



*Working to ensure that barley is a long term, profitable and internationally competitive crop choice
for Saskatchewan producers*

Strategic Directions: 2018 – 2020

A Framework for the Advancement of Saskatchewan Barley

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Developed by the Saskatchewan Barley Development Commission
with the facilitation and support of



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Executive Summary

The Saskatchewan Barley Development Commission was established in 2013 and is led by a six-person, producer-elected Board of Directors from across Saskatchewan. The mandate of the Commission is defined in the Saskatchewan Barley Development Regulations (2013), which were established from the legislative base of *The Agri-Food Act (2004)*. The purpose of the development of the Saskatchewan Barley Development Commission is to ensure that barley production is promoted with Saskatchewan producers, thereby increasing production and value for both the producer and consumer.

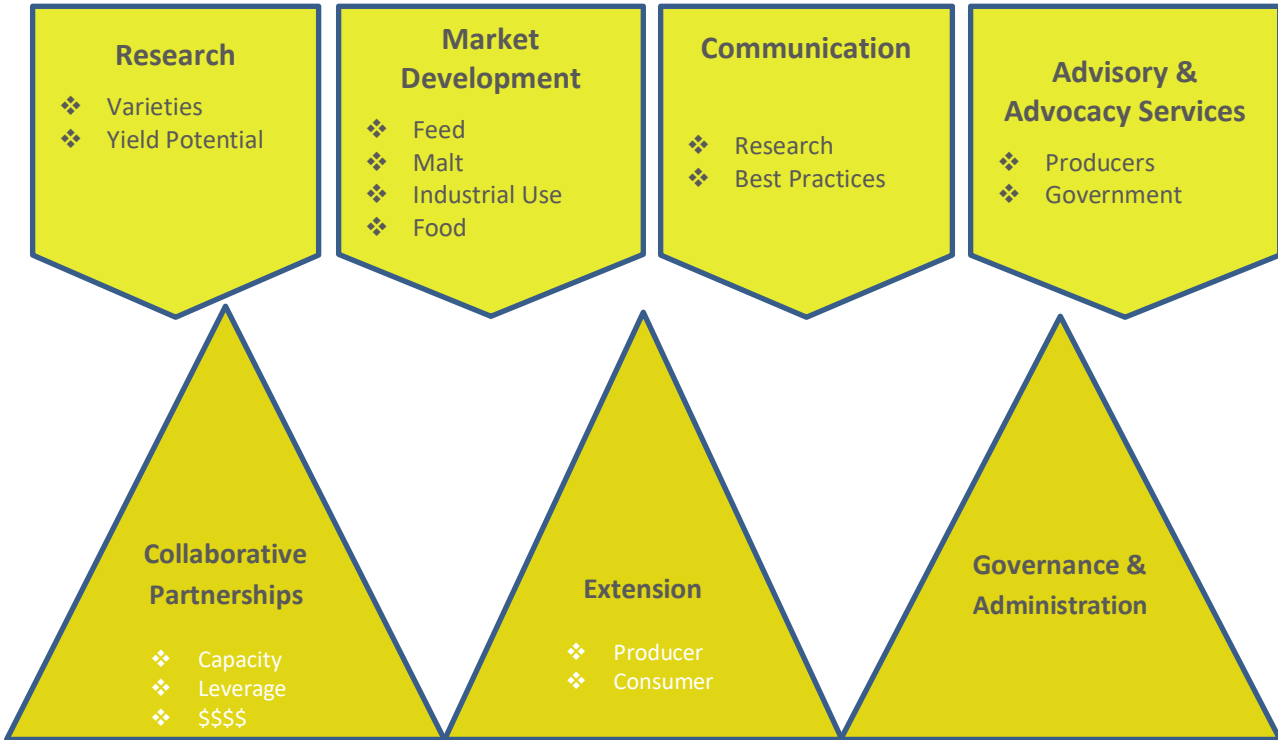
The Saskatchewan Barley Development Commission formulated its Strategic Plan in 2014 and updated it in 2018, to provide transparency to barley producers and a framework to guide decision-making and the direction of the Commission. The strategic priorities of the Saskatchewan Barley Development Commission are research, market development, leadership and collaborative partnerships. The Commission has further determined performance indicators to measure the progression of barley as a feed source, for industrial use, as malt and as a food source. These performance indicators are based on: number of seeded acres, price relationships, markets and market expansion and leveraged funds.



