



Saskatchewan Barley Development Commission Strategic Plan 2014

*As prepared by Morris Interactive
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Executive Summary

The Saskatchewan Barley Development Commission was established in 2013 and is led by a farmer-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 farmers, thereby increasing production and value for both the producer and consumer.

The Saskatchewan Barley Development Commission has formulated a Strategic Plan to provide transparency to barley farmers and a framework to guide decision-making and the direction of the Commission. As a new organization, the plan is the first such document of its nature and is described as a living document intended to be updated every two years, as well as following the staggered elections for the Board of Directors positions. The initial plan is intended to provide strategic directions for the next two to five years, with a complete review and rewrite in 2019 at the latest.

Beginning in 2014, the Saskatchewan Barley Development Commission will embark on strategic directions in the areas of:

- ❖ Agronomic Research
- ❖ Market Development
- ❖ Communications
- ❖ Advisory and Advocacy Services

These strategic directions will be supported by an operational framework built on:

- ❖ Collaboration and Partnerships
- ❖ Education
- ❖ Governance
- ❖ Administration

The Commission has further determined performance indicators to measure the progression of barley as food, feed and for commercial uses. These performance indicators are based on:

- ❖ Number of seeded acres
- ❖ Price relationships
- ❖ Markets and market expansion
- ❖ Leveraged funds

The following chart summarizes the Saskatchewan Barley Development Commission's strategic direction for 2014 – 2019:

Vision Statement

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

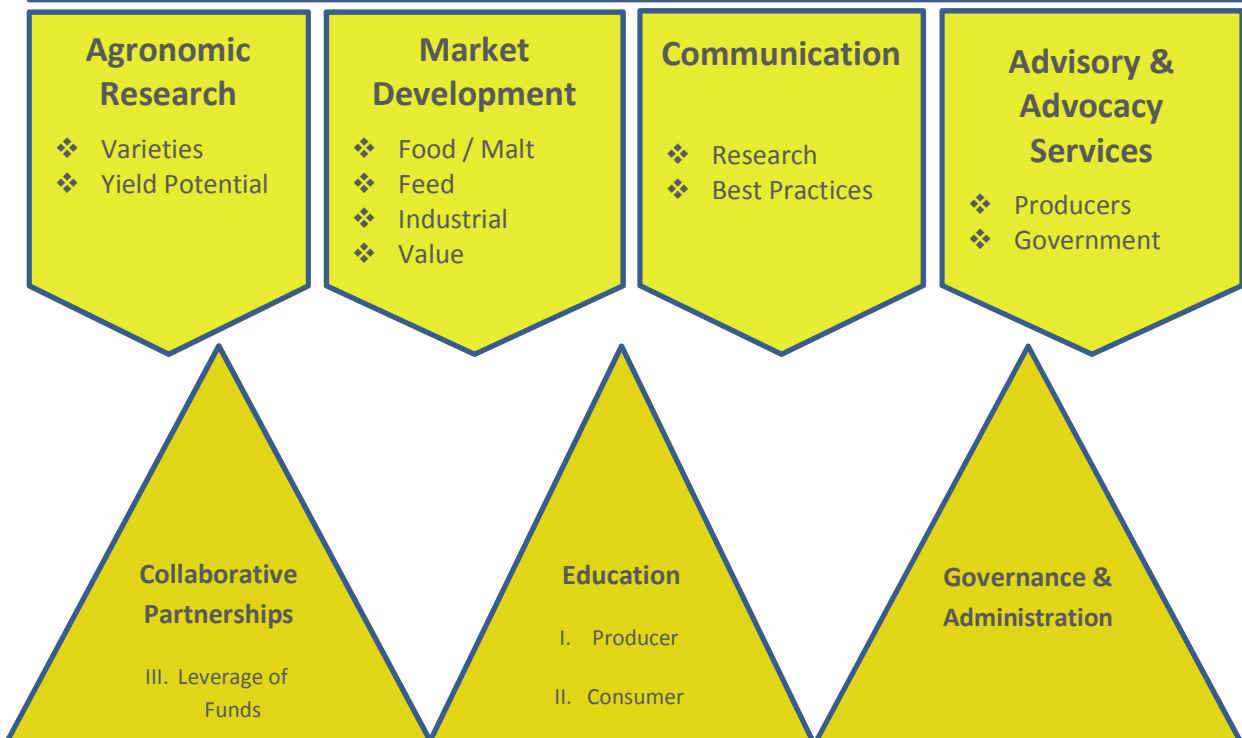
Mission Statement

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

Guiding Principles

- ❖ Accountability to registered producers.
- ❖ 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 (first point of contact).
- ❖ Maintaining and enhancing Canada’s brand for quality.
- ❖ Demonstrating transparency and good governance.

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 Board of Directors forms the Commission and is entrusted with its leadership and direction.

An interim Board of Directors was first appointed in 2012, followed by the election of a producer-driven Board of Directors in December 2013. The mandate of the Saskatchewan Barley Development Commission is to ensure Saskatchewan barley farmers' interests have the leadership and representation needed to strengthen Saskatchewan's competitive advantage in the 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 farmers.

