband, wife, own cattle. Husband partner in meat business. Converting to grass, network with HRM families. Bought second house for B & B market via tourism directory and church network.	Brothers farmed until couple took over. Wind erosion led to experiments with chem fallow. Opted for grass and cattle as sustainable system. Had investment in local feedlot with brother.	B & B listed in TISASK. Small REDA loan to working partner in meat business. REDA assisted with feasibility study. FCC loan to farm. NISA participants.	Strong ties to local community and church. Ties to family, e.g., farmer nephew exchanges labour for machinery; father of wife located used abattoir equipment.
Mixed farm and pregnant mare urine operation (PMU)	Family farm, one (female) owner-operator. Operator took over management when spouse died, and other relatives involved sought to exit operation.	Three children live at home, including teenage son who works with cattle herd. One full-time (seasonal) hired labourer, lives on premises, paid monthly salary.	Horses leased from outside party. Urine production (quota) contracted to Manitoba buyer. Barn built to buyer specs. Field reps. (include one female) inspect animals monthly and provide technical advice.	Farm crisis of 1980s catalyst for diversification. Owner-operator has background in nursing and farming.	Government loan on land. CU loan on horses. Family loan for barn. Member North American Equine Ranching Information Council.	Presence of two other PMU operators (one female) in area crucial to establishment and survival of operation. Access to highway, trucking services important.

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	Business Form	Household and Labour Relations	Organizational Innovations	History and Context	Public Agency and Industry Links	Local Linkages and Challenges
Pedigreed seed farm with associated livestock operation	Intergenerational production co-operative.	Restructuring due to retirement, death, and financial losses. One principal operator. Female members provide seasonal labour. Sister-in-law has separate livestock operation as do principal operator & spouse.	Sell wholesale to large grain companies. Long-term working relationship with seed cleaner and marketer. Considering sale of shares to nonfarm relatives to assist with repurchase of land lost to lenders.	Farmed with father and brothers. Formalized co-operative to make contributions and equity transparent. Purchased land with pedigreed seed crop. Diversified into other seed crops.	Experience as CWB delegate useful in marketing. Former chair of crop insurance board. Also belongs to NFU and local credit union. Borrowing exclusively from banks.	Mobilized seed growers to stage annual seed show in regional centre. Active in local church. Recruitment and retention of quality farm labour difficult. Compete with local manufacturing jobs.
Organic farm and seed processing facility	Verbal partnership: husband, wife, and son.	All partners active on farm. Married son commutes 55 km to farm and runs cleaning/processing plant. One part-time worker. Both wives work off-farm. Future of farm uncertain.	Two generation partnership. Rent additional land from relative. Grow and process organic grains, oilseeds, speciality crops. Market primarily to Europe and USA.	Classic wheat/fallow farm turned organic due to agrochemical costs. Cleaned grain for local farmers, then converted farm to organic. Processing adds value, provides market.	Organic farmer network and OCIA provide support, broker contacts, production, and processing information. SRC used farm as research site.	Close to rail lines and highways. Little use of local services except banking. Parents involved with regional park. Viewed locally as successful diversification.
Diversified game farm and processor	Incorporated farm. Shares owned by husbands and wives in two related households.	Main operator, spouse, and children involved in operation. Male partners have additional off-farm work. Hire seasonal labour.	Sell breed stock, meats and by-products (e.g., velvet, hides, horn) from the farm gate. Produce own grain for feed. Supply meat to local stores.	Early importer of bison. Principal operator worked off-farm. Other family members operated farm. Avid hunter. Built herd slowly. Diversified game operation with help of family members.	Principal operator involved in several game producer organizations. Loans from FCC and ACS. Assistance from provincial agencies promoting speciality livestock and diversification.	Wife provides farm tours and meals. Work with regional meat packers. Work with local Indian reserves on game farming start-ups.

