

ANNUAL REPORT
2018-19

ABOUT US

The Saskatchewan Barley Development Commission (SaskBarley) was established in 2013 and is led by a producer-elected Board of Directors from across Saskatchewan. SaskBarley's purpose is to increase the production and value of barley for both the producer and consumer.

VISION STATEMENT

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

MISSION STATEMENT

To identify, develop and support research, market development, and extension initiatives that ensure the long-term profitability and sustainability of barley for Saskatchewan producers.

GUIDING PRINCIPLES

- Advocating on behalf of registered producers
- 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



Back row, left to right: Cam Goff, Zenneth Faye, Allen Kuhlmann, Keith Rueve
Front row, left to right: Jason Skotheim, Brent Johnson

BOARD

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CHAIR'S MESSAGE

It's been another positive year for barley in our province, despite the many challenges we faced this year.

According to the Canadian Grain Commission (CGC), Canada's 2018-19 barley exports reached 2.2 million tonnes by the end of July. This compares with 1.9 million tonnes in 2017-18 and a five-year average of 1.4 million tonnes.

The CGC also reported increased exports this year to Japan, as well as some significant feed barley exports to the Middle East including Kuwait and Oman. Canada also exported some quantities of malting barley to Argentina and South Korea.

Although exports to China fell somewhat, trade estimates suggest malting barley sales to China were flat year over year at about 1.3 million tonnes.

At SaskBarley, our check-off revenues continued to be strong. This is good news for you, the producer, as we have committed to spending approximately half of that revenue on research and development initiatives. These initiatives include breeding programs that are developing new varieties with improved yields and disease resistance, research looking at how to improve agronomic efficiencies for growing barley in our province, and more.

To see a specific list of projects and initiatives we have supported in the past year, flip to Pg. 7.

Over the past year we made progress on some of our other big goals. For example, we have been leading efforts to finalize core breeding agreements amongst other Western Canadian funding partners to support long-term breeding programs for barley, including the one at the University of Saskatchewan's Crop Development Centre (CDC) and the Agriculture & Agri-Food Canada program at the Brandon Research Centre. These programs, often fuelled on input from producers, are focused on breeding new and improved varieties for you to grow on your farm and getting them into your hands faster than ever before.

Throughout the past year we have also met with the Canadian Barley Roundtable, a group made up of members of the national barley value chain. One of our main goals in these meetings was achieving greater coordination and collaboration in the sector in order to support a sustainable value chain. One of the main themes to come out of this group's discussions was the need to

enhance and formalize the already emerging process for variety acceptance that identifies market needs, establishes priorities and communicates results. The industry has already been working on this goal and SaskBarley has been and will continue to support this process going forward.

Another main theme to come out of these discussions was the need for enhanced alignment of all barley-related organizations so that industry is able to speak with one voice. The group also felt that greater communication and collaboration among the entire value chain is critical for the success of the industry. In order to achieve these goals, the group has helped orchestrate a restructuring of the Barley Council of Canada (BCC), better positioning the organization to serve as a stronger, more visible voice of Canada's barley industry and a leader on market access and policy issues. Our Board has been heavily involved with providing input on these changes and helping with their implementation.

Once again this year, I have to thank you for your ongoing support of our organization, made in the form of your check-off dollars and your trust in our Board to act on your behalf.

As always we encourage you to get in touch with any of our Directors at any time.

Jason Skotheim, Chair



EXECUTIVE DIRECTOR'S MESSAGE

Since beginning in this position four years ago now, I have learned that there is one constant in the barley world – it's always changing!

Another year seems to have flown by and I am once again writing a report about it.

But as I take stock, I am proud to say that our lean organization, guided by our hardworking and committed Board of Directors, has made significant progress once again.

Our major priorities as an organization have been clear since our inception: investing in research and market development initiatives that aim to grow the industry,

and also to act as an advocate on behalf of SK barley producers. You will see the progress we've made in these areas highlighted throughout this report, and in Jason's "chair's message."

But another priority, with less emphasis on it, has been under our "advisory" function. We want to take the information we are learning from the research world, as well as information that affects Saskatchewan barley producers, and get it out in front of you.

To do so, we needed to grow our presence amongst Saskatchewan barley producers, so that you know who we are and what we do on your behalf.

This is not an overnight goal – it takes time to earn your attention and trust. But we have made progress slowly over the years and this past year I am happy to say I've seen more progress than ever.

For one, we have had a greater physical presence in the farming community throughout 2018/19 than ever before. We participated in several meetings, shows and events across the province. These included the Crop Production Show, CropSphere, Ag in Motion and Agribition (which collectively reach more than 150,000 attendees a year). We also participated in smaller, more targeted events this past year, sponsoring SaskCanola's Top Notch Farming meetings, which were held in five locations across the province this past February and aimed to help producers

learn more about growing and marketing crops in their area. We were also a funding partner, along with SaskWheat and SaskCanola, for two Grade School events held in late 2018 in Swift Current and Humboldt. These smaller, targeted sessions are designed to help producers better understand degrading factors for their grain, as well as factors that go into their marketing contracts. We also sponsored all of the Agri-ARM field days this past summer, held at the organization's eight sites spanning the province and we had a SaskBarley representative at most of these meetings. It was a great opportunity for us to support the wonderful and local research that takes place at each of these sites (each with a focus on barley) and also for our Directors to get out and talk to producers across the province.

In terms of consumer outreach, we sponsored the Farm & Food Care Saskatchewan media tour this past June, which hosted approximately 20 high-profile food influencers from across North America, helping them learn about food production in Saskatchewan and specifically the benefits of Saskatchewan-grown barley. We also sponsored a follow-up tour for students, which hosted 80 University of Saskatchewan students, helping them gain a strong understanding of our agricultural world and the health benefits of barley.

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Some of you may follow us online, via our website, Twitter and/or email updates. This past year we've seen more online engagement than ever before, which aligns with projections that farmers are becoming more and more technically savvy. We appreciate your engagement however it comes and we always encourage and welcome your engagement online.

One discussion we'd like to engage you in more this winter is in the discussions around value creation. As you have probably heard by now, late last year Agriculture and Agri-Food Canada (AAFC) and the Canadian

Food Inspection Agency (CFIA) proposed changes to the way new varieties of wheat, barley and other Canadian crops are developed in Canada. Since then, SaskBarley has been vocal in responding that any changes must be evaluated on a crop-by-crop basis, as barley will be uniquely affected by proposed changes. Further analysis and consultations are needed to ensure any changes are creating value for producers.

We have received some positive response to this message but the process was put on hold for the federal elections this fall and consequently stalled. We expect the conversation,

and consultations, will pick up again this winter. At that time we will continue to advocate for the rights of barley producers in Saskatchewan and push our messaging on this issue and we encourage you to become a part of this conversation (visit our website to learn more).

And once again, on behalf of SaskBarley, thank you all for your support over the past year. We look forward to another successful year.

Jill McDonald,
Executive Director



RESEARCH

Program goals

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

Program objectives

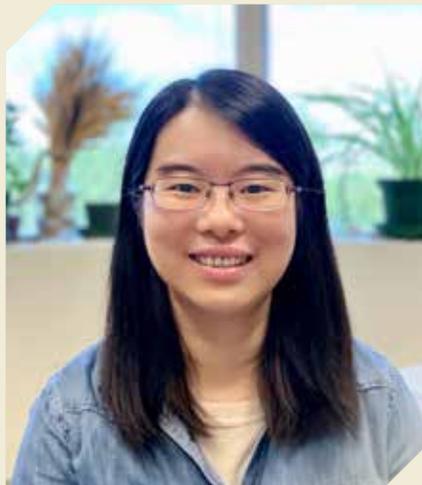
- Assess and quantify barley research capacity in both agronomic and market research
- Fill gaps in research and information
- Provide leadership and guide future barley research and development paths
- Leverage Saskatchewan Barley Development Commission funds with other organizations to maximize research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

Scholarships

The Saskatchewan Barley Development Commission (SaskBarley) has issued two, \$5000 graduate-level scholarships for 2019. The scholarship program, newly introduced in 2019, is a channel for SaskBarley to invest in university students who are carrying out research that meets SaskBarley's long-term goals, says Board Chair Jason Skotheim.

"Our organization's mission is to help ensure barley is a long term, profitable and internationally competitive crop choice for Saskatchewan producers," he says. "Specifically, we are interested in increasing production and value for barley producers, of both malt and feed varieties. Our two successful applicants this year are both doing innovative and exciting work in these areas."

The two successful applicants for 2019 are:



- **Fan Yang.** A PhD student in the University of Saskatchewan's Department of Plant Sciences, Fan is currently researching *Ruhq*, a gene that is resistant to covered smut,

with the overall goal of helping breeders incorporate effective covered smut resistance into future varieties by developing tightly linked molecular markers to the *Ruhq* gene.



- **Coleman Nixdorff.** Currently completing a Master's degree in the University of Saskatchewan's Animal Science program, Coleman is researching how processing feed barley affects the performance parameters, carcass qualities and starch digestibility of finishing feedlot cattle. His overall goal is to quantify the economic benefit of barley as feed, in order to maintain and increase demand for Western Canadian feed barley.

RESEARCH INVESTMENTS FOR 2018/2019

Using barley grain in livestock feed rations (various projects)

2019-2024

SaskBarley investment \$250,000

This funding will support a variety of projects at the University of Saskatchewan that aim to determine how to optimize barley for use in livestock feed rations, specifically by:

- Determining optimal combinations of dry rolled barley grain when fed in diets with steam-flaked corn
- Addressing high fecal starch concentrations in diets based on dry-rolled barley grain
- Using high-moisture barley grain in backgrounding and finishing diets for feedlot cattle
- Evaluating the inclusion rate of steam-flaked barley as a partial replacement for dry-rolled barley in diets for finishing cattle
- Re-evaluating the severity of processing required for barley grain in diets for beef cattle fed high-forage systems
- Evaluating the inclusion rate of steam-flaked barley as a partial replacement for dry-rolled barley in diets for dairy cattle
- Reducing deoxynivalenol (DON) in fusarium-infected barley through sorting, physical and chemical treatments
- Determining the effect of long-term exposure to feeding mycotoxin-contaminated diets on growth performance of grower-finisher pigs

Searching for resistance to stripe rust and Fusarium head blight in barley

2019-2021

SaskBarley investment \$70,000

This project aims to screen part of the Plant Gene Resources of Canada (PGRC) barley collection of accessions and Crop Development Centre (CDC) breeding lines for stripe rust resistance and identify the most promising lines/germplasm with all-stage resistance to stripe rust. The long-term goal is to utilize PGRC material to enrich diversity and deploy favourable traits in elite barley lines/cultivars.

The project also aims to evaluate the potential of the detached leaf assay as a new technique to rapidly screen thousands of lines at the seedling stage for resistance to FHB and DON accumulation to complement or possibly reduce the amount of field screening of susceptible lines.

Industrial Research Chair Renewal - Agri-Food Innovation and Sustainability

2019-2020

SaskBarley investment: \$50,000

Funding partners:

This investment will support the Agri-Food Innovation and Sustainability Chair in Saskatchewan, a position that aims to address problems regarding the use of regulations as international trade barriers that have the very real probability of negatively impacting food security by restricting developing country farmers from accessing the full variety of tools possible.

Funding provided by industry sponsors such as SaskBarley allow the Chair to lead research

and improve the understanding of new crop genetics by focusing on the core issues of governance, regulation and trade in order to add value to the genomic sciences.

Maintaining a competitive edge in China: Understanding quality needs of the Chinese brewing sector and the competition

2019-2020

SaskBarley investment: \$49,000

Funding partners:

Under this study the CMBTC is engaging with Chinese malting and brewing companies to better understand current and future quality requirements and interests, with the end goal of ensuring we continue to be a supplier of choice and maintain our edge in an increasingly competitive trading environment.

ONGOING RESEARCH INVESTMENTS

Agriculture & Agri-Food Canada barley cluster

May 2018-April 2023

SaskBarley investment: \$1.4 million over five years

Funding partners: Alberta Barley, BMBRI, MWBGA, WGRF, CFCRA

We committed \$280/year over five years to the second phase of the barley cluster program, a federal program that aims to grow the barley industry by investing in research and development activities that bring innovation to the sector and help industry bring the results of research and development to market through adoption/commercialization.

In the current phase of the cluster (2018-2023), Agriculture and Agri-

Food Canada matched the barley industry's investment at a ratio of 3:1, contributing \$8 million.

More specifically the research will aim to ensure that agronomic productivity and disease resistance improvements are achieved so that barley is a competitive cereal crop choice for producers in rotation with other major crops. It will also aim to ensure that processing quality traits are maintained or improved to satisfy the diverse and evolving end-use customer needs both domestically and internationally.

For a detailed overview of all the CAP Barley Cluster projects, visit www.growbarley.com

Core breeding agreement with the Crop Development Centre and Western Grains Research Foundation

January 2015-December 2019

SaskBarley investment: \$90,000 per year

Funding partners: Alberta Barley, MWBGA, WGRF

This ongoing research, funded in partnership with the Western Grains Research Foundation and carried out through the University of Saskatchewan's Crop Development Centre, focuses on breeding new malt, hulless and general purpose barley varieties with improved agronomics, physical grain quality, disease resistance, and end-use market attributes.

ADVOCACY AND ADVISORY

Program objective:

- Ensure that barley producers' interests are articulated and advanced

Value creation

In late 2018, Agriculture and Agri-Food Canada (AAFC) and the Canadian Food Inspection Agency (CFIA) proposed changes to the way new varieties of wheat, barley and other Canadian crops are developed in Canada, introducing two potential models for the future. One of these models would rely on end-point royalties and the other would rely on royalties collected by contracts.

SaskBarley has had a strong and vocal reaction since these models were introduced and we have communicated our message consistently to the federal government, bolstered by support from other Western Canadian farm organizations. Our message is that: further analysis and consultations are needed before this proposal can proceed; other models should be considered; and any changes must be evaluated on a crop-by-crop basis, as barley will be uniquely affected.

We received some preliminary positive response from the government on this issue earlier this year, with the production of an economic analysis of proposed changes. However, we feel there is much more work to be done. The issue was put on hold during the federal election period but we plan to stay on top of it and continue to advocate for Saskatchewan barley producers going forward.

Barley Council of Canada evolution

There have been some changes within the industry this past year, including a restructuring of the Barley Council of Canada. Our Board was very involved in providing input to these changes, along with several other barley organizations across Canada, to ensure that the work the organization will do going forward complements our own and that we retain strong partnerships throughout the industry and value chain.

Variety acceptance

We continue to drive forward an initiative on pushing a barley variety acceptance strategy within the industry. This is a particular priority for us, as we have heard from producers that this is a key area of concern for them. Working closely with our industry partners, we feel we are gaining traction on this venture and are excited about some of the new malt barley varieties that are under commercial testing (see CMBTC report on Pg. 11).

Consumer advocacy

In terms of consumer outreach, we sponsored the Farm & Food Care Saskatchewan media tour this past June, which hosted approximately 20 high-profile food influences from across North America, helping them learn about food production in Saskatchewan and specifically the benefits of Saskatchewan-grown barley and its use in producing world-class beer.

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We also sponsored a follow-up tour for students, which hosted 80 University of Saskatchewan students, helping them gain a strong understanding of our agricultural world and the health benefits of barley.

Producer outreach

This past year SaskBarley partook in more producer-focused events than ever before, in an attempt to help barley producers in the province learn more about growing and marketing their crops, to share SaskBarley news and information, and to interact directly with producers while learning about barley issues across the province.

These events, which spanned the province and reached more than 50,000 attendees, included:

- Grade School 2018 (Humboldt & Swift Current)
- Agribition 2018
- CropSphere 2019 (Saskatoon)
- Crop Production Show 2019 (Saskatoon)

- Top Notch 2019 meetings (Lloydminster, North Battleford, Swift Current, Melfort, Humboldt, Davidson)
- AgriArm Field Days 2019 (Scott, Outlook, Indian Head, Swift Current, Redvers, Yorkton, Melfort)
- Ag in Motion 2019 (Langham)



MARKET DEVELOPMENT

Program 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
- Expound the characteristics of barley
- Establish and market a validated brand for Saskatchewan barley

In 2018/19, SaskBarley invested in market development work through domestic activities as well as funding support for the Canadian Malting Barley Technical Centre (CMBTC) and the Barley Council of Canada (BCC).

CMBTC Update

In 2018, Western Canada harvested an excellent quality malting barley crop for the second year running. While conditions were generally hot and dry, sufficient precipitation during the growing season, combined with good weather during the majority of harvest, led to one of the highest selection rates for malting barley in recent years. With ample supplies, Canada was able to execute another large sales program, with malting barley exports reaching 1.3 million tonnes, just shy of the previous year total but well above the long-term average. As a result, the 2018/19 season was extraordinarily busy at the CMBTC with respect to cargo evaluations, with 38 pilot malting and brewing trials completed on barley shipments to China between September 2018 and March 2019.

One of the major highlights of the 2018/19 year was the China New Crop Tour, which took place in August 2018 and hosted representatives from seven of China's largest malting and brewing companies including Tsingtao, Supertime, Hyaline, Xingze, COFCO, JSFEC and Hailar. The tour was conducted in collaboration with grain industry partners (Cargill, Richardson, Viterra and ADM) and with support from SaskBarley and Alberta Barley.

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In November 2018, Dr. Yueshu Li, the CMBTC's Director of Operations, travelled to China to present at the World Beer Conference in Shanghai. This was a fantastic opportunity to promote promising new Canadian malting barley varieties such as AAC Synergy, CDC Bow, AAC Connect and CDC Fraser, as all the major players from China's malting and brewing industry were in attendance. During the trip, Dr. Li also visited Canada's major malting barley customers to discuss new crop quality and trends in China's malting and brewing sectors. One of the major trends discussed at the conference was the "premiumization" of the Chinese beer market, which has consumers shunning low quality, inexpensive products in favour of higher quality options. This is good news for the Canadian barley industry, as it means a growing demand for our high quality product. It also accounts for the uptick in demand from China in recent years.

In terms of market development, the CMBTC engaged with its partners in China throughout 2018/19 and continued to facilitate production trials with new varieties. With the support of Viterra, SaskBarley and the Alberta Barley Commission, 250 tonnes of each AAC Connect and CDC Bow from the 2018 crop were shipped to the city of Dalian in northeast China for malting and brewing production trials. This was the fourth consecutive year that the CMBTC coordinated production trials with new Canadian varieties in China. As a result of this program, several companies in China have approved new Canadian varieties AAC Synergy, CDC Bow and AAC Connect for commercial purchase.

In terms of applied research, the CMBTC had a number of projects on the go in 2018/19, including:

- Barley quality and process factors that result in malt with Premature Yeast Flocculation (PYF)
- Examining and defining flavours and aromas and their precursors in malting barley varieties
- Screening new varieties for dimethyl sulfide (DMS) and its precursors (DMSP)
- Evaluating new Canadian varieties according to South American malting and brewing process conditions
- Maintaining a competitive edge in China: Understanding quality needs of the Chinese brewing sector
- Optimizing the protein blending ratio of high- and low-protein barley to minimize its negative impact on malting and brewing performance
- Evaluating the suitability of Canadian barley in Baiju production in China

Additional highlights from 2018-19:

- As part of quality assessment (cargo quality, new crop and new varieties) and market development and research, the CMBTC ran 84 pilot malting, 380 micro malting and 61 brewing trials.
- Five Malt Academy courses were held (two 3-day and three 1-week), with over 50 participants in attendance.
- Three new members joined the CMBTC: Supertime Malting and Dalian Xingze Malting from China, as well as the US Brewers Association.
- Weekly crop progress updates were issued during the growing season, circulated in English and Chinese.
- New laboratory equipment was purchased with the goal of having full in-house wet chemistry services for malt analysis by 2020.

The Canadian Malting Barley Technical Centre (CMBTC) is an independent, not-for-profit research facility established in 2000 that provides technical services and marketing support to stakeholders in the Canadian malting barley value chain including breeders, farmers, seed companies, processors, exporters, maltsters and brewers.

BARLEY COUNCIL OF CANADA UPDATE

Over the past year, the Barley Council of Canada (BCC) continued to work towards enhancing profitability for the entire barley value chain while undergoing a comprehensive strategic review. This review was inspired by discussions at the Barley Industry Roundtable and Working Group, which considered the needs of the entire value chain and how each barley organization supports these needs.

BCC activities included a proactive strategy aimed at bringing Canada's world-class barley and value-added products to market. Among the target markets is China. BCC continued to partner with Beijing Wahmix Bio-Tech Co. Ltd., an industry-leading company specializing in feed enzyme research and development, production, and application in China, to advocate for the use of Canadian high-protein feed barley in China's feed mill industry. In October 2018, at Wahmix's invitation, then BCC President Phil de Kemp returned to China with Dr. Tim McAllister, a well-known research and ruminant nutrition and microbiology specialist from Agriculture and Agri-Food Canada (AAFC), to host a seminar with major Chinese feed mill companies on how to use and incorporate Canadian barley in their sheep and goat rations. This trip built on BCC's previous work in China by connecting with

producers and users of feed for ruminant animals, in addition to those of swine and poultry species previously targeted. While the strategic review was taking place from fall 2018 through early summer 2019, additional market development activities were paused.

On the research and innovation side, BCC received and is administering the National Barley Cluster on behalf of the provincial barley commissions (AB, SK, MB), Western Grains Research Foundation (WGRF), Brewing and Malting Barley Research Institute (BMBRI) and Canadian Field Crop Research Alliance (CFCRA). The National Barley Cluster is a five-year (starting April 1, 2018), \$10.2 million research project under the Canadian Agricultural Partnership that matches a \$6.3 million investment from AAFC into the future of barley research in Canada with a \$3.9 million investment from the Canadian barley industry. The overarching goals of the cluster research are to accelerate the development of barley varieties through the adoption of best practices in technology, agronomic methods, crop management, and breeding and genetic techniques, and to investigate and develop value-added market applications so that the entire Canadian barley value-chain remains competitive and profitable.



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With the conclusion of the strategic review, a new partnership with Cereals Canada was announced, coming into effect August 1, 2019. BCC is also collaborating more closely with BMBRI on research and with the Canadian Malting Barley Technical Centre (CMBTC) on market development. Moving forward, BCC's relationships with other barley value chain organizations will continue to evolve to best serve the needs of its members and the entire barley value chain.

Upon Phil de Kemp's retirement, Erin Armstrong joined BCC as Executive Director in July 2019.

The Barley Council of Canada (BCC) is recognized as the national voice for barley. We are proud to move forward with initiatives that benefit the entire value chain.

Mission: *Working together to ensure long-term profitability and sustainable growth of Canada's barley industry.*

Vision: *The BCC is a leader and collaborator for the entire value chain. We are focused on growing Canada's barley industry—and its profitability. To achieve this, the BCC provides a focused, national approach that enhances the industry through cooperation, collaboration and innovation.*

SASKATCHEWAN BARLEY DEVELOPMENT COMMISSION

Audited Financial Statements
for the year ending July 31, 2019

Independent Auditors' Report

To the Board of Directors of Saskatchewan Barley Development Commission

Qualified Opinion

We have audited the financial statements of Saskatchewan Barley Development Commission, which comprise the statement of financial position as at July 31, 2019, and the statements of operations, changes in net assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, except for the possible effects of the matter described in the basis for qualified opinion paragraph, these financial statements present fairly, in all material respects, the financial position of Saskatchewan Barley Development Commission as at July 31, 2019, and its financial performance and its cash flows for the year then ended in accordance with accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

The commission collects a levy from Saskatchewan producers through buyers of Barley, the completeness of which is not susceptible of satisfactory audit verification. It was not practical for us to verify whether all buyers of Barley produced in Saskatchewan have collected and remitted the required levy to the commission. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the commission. Therefore, we were not able to determine whether any adjustments might be necessary to revenue, excess of

revenues over expenses and cash flows from operations for year ended July 31, 2019, current assets as at July 31, 2019 and July 31, 2018, and net assets at both the beginning and end of the July 31, 2019 and July 31, 2018 years. The audit opinion on the financial statements for the year ended July 31, 2018 was modified accordingly because of the possible effects of this limitation in scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of Saskatchewan Barley Development Commission in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance to these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary

to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing financial statements, management is responsible for assessing Saskatchewan Barley Development Commission's ability to continue as a going concern, disclosing, as applicable, matters related to the going concern and using the going concern basis of accounting unless management either intends to liquidate Saskatchewan Barley Development Commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Saskatchewan Barley Development Commission's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

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Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatements of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Saskatchewan Barley Development Commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions

that may cast significant doubt on Saskatchewan Barley Development Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause Saskatchewan Barley Development Commission to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

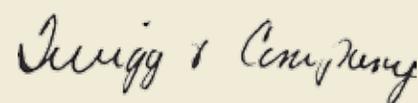
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these

matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

December 5, 2019
Saskatoon, Saskatchewan



Chartered Professional Accountants

Saskatchewan Barley Development Commission

Statement of Financial Position

As at July 31, 2019 — with comparative information for 2018

	2019	2018
	\$	\$
Assets		
Current:		
Cash and cash equivalents	1,354,567	1,824,186
Short-term investments (Note 3)	1,201,256	509,013
Accounts receivable (Note 4)	158,904	212,236
Prepaid expenses	329,224	9,797
	<u>3,043,951</u>	<u>2,555,232</u>
Long Term:		
Long-term investments (Note 3)	1,691,165	664,670
	<u>4,735,116</u>	<u>3,219,902</u>
Liabilities		
Current:		
Accounts payable and accrued liabilities (Note 5)	234,103	206,451
Net assets		
Internally restricted (Note 6)	1,800,000	800,000
Unrestricted	2,701,013	2,213,451
	<u>4,501,013</u>	<u>3,013,451</u>
	<u>4,735,116</u>	<u>3,219,902</u>
Commitments (Notes 9, 10)		

Approved by the Board:



Saskatchewan Barley Development Commission

Statement of Operations

For the year ended July 31, 2019 — with comparative information for 2018

	2019 Budget \$	2019 Actual \$	2018 Actual \$
<i>(unaudited Note 7)</i>			
Revenue			
Producer check-off fees <i>(Note 8)</i>			
Fees	2,180,000	2,846,839	2,592,522
Refunds	(141,700)	(194,868)	(162,118)
Net	2,038,300	2,651,971	2,430,404
Grants	-	35,248	39,720
Investment income	40,000	68,207	40,042
Interest income	-	4,697	1,332
Other	-	12,659	-
Unrealized gain (loss) on investments	-	24,175	27,005
	<u>2,078,300</u>	<u>2,796,957</u>	<u>2,538,503</u>
Expenses			
Research projects	1,037,187	593,451	245,351
Research administration	25,000	1,890	5,475
Service contracts	152,500	156,709	137,653
Board of directors	86,000	79,666	84,528
General and administrative	47,800	56,239	56,204
Election	-	-	1,770
Market development	327,149	339,198	240,262
Communications and advocacy	114,000	82,242	73,241
	<u>1,789,636</u>	<u>1,309,395</u>	<u>844,484</u>
Excess of revenue over expenses for the year	<u>288,664</u>	<u>1,487,562</u>	<u>1,694,019</u>

Saskatchewan Barley Development Commission

Statement of Changes in Net Assets

For the year ended July 31, 2019 — with comparative information for 2018

	Internally Restricted	Unrestricted	2019 Total	2018 Total
	\$	\$	\$	\$
Balance – Beginning of Year	800,000	2,213,451	1,319,432	1,319,432
	1,000,000	(1,000,000)	-	-
Excess of revenue over expenses for the year	-	1,487,562	1,487,562	1,694,019
Balance – End of Year	<u>1,800,000</u>	<u>2,701,013</u>	<u>4,501,013</u>	<u>3,013,451</u>

Saskatchewan Barley Development Commission

Statement of Cash Flows

For the year ended July 31, 2019 — with comparative information for 2018

	2019	2018
	\$	\$
Operating Activities		
Excess of revenue over expenses for the year	1,487,562	1,694,019
Changes to income not involving cash:		
Unrealized loss (gain) on investments	(24,175)	(27,005)
	<u>1,463,387</u>	<u>1,667,014</u>
Changes in non-cash working capital		
Balances related to operation:		
Accounts receivable	53,332	(80,070)
Prepaid expenses	(319,427)	(9,576)
Accounts payable and accrued liabilities	27,652	141,247
	<u>(238,443)</u>	<u>51,601</u>
Total from operating activities	<u>1,224,944</u>	<u>1,718,615</u>
Investing activities		
Net purchases of investments	<u>(1,694,563)</u>	<u>(749,566)</u>
Total from investing activities	<u>(1,694,563)</u>	<u>(749,566)</u>
Increase (decrease) in cash and equivalents for the year	(469,619)	969,049
Cash and equivalents – Beginning of year	<u>1,824,186</u>	<u>855,137</u>
Cash and equivalents – End of year	<u>1,354,567</u>	<u>1,824,186</u>
Cash and equivalents consists of:		
Cash	47,079	680,533
Investment savings account	1,307,488	1,143,653
	<u>1,354,567</u>	<u>1,824,186</u>

Saskatchewan Barley Development Commission

Notes to Financial Statements

For the year ended July 31, 2019

1. Authority

The Saskatchewan Barley Development Commission ("the Commission") was established on June 7, 2013, pursuant to The Saskatchewan Barley Development Plan Regulations ("Regulations"), under the authority of The Agri-Food Act, 2004. The mandate of the Commission is to invest grower's check-off dollars in research and market development initiatives that contribute to profitable and sustainable barley production in Saskatchewan.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Canada Handbook and include the following significant accounting policies:

a) Revenue recognition:

Producer check-off fees are recognized upon receipt of the Buyer's report. Refunds are recognized when refund applications are received from producers and the requested refund has been agreed to check-off records.

The Commission follows the deferral method of accounting for contributions, which include government funding and grants. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred or restrictions met. Unspent amounts are included in deferred contributions. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Interest and investment income are recognized as they are earned.

b) Administration contract expense:

Administration contract expense is a fee charged by the Agriculture Council of Saskatchewan Inc. ("ACS"), to the Commission for administering the check-off fee program. The fee includes a charge for time spent by ACS staff and a share of ACS's overhead costs. The expense is recognized as the service is received.

c) Internally restricted net assets:

The Commission has internally restricted net assets totalling \$1,800,000 as a reserve in the event that the commission is disbanded or there are other unforeseen circumstances. Any income earned or changes in fair value arising from these assets are recognized in unrestricted net assets.

d) Financial instruments:

The Commission initially measures its financial assets and financial liabilities at fair value. It subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in debt and equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statements of operations in the period incurred.

Saskatchewan Barley Development Commission

Notes to Financial Statements

For the year ended July 31, 2019

d) Financial instruments: (...continued)

The Commission initially measures its financial assets and financial liabilities at fair value. It subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in debt and equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statements of operations in the period incurred.

e) Use of estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and reported amount of revenue and expenses during the reporting period. Actual results could differ from these estimates.

Significant estimates include, but are not limited to, accruals for certain revenues and expenses.

f) Income taxes:

The Commission qualifies as a tax exempt organization under section 149 of the *Income Tax Act*.

g) Contributions in-kind:

Contributions in-kind are recorded at fair value for goods or services used in the normal course of operations that would otherwise have been purchased.

h) Foreign currency translation:

At the transaction date, each asset, liability, revenue or expense arising from a foreign currency transaction of the Commission is translated into Canadian dollars using the exchange rate at that date. At each balance sheet date, monetary items denominated in a foreign currency are adjusted to reflect the exchange rate in effect at the balance sheet date. Exchange gains or losses of the Commission that arise on translation or settlement of foreign currency-denominated monetary items are included in the determination of excess of revenue over expenses for the year.

i) Cash and cash equivalents:

Cash and cash equivalents consist of balances with banks and short-term investments with maturities of three months or less.

Saskatchewan Barley Development Commission

Notes to Financial Statements

For the year ended July 31, 2019

3. Investments

	2019		2018	
	Years to Maturity	Market Value (\$)	Yield to Maturity (%)	Market Value (\$)
Short-term:				
Guaranteed investment certificates (cost 2019 - \$279,227; 2018 - \$99,998)	1	286,240	1.45 - 2.57	101,868
Equity instruments (cost 2019 - \$895,986; 2018 - \$377,912)	-	915,016	-	407,145
		1,201,256		509,013
Long-term:				
Guaranteed investment certificates (cost 2019 - \$1,666,029; 2018 - \$668,768)	2 - 24	1,691,165	1.90 - 5.85	664,670
		1,691,165		664,670

4. Accounts Receivable

The accounts receivable balance consists of the following:

	2019	2018
	\$	\$
Levies receivable	158,904	212,236
	158,904	212,236

Saskatchewan Barley Development Commission

Notes to Financial Statements

For the year ended July 31, 2019

5. Accounts Payable and Accrued Liabilities

The accounts payable and accrued liabilities balance consists of the following:

	2019	2018
	\$	\$
Trade payables	40,383	44,333
Levy refunds payable	193,720	162,118
	234,103	206,451

6. Internally Restricted Net Assets

The Commission has internally restricted net assets for completion of certain projects and to refund the check-off fees to producers in the event of disestablishment of the Commission. Management requires the Board of Directors' approval to use the money from these restricted assets. During the year the Board authorized a transfer of \$1,000,000 to the internally restricted net assets (2018 - \$nil).

7. Budget

The Board approved the 2018/2019 fiscal year budget at the meeting on November 8, 2018. The budget figures included in the accompanying financial statements are unaudited.

8. Producer Check-off Fees

Under the Regulations, each buyer of barley is required to remit to the Commission a check-off fee of \$1.06/tonne (2018 - \$1.06/tonne) of barley marketed upon final settlement to producers. Producers can request a refund of check-off fees paid from August 1 to July 31 by submitting a refund application by August 31 of the following fiscal year.

Saskatchewan Barley Development Commission

Notes to Financial Statements

For the year ended July 31, 2019

9. Service Contracts

The Agriculture Council of Saskatchewan Inc. charged the Commission \$38,584 (2018 - \$34,859) for administering the check-off fee program and the business activities of the Commission. During the year the Commission entered into a contract with ACS for administering the check-off fee program and the business activities of the Commission. The Commission agreed to pay a minimum of \$41,187 for levy collection activities for the period August 1, 2019 to July 31, 2020.

The Commission entered into contracts with 101123132 Saskatchewan Ltd. and AgriBiz Communications Corp. for rent, management and consulting services. Annual payments due in each of the next two years are as follows:

Year ending July 31:	
2020	143,975
2021	63,000

10. Research Commitments

The Commission is committed to funding research and development projects over several years to benefit the barley industry. Annual payments due in each of the next five years are as follows:

Year ending July 31:	
2020	575,435
2021	381,686
2022	244,385
2023	243,223
2024	50,000

11. Related