The following chart summarizes the Saskatchewan Barley Development Commission’s strategic direction for 2018 – 2020.



CORE BUSINESS of the Saskatchewan Barley Development Commission:



Background

The Saskatchewan Barley Development Commission was formed in 2013 by the Government of Saskatchewan. The Commission is legislated under *The Agri-Food Act, 2004* and the Barley Development Plan Regulations, 2013. A six-member producer elected Board of Directors form the Commission and this Board is entrusted with establishing direction and providing leadership to the Commission, its producers, industry and government.

The mandate of the Saskatchewan Barley Development Commission is to ensure Saskatchewan barley producers have the leadership and representation needed to strengthen Saskatchewan's competitive advantage in the local, provincial, national and international marketplace. Funded by check-off dollars, the Saskatchewan Barley Development Commission will direct research and market development initiatives designed to increase value for producers.

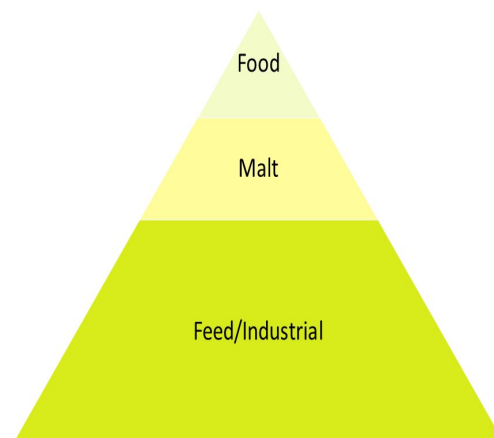
Environmental Scan

The Saskatchewan Barley Development Commission operates within a global marketplace influenced by:

- ❖ Commodity prices
- ❖ Production
- ❖ Consumer trends
- ❖ Market access
- ❖ Agronomic research
- ❖ Industrial diversification
- ❖ Export and trade agreements

Saskatchewan is known to be one of the best barley producing areas in the world. The greatest potential for Saskatchewan barley is in:

- ❖ Feed and industrial use
- ❖ Malt and food products



Barley as food is an ancient grain with potential as a whole grain or fractionalized for its starch, protein, fibre and oil content. Its use as malt is key to producing traditionally brewed beer, craft beer and scotch whiskey.



Barley as feed is a vital component in livestock production. Cattle, hog and poultry producers can benefit from barley as a cost-effective food source for animal growth and development.

Barley as an industrial agent is only beginning to emerge in green and renewable energy research and development.

Given its potential as food, feed or energy, the most important task for the Saskatchewan Barley Development Commission will be developing a brand for Canadian barley as the product of choice for producer and consumer. We must do this by taking the lead in connecting the producer, the consumer, the industry, and likeminded organizations while strengthening partnerships and barley industry voices.

With the goal of maximizing the potential of barley for the Saskatchewan producer and the worldwide consumer, the Saskatchewan Barley Development Commission has established the following strategic framework.

Vision

“To ensure that barley is a long term, profitable and internationally competitive crop choice for Saskatchewan producers.”

Mission

“To identify, develop and support research, market development, and extension initiatives that establish long term profitable and sustainable barley production for Saskatchewan producers.”