Table 4.1: Case Studies in Diversification: Summary of Social and Organizational Factors (continued)

	Business Form	Household and Labour Relations	Organizational Innovations	History and Context	Public Agency and Industry Links	Local Linkages and Challenges
Poultry and fish farm, water treatment systems	Incorporated farm and incorporated water treatment systems company.	Parents, son, and son-in-law principal operators. All family members contribute while pursuing off-farm careers. Other extended family members work on farm.	Family members share key decisions and planning. Fish operation diversified to include hatchery and “grow-out” facility. Develop and market water systems and equipment. Market fish to province and private producers. Share information.	Family moved from another province and relatives followed. Farm purchased with view to future retirement. Farm operation grew to rival urban careers in importance.	Work with SRC and PFRA testing water systems and equipment. SRC provided aqua-culture course and new species. IRAP subsidized research. WDF loan. Network with other fish farmers.	Relatives have moved to area from out-of-province. Provide farm tours, host exchanges. Highway access and within commuting and local call range of city. Participate in local community organizations and events.
Community shared agriculture (CSA) market garden	Sole proprietorship.	Principal owner-operator does some off-farm work. Wife works off-farm. Family members work for produce shares. One part-time employee.	Organic farming and CSA direct marketing.	Twenty years organic gardening experience; carpentry skills used to build solar greenhouse.	PFRA provided CSA information and contacts.	Barter produce for land. CSA shareholders involved in planning. Networks with other CSA operations. Support by local media in marketing.
Community shared agriculture (CSA) farm	Verbal partnership involving three couples: parents and two daughters with their respective husbands. Revenues split among three households.	Intergenerational farm. Daughters and father provide majority of labour. Other three partners have off-farm jobs but farm on weekends. Third generation young but involved.	Shares provide 32 kinds of organic vegetables and fruits. Also sell poultry, beef, pork. Link to shareholders via newsletter, surveys, volunteer farm work. Processing adds value. Share market, surpluses, information via CSA Network.	Grain farm was not profitable. Women sought to expand small market garden. Learned about CSA at PFRA-sponsored seminar.	PFRA provided info on CSA and assisted with marketing. Common Ground Learner Center, SFFAF, Regina Environmental Group, Sask. Rural Life Ministry supported CSA formation.	Creates links to shareholders families in two urban centres. CSA markets eggs, maple syrup, honey from neighbouring farms. Surplus production sold at farmer’s markets. Media coverage helpful.

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	Business Form	Household and Labour Relations	Organizational Innovations	History and Context	Public Agency and Industry Links	Local Linkages and Challenges
Compressed forage producer and processor	Written partnership between husband and wife.	Partners active in operation and also work off-farm. Several full-time and seasonal employees. Majority from farms.	Sought value-added market to justify irrigation. Researched technology abroad. Brokers facilitate international sales.	Off-farm income helped with purchase of land. Utilized technical experience to design plant.	Financial support from provincial and federal agencies.	Neighbours provide additional forage. Processor does harvesting. Transportation challenging. Utilize local businesses and services.
Berry producer and processor	Written partnership.	Husband and wife share management; seasonal hiring of neighbour women and teens.	Linking to other growers; market via small and large store outlets.	Returned to inherited farm after nonfarm career; sought viable enterprise.	Agriculture Canada, Inspections Branch; Horticulture Dept. U of S; PFRA, PARD, ADF.	Use local shippers, suppliers & labour; wholesale via stores and chains regionally and nationally.
Maple syrup producer	Incorporated joint venture.	Five shareholders share work and manage by consensus. Limited family involvement except for wife of one partner.	Joint venture of unrelated partners. Evaporator unit on trailer can be moved between sites.	Initiated by Aboriginal partner and a farmer who had consulted PFRA. Several partners have diversified farms. All have off-farm work experience, e.g., school teacher.	PFRA provided information and equipment. Local RDC provided business consultation and had temporary equity position.	Indian partner taps trees on reserve. Other trees tapped on neighbour farms. Final processing in kitchen rented from local restaurant.
Fruit Producers	Joint venture involving a dozen partners from local farm and nonfarm households. Considering limited partnership.	Work collectively on major tasks (planting orchard, irrigation installation). Share maintenance tasks. Age range 30–60.	Viewed as social and economic project. Studying options for processing and marketing berries.	Past RDC director originated idea. Friends linked through local Lion's Club became partner-investors. Meetings called to seek additional partners.	PFRA designed irrigation system and funded water tests. Use former RM well in return for upkeep and public access. Seek to purchase former pasture land leased from province.	Local town council supportive. Partners good friends, belong to the same organizations. Credit small-town atmosphere with successful formation of joint venture.