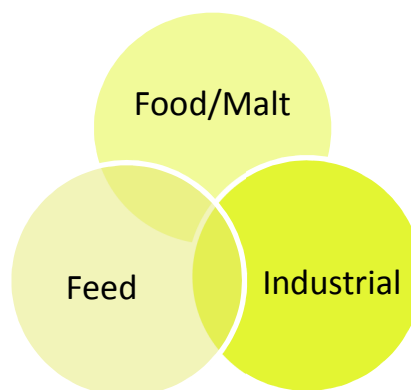
Environmental Scan

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

- ❖ Consumer trends for healthy food choices, which includes special diet considerations as well as production methods.
- ❖ Market access - including transportation issues.
- ❖ Agronomic research - which is currently focused on other crops.
- ❖ Industrial diversification such as the use of barley in potash production.
- ❖ Export and trade agreements.

Barley's greatest potential lies in its capacity as:

- ❖ Food, including Malt
- ❖ Feed
- ❖ Industrial use



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

Vision Statement

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

Mission Statement

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

Guiding Principles

The Saskatchewan Barley Development Commission is committed to the following guiding principles:

- ❖ Accountability to registered producers.
- ❖ 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 (first point of contact).
- ❖ Maintaining and enhancing Canada’s brand for quality.
- ❖ Demonstrating transparency and good governance.

Core Functions

The Saskatchewan Barley Development Commission has identified its core functions related to its business and operations as:

- I. Core Business Functions:**
 - ❖ Agronomic Research
 - ❖ Market Development
 - ❖ Communication
 - ❖ Advisory & Advocacy

- II. Core Operating Functions:**
- ❖ Collaborative Partnerships
 - ❖ Education
 - ❖ Governance
 - ❖ Administration

Strategic Directions

I. The Saskatchewan Barley Development Commission will support and direct Agronomic Research.

The primary goal of agronomic research is to increase profitability of barley production for barley farmers through:

- ❖ Yield gains and agronomic efficiencies
- ❖ Enhanced desirable market quality characteristics
- ❖ Best management practices

Objectives:

- ❖ Assess and quantify barley research capacity (in both variety development and agronomic research) to fill gaps in research and information.
- ❖ Explore future barley research and development paths.
- ❖ Leverage Saskatchewan Barley Development Commission funds with other organizations to maximize research opportunities and potential.

II. The Saskatchewan Barley Development Commission will enhance Market Development for barley.

The primary goal of market development is:

- ❖ To promote Canadian barley products that increase value and provide greater returns to the producer.

Objectives:

- ❖ Provide leadership toward the alignment of producer and all value chain interests to build an internationally-competitive team approach.
- ❖ Facilitate sound analysis and understanding of market impacts.
- ❖ Work with industry to develop a price discovery mechanism.
- ❖ Assess and develop market potential in areas of food, feed and industrial uses.

III. The Saskatchewan Barley Development Commission will enhance Communications related to barley and the work of the Commission.

The primary goal of communication is:

- ❖ To convey timely and accurate information to the producer, the consumer and the potential industrial user.

Objectives:

- ❖ Develop multi-media approaches to communicate with registered producers, consumers and potential markets.
- ❖ Provide extension of meaningful production and market information.
- ❖ Reinforce the value received from check-off investment.

IV. The Saskatchewan Barley Development Commission will function as an Advisory service & Advocacy network.

The primary goal of advisory and advocacy will be:

- ❖ To ensure that barley farmers' interests are articulated and advanced.

Operational Objectives

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

- I. **Collaborative Partnerships:** Work collaboratively with key stakeholders through a process that determines issue-specific collaborative partnerships, including but not limited to, the leverage of funds.
- II. **Education:** Develop producer and consumer education programs based on documented research, best practices and current information.
- III. **Governance:** Establish and adhere to sound governance policies consistent with the mandating legislation and regulations.

IV. **Administration:** Establish 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 will evaluate and report on its progress annually to registered producers and to government. Key indicators in evaluating performance will be:

- ❖ Reported barley acres in Saskatchewan market expansion.
- ❖ Refund requests
- ❖ Leveraged funds

Resources

In order to achieve the desired outcomes, the Saskatchewan Barley Development Commission will determine and align the necessary resources:

I. Human Resources:

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

II. Physical Resources:

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

III. Financial Resources:

- ❖ Check-off revenue
- ❖ Annual operating budget
- ❖ Leverage of funds

- ❖ Reserve fund
- ❖ Audit

IV. Partnerships:

- ❖ Barley Council of Canada
- ❖ Governments at all levels
- ❖ All other commissions
- ❖ Research organizations

Conclusion

The Saskatchewan Barley Development Commission is committed to barley research and market development as a means to increase production and profitability for barley farmers. The sharing of research-based information is a core function of the Commission. The Commission will utilize research, market diversification and consumer trends to maximize opportunities for barley production for food, 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 government. Success will be predicated on collaborative working relationships and the leverage of funds necessary to achieve the strategic directions over the next two to five years.