Guiding Principles

The Saskatchewan Barley Development Commission is committed to govern and operate by the following guiding principles:

- ❖ Building and sustaining collaborative relationships with other organizations that share common objectives
- ❖ Identifying and leveraging available resources
- ❖ Communicating best management practices for barley production
- ❖ Advocating on behalf of registered producers
- ❖ Maintaining and enhancing Saskatchewan’s brand for quality
- ❖ Demonstrating transparency and good governance



Core Functions

I. Core Business Functions:

- ❖ Research
- ❖ Market Development
- ❖ Communication
- ❖ Advisory & Advocacy

II. Core Operating Functions:

- ❖ Collaborative Partnerships
- ❖ Extension Activities
- ❖ Good Governance
- ❖ Solid Administration

Strategic Directions for 2018 – 2020:

I. Research

The primary goals of research are:

- a. To increase profitability of barley production for barley producers through:
 - ❖ Yield gains and agronomic efficiencies
 - ❖ Varietal uptake
 - ❖ Enhanced desirable market quality characteristics and specifications
 - ❖ Yield parity between malt and feed barley
 - ❖ Best management practices
- b. To understand end user and consumer needs and align barley specifications with production outputs.

Objectives:

- ❖ Assess and quantify barley research capacity in both agronomic and market research to fill gaps in research and information
- ❖ Provide leadership and guide future barley research and development paths
- ❖ Leverage Saskatchewan Barley Development Commission funds with other organizations to maximize research opportunities and potential

II. Market Development

The primary goal of market development is:



- ❖ To promote Saskatchewan barley and value-added barley products for the consumer or end user and provide greater returns to the producer

Objectives:

- ❖ Provide leadership in the alignment of producer and all value chain interests to build a domestic and internationally competitive team approach to barley marketing in collaboration with our national partner, Barley Council of Canada.
- ❖ Guide market research and develop market potential in the areas of:
 - Barley as malt in beer and liquor production
 - Barley as the most viable alternative for livestock feed
 - Barley and barley components as a healthy food choice
 - Barley as a new and emerging product for environmentally friendly and green industrial use
- ❖ Facilitate sound analysis and understanding of market impacts, including transportation of Saskatchewan barley to local, domestic, national and international markets
- ❖ Exploit and expound the characteristics of barley
- ❖ Establish and market a validated 'brand' for Saskatchewan barley

With the interconnectedness between Research and Market Development, there is a need to align these strategic directions to maximize the potential of barley as malt, food, feed and other uses:

- a. Malt barley production will be enhanced by:
 - ❖ Working towards getting variety turnover with end users
 - ❖ Increasing uptake on new varieties
 - ❖ Working with CMBTC to promote better varieties to end user
 - ❖ Increasing variety adoption for malt by industry
- b. Feed barley production will be enhanced by:
 - ❖ Extension/marketing of high yielding agronomy work
 - ❖ Increasing feed usage through efficiency gains or consumer demand
 - ❖ Increasing yields to maintain markets
 - ❖ Driving knowledge about barley's antibiotic properties to both industry & consumer
 - ❖ Expanding current feed markets
- c. Food/industrial barley production will be enhanced by:
 - ❖ Benefits of barley – credence attributes

III. Communications

Just as Research and Market Development are linked, the primary function of Communication must be aligned to support both Research and Market Development.



The primary goal of communication is:

- ❖ To convey trusted, reliable, timely and unbiased information to barley stakeholders, including producers, consumers and value-chain components

Objectives:

- ❖ Providing meaningful production and market information based on research and market analysis
- ❖ Developing multi-media approaches to communicating with registered producers, consumers and stakeholders (current and potential)
- ❖ Developing multi-faceted approaches to garnering input and information from barley producers and product consumers
- ❖ Reporting on the value received from check-off investment

IV. Advisory Services & Advocacy Network

The primary goal of the Saskatchewan Barley Development Commission in the provision of advisory services and advocacy networking is:

- ❖ To ensure that barley producers' interests are articulated and advanced in a focused and consistent manner

Objectives:

- ❖ Working for producers by collaborating with as many like-minded groups as possible to correct market failures
- ❖ Aligning organizations with influence with those of expertise
- ❖ Ensuring that the producer's voices are being heard by government and decision makers
- ❖ Expanding the advocacy network to work towards a "Team Saskatchewan" concept

Operational Objectives

The Saskatchewan Barley Development Commission has established structures and processes to maximize outcomes within the strategic directions, goals and objectives set out above. These include:

- Collaborative Partnerships:** Continue to work collaboratively with key stakeholders through a process that determines like-minded, issue-specific collaborative partnerships, including but not limited to, the leveraging of funds.
- Extension Activities:** Develop producer and consumer education programs based on documented research, best practices and current information.



- C. **Governance:** Establish and adhere to sound governance policies consistent with the mandating legislation and regulations.
- D. **Administration:** Establish and maintain administrative processes and practices to:
- ❖ Evaluate decisions with fiscal responsibility
 - ❖ Explore innovative working, staffing and administrative relationships
 - ❖ Ensure financial transparency
 - ❖ Establish and maintain a reserve fund

Performance Measures

The Saskatchewan Barley Development Commission evaluates and reports on its progress annually to registered producers and to the Agri-Food Council.

The Key Indicator in evaluating performance is commodity viability, as evidenced by:

- | | |
|--|--|
| ❖ Profitability: | #1 key indicator |
| ❖ Reported barley acres in Saskatchewan: | Increase in barley seeded acres |
| ❖ Yield: | Increase in barley yield |
| ❖ Commodity Prices: | Increase in barley prices (malt, feed) |
| ❖ Markets: | Expanded barley markets |
| ❖ Refund requests: | Target < 5% |
| ❖ Leveraged funds: | Increase ratio of leveraged funds |

Performance Measures are linked to Communication as successes and challenges are reported at regular intervals to key stakeholders through the following mechanisms:

- | | |
|----------------------------|-----------|
| ❖ Annual General Meeting: | Annually |
| ❖ Annual Report: | Annually |
| ❖ Newsletter: | 2x /Year |
| ❖ Targeted Communications: | As needed |
| ❖ Twitter: | As needed |

Resources

In order to achieve the desired outcomes, the Saskatchewan Barley Development Commission will continually determine and align the necessary resources through its annual budget and planning activities:

I. Human Resources:

Current:



- ❖ Full-time Executive Director
- ❖ Communications position (contracted, part-time)
- ❖ Bookkeeping and reception services (outsourced)
- ❖ Auditor
- ❖ Speciality services outsourced as required to industry experts

Planned:

- ❖ Retain structure noted above
- ❖ Investigate options for a Research Manager (in-house, out-sourced, or aligned through a Partnership Agreement)
- ❖ Expand Market Development capacity through the Communications Officer, or other in-house or outsourcing options

II. Physical Resources:

Current:

- ❖ Office space
- ❖ Rental space for files and storage
- ❖ IT backup/storage

Planned:

- ❖ Retain current physical capacities noted above
- ❖ Investigate IT / IM solutions for Board of Directors meetings

III. Financial Resources:

Current:

- ❖ Check-off revenue
- ❖ Annual operating budget
- ❖ Leverage of funds
- ❖ Reserve fund
- ❖ Audit

Planned: Collect – Track – Leverage – Report

- ❖ Retain current financial planning and resourcing
- ❖ Enforcement of Delegation Orders
- ❖ Seek out private funding/new investors

IV. Partnerships:

The following partnerships and industry alignments will be utilized to enhance the capacity of the Saskatchewan Barley Development Commission:

- ❖ Barley Council of Canada



- ❖ Crop Development Center
- ❖ University of Saskatchewan
- ❖ Farm and Food Care Saskatchewan
- ❖ Brewing and Malting Barley Research Institute
- ❖ Canadian Malting Barley Technical Center
- ❖ Other provincial commissions/associations
- ❖ Federal and Provincial Governments
- ❖ Beer Canada

Conclusion

The Saskatchewan Barley Development Commission is committed to barley research and market development as a means to increase production and profitability for barley producers in Saskatchewan. The sharing of research-based information is a core function of the Commission. The Commission will utilize research, market development, diversification and consumer trends to maximize opportunities for barley production for food, malt, feed and industrial use. The Commission will evaluate its progress annually against performance measures established in this plan and will communicate its findings to producers and other stakeholders in the barley value-chain. Success will be predicated on collaborative working partnerships and the leverage of funds necessary to achieve the strategic directions from 2018 to 2020.