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	Business Form	Household and Labour Relations	Organizational Innovations	History and Context	Public Agency and Industry Links	Local Linkages and Challenges
Production co-operative and speciality crop processor	Intergenerational production co-operative in joint venture with major co-operative to run speciality crop cleaning plant.	Five member-operators plus 2-3 hired men. Hired manager at off-farm plant. Runs seven days/wk with two shifts/day. Export to Central and South America, Middle East and Africa. Spouses run small businesses locally.	Value-added diversification. Sought partnership with grain firm (which took minority position). JV income split equally among farm members. Farm income split according to land and labour contributions.	Co-operative farm started by three families. Second generation developed seed-cleaning business. Formed joint venture to expand at rail-line site, included elevator slated for closure.	Used established consulting firm to do feasibility study. Co-operative structure allowed new ventures and partnering with larger organizations.	Original partners in production co-operative farm were neighbours and family. Farm has history of custom work in region. Strong connections to farm and business community.
Trailer manufacturer	Closely held corporation and joint venture with distributor.	Hired general manager; several dozen workers, mostly local. Constant effort to locate skilled labour. Employee compensation above industry average; managers involved in profit sharing.	Sole proprietorship plus investment in partner firm providing parts & distribution. Farm provided base for trailer firm and now custom farmed by neighbour.	Family farm required trailer to transport combine header; manufactured additional trailers on farm in response to local demand.	NRC, SRC provided technical support. U. of Regina Co-op Work Program provided student employees.	Expanded factory in local community despite challenges to distribution and sourcing of inputs. Financial and service donations to local projects. Hopes to keep business in family.
Family farm and farm directory company	Family farm and non-family corporation.	Two principal shareholders active in business. Employ 15 sales reps, 5 office staff. Wife of principal runs additional farm-based riding business.	Joint venture initiated by farmer partner. Rural base lends legitimacy. Desktop publishing and sales do not require a storefront.	Principals experienced in agriculture, business, and public service. Saw opportunity to market unique product.	PARD funding to explore US market. PIMA membership added markets. Added input directory tendered by government.	Strong ties in agriculture and business. Local business supportive (credit, etc.). Local post office crucial. Easy highway and city access.

Table 4.1: Case Studies in Diversification: Summary of Social and Organizational Factor (continued)

	Business Form	Household and Labour Relations	Organizational Innovations	History and Context	Public Agency and Industry Links	Local Linkages and Challenges
Abattoir serving niche markets	Partnership.	Two active partners in operation plus a skilled meat cutter and four casual employees.	Joint venture. One partner had farmland on which abattoir located. Elected to build to federal standards so they could sell in other provinces.	Identified business opportunity in niche markets serving ethnic consumers and exotic livestock producers. One partner has abattoir experience. Other partner has MBA.	Food Production and Inspection Branch, Agriculture & Agri-Food Canada provided advice and approved facilities	Serve local specialty livestock producers. Strong links to ethnic markets. Transportation challenges: small loads, distance to highway, few carriers, high prices.
Custom Feedlot	Farmer and manager-owned joint venture.	Managing partner and spouse own significant shares. Four farmer partners. Experienced workers mean lower vet bills. Six employees. Managers live on-site.	Cater to smaller feeders with lots of 20–50 head, mostly for finishing. Good place for local farmers to sell barley that does not make malting. Recruit cattle investors via advertising, personal networks in cattle business. Welcome visitors.	Partners bought in because saw need for a feedlot in the area. Local bank provides operating capital. Managers bring experience in agribusiness and custom farming. Cattle volume and profits up and down with interest rates, commodity prices, programs.	Belong to Sask Cattle Feeders Assoc., a small organization. Receive advice, technical support from SAF. Stabilization programs useful but come and go.	Seek additional shareholders. Location facilitates access to markets and inputs. Protected site, good quality water. Captures most economies of size when near capacity. Challenge keeping lot full, balancing shareholder and company interests.
Hog barn and feed mill	Limited partnership.	Livestock management services co. owns 50% of Class A shares and manages barn. When fully operational will employ 5 full time.	Purchase of >4 limited partnership units (@ \$5,000/unit) entitles investors to deliver 80 tonnes of feed grains to operation. Limited partnership results in tax savings for investors.	Local farmer investors partner with livestock management co. to develop limited partnership. Additional capital raised from bank loans and local sale of debentures.	Directors have links to RDC and SPI. SAF and PFRA provided technical support. Local ACS agents supportive but partnership unable to reach agreement with ACS office.	Directors long-time residents, farmers, and businessmen. Banks, credit unions provided loans to investors and partnership. Sharing info. facilitated sale of shares. Access to utilities expensive.

Table 4.1: Case Studies in Diversification: Summary of Social and Organizational Factors (continued)

	Business Form	Household and Labour Relations	Organizational Innovations	History and Context	Public Agency and Industry Links	Local Linkages and Challenges
Specialized pulse crop processor	Multifamily corporation.	Two brothers run firm. Eleven full-time and six part-time employees. Some are relatives. Plant runs 24 hrs (3 x 8-hr shifts), 7 days/wk.	Sell mostly to export markets. Firm's innovation in processing technology boosts quality and attracts custom processing orders from other companies.	Business started by Grandfather. Passed to son and then grandsons. Family has worked with specialty crops; early processors and exporters.	SEDCO/BDB loan, DREE grant, and private bank credit. CSGA a source of new cultivars.	Quality raw product available locally. Hires locally. Local community stable. Banking done in metro centre. Lack of access to rail line a handicap.
Crop processing enterprise	Joint venture.	Plant employs eight. Raw product provided by local farmer-investors.	Local community investors formed co-operative that sought proposals for joint venture. Chose TNC as partner.	Local farmers mobilized to develop value-added diversification project.	WD funded research. Sask Justice assisted with co-op structure and community bond offering. Additional funding received at latter stage from ADF and PAWBD.	Raised capital via community bonds. RDC provided much support. Women active in venture. Product env. friendly. Sought co-op sector partnership but non-supportive due to risk.
Seed potato project	Joint venture involving local farmers; American farmers (with own corporate entity), local community, provincial agencies.	Seasonal labour hired at planting and harvest. RDC hired consultants and development officer. Farmer-investors provided volunteer organizing effort.	International joint venture. Opportunity to diversify and add value to farm operations using upgraded irrigation system.	One of several related agricultural diversification and intensification projects initiated by RDC representing six communities. Community and regional network of business and farm entrepreneurs.	RDC payed development staff and consultants. SIBED grant. PFRA and SaskWater involved in irrigation system. SEDCO loan. SaskTel upgraded cellular service. Federal grant for airport development.	Local community and producers supportive. Natural gas service an asset. Many inputs purchased locally. Railways not interested in small volume. Location makes truck access costly.

Table 4.1: Case Studies in Diversification: Summary of Social and Organizational Factors (concluded)

	Business Form	Household and Labour Relations	Organizational Innovations	History and Context	Public Agency and Industry Links	Local Linkages and Challenges
Regional meat packer	Corporate joint venture involving marketing board and manager-partner. Asian investor own some machinery in plant.	Unionized (male) labour force for processing. Low turnover, hired via family connections, etc. Job training in-house. Rotate line jobs to reduce injury risk.	Joint venture with farmer-controlled board as majority owner. Process hogs in unique way to preserve quality characteristics for export markets.	Located in regional city. Bought and expanded small, struggling packer. SPI was interested in developing an additional major outlet for pigs.	City provided access to land for expansion and short-term tax abatement. Marketing board took equity position and guarantees for bank loans.	Excellent water, highway, rail access. Good supply of raw product. Motivated local workforce. Share processing technology with anybody interested.
High volume speciality crop processor	Nonfamily dual corporate structure with marketing and seed-cleaning arms.	Two manager-partners and a dozen employees. Two 12-hr. shifts. Profit sharing.	Manager-partners work closely with farmer shareholders, who provide significant share of raw product and capital. Alliance with another processor. Widely dispersed international market.	Founding partners formerly employees of multinational grain company. Investors mostly well-established local farmers who grew specialty crops.	Some directors have personal connections to local REDA board.	Founding partners used local network and customer base to raise capital and build business. Local bank provided credit. By-products fed or processed locally. Ship by rail and truck.
Inland terminal and condo storage	Joint venture between farmer-investors and a TNC grain company to build and operate grain terminal. Additional condominium storage space leased to area farmers.	Fourteen original investors took securities course to sell shares. Received commission. Recruited elevator agent from existing grain elevator.	Condominium storage (99-year lease) sold well due to attractive price and convenience. Operating agreement with TNC partner. All CAB grain consigned by terminal to grain company, which also has right of first refusal on non-CAB grains.	Organizers called public meeting, attended by 350. Class A shares sold to fund feasibility study. Class B shares sold to finance terminal. Corporate partner recruited. Provided loan and took minority equity position (Class C Shares).	Securities commission held monies in trust until threshold minimum of \$1.3 million sold, and other conditions met. Learned from/ modelled on similar terminal projects.	Founding board: established farmers, many with university/business experience. Area supports many of co-operative and community activities. Access to CN and CP lines means when contract with one rail company expires, can potentially switch.