

SASKBARLEY STRATEGIC DIRECTION

2021-2023

Advancing Saskatchewan Barley



EXECUTIVE SUMMARY

Established in 2013, the Saskatchewan Barley Development Commission (SaskBarley) is led by a six-person, producer-elected Board of Directors from across Saskatchewan.

The mandate of the Commission, as defined in the Saskatchewan Barley Development Regulations (2013) under the Agri-Food Act (2004), is to lead in the development and promotion of Saskatchewan-grown barley in the domestic and international marketplaces.

SaskBarley's strategic priorities are research, market development, communications, and advisory and advocacy. We aim to achieve our goals in these areas through strategic leadership and collaborative partnerships. We also have specific performance metrics in place to measure the progression of barley production in Saskatchewan as well as transparency within our operations, our investments and our governance.



OUR VISION

Barley is a long term, profitable and internationally competitive crop choice for Saskatchewan producers.

OUR MISSION

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

OUR GUIDING PRINCIPLES

- Advocating on behalf of registered producers as it relates to our mission and vision
- Maintaining and enhancing Saskatchewan's brand for quality
- Communicating best management practices for barley production
- Demonstrating transparency and good governance
- Building and sustaining collaborative relationships with organizations that share common objectives
- Identifying and leveraging available resources
- Maintaining an organization that is nimble and responsive to issues affecting Saskatchewan barley producers



VALUE PROPOSITIONS

SaskBarley delivers value to registered producers through management and investment in research, market development, communications and advisory and advocacy activities. Producer dollars, collected through the barley check-off, fund key initiatives that increase net profitability for Saskatchewan barley producers.

RESEARCH

Overview

SaskBarley invests in research programs and projects that address current and future production issues facing Saskatchewan barley producers.

2021-23 goals

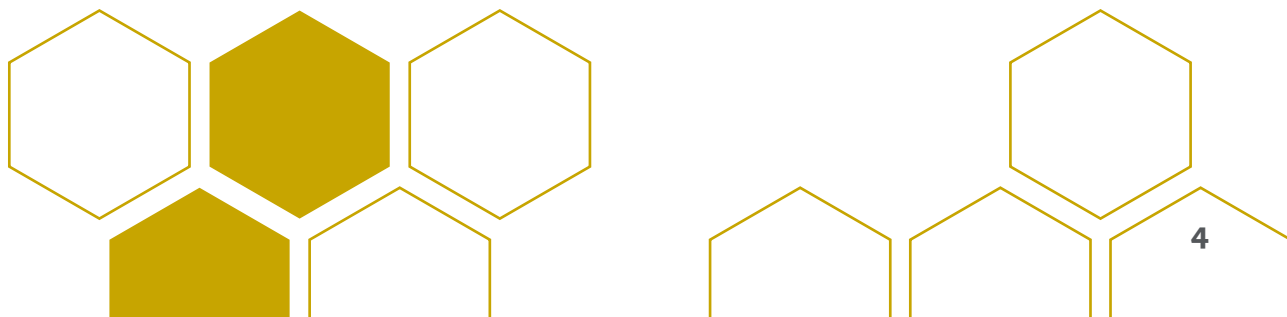
- Invest 65% of annual budget in high quality research initiatives that will benefit Saskatchewan barley producers.

Objectives

- 1) Participate in research calls and collaborate with other stakeholders to fund high quality research projects.
- 2) Increase yields and improve agronomic characteristics in new varieties to provide sustainable barley production.
- 3) Enhance desirable market quality characteristics and specifications in new varieties.
- 4) Continually update best management practices for Saskatchewan barley.
- 5) Maximize the potential of barley as feed.

How we will measure this

- Monitor the proportion of overall budget invested in research to support the goal of 65%.
- Ensure registered producers are receiving a healthy return on research investments for their levy contributions.
- For every \$1 of producer money invested from SaskBarley leverage \$2 from other investors
- Track the number of projects funded in the barley industry and the number of researchers working in the barley industry.
- Track the number of varieties in the SaskSeed Guide that have improved agronomic characteristics over a 10 year period.



MARKET DEVELOPMENT

Overview

SaskBarley-funded market development initiatives promote Saskatchewan feed, malt and food barley and value-added barley products.

2021-23 goals

- Promote Canada's feed, malt and food barley and value added products to provide greater net return to SK producers.

Objectives

- 1) Promote the increased acceptance and uptake of new malt barley varieties with the value chain.
- 2) Support the promotion of Canadian malt barley as a high quality product to current end users.
- 3) Support the development of new barley markets both domestically and internationally.
- 4) Ensure barley is promoted as a preferred feed choice.
- 5) Continually support and promote barley as part of a healthy balanced diet.
- 6) Explore the potential of barley in industrial and non-traditional applications.

How we will measure this

- Support market development work to add one new export market with 10,000 tonnes in sales.
- In partnership with CBMTC and other stakeholders, continue at least one in-coming/out-going mission maintaining major markets (ie, China, Japan and the U.S.) per market per year.
- Semi-annual report from CMBTC to track progress on market development activities.
- Track market signals of new variety acceptance from the Variety Acceptance Working Group.
- Track engagement levels across the feed, food and industrial/non-traditional markets.



COMMUNICATIONS AND PRODUCER RELATIONS

Overview

SaskBarley's communications program ensures we are providing trusted, reliable, timely, and unbiased information to barley stakeholders.

2021-23 goals

- Convey relevant and valuable information to producers, consumers and value chain contributors.

Objectives

- 1) Fully and completely communicate SaskBarley activities to producers.
- 2) Promote value of levy contributions to producers and industry stakeholders.
- 3) Maintain digital media presence as suite of resources with up to date information.
- 4) Work with other commissions, provincial government and industry to leverage communication activities and reach.

How we will measure this

- Increase the audience and traction for all SaskBarley communications, as measured through analytics.
- Measure digital footprint through social media;
 - ▶ Double audience for newsletter.
 - ▶ Increase website traffic by 25% annually.
- Increase producer engagement with SaskBarley.
- Increase agronomic focused information.



ADVISORY/ADVOCACY

Overview

SaskBarley's advisory/advocacy projects ensure Saskatchewan barley producers' interests are represented where and when needed.

2021-23 goals

- Ensure barley producers' interests are articulated and advanced in a focused and consistent manner.

Objectives

- 1) Advocate for legislative and regulatory frameworks to maintain and advance interests of Saskatchewan barley producers.
- 2) Build and maintain strategic partnerships with other organizations to enhance advocacy efforts.
- 3) Support and participate in general public education activities on modern farming practices.

How we will measure this

- Ensure Saskatchewan barley producers are represented at a provincial, national and international level on major issues and policies that affect the barley industry through engagement with stakeholders.
- Proportion of responses/engagements on issues affecting Saskatchewan barley producers.
- Proportion of responses/engagements in collaboration with partner organizations.
- Support of Farm and Food Care Saskatchewan (FFCS) and Ag in the Classroom (AITC).

MOVING FORWARD

Following nine years of growth and development, SaskBarley will evolve in 2022, as three long-serving board members are retiring and making space for new members to join the organization. The current Board and key staff members will work to establish a smooth transition, to maintain our strong governance and leadership attributes while onboarding new Board members.

Moving forward we will continue to prioritize collaborative working partnerships and leveraging funds to achieve our goals for 2021-2023.

As our organization and industry evolves, we will maintain our focus on increasing the value and production of barley as a source of food, feed and malt. We will also continue to explore and expand barley's potential and opportunities through research and marketing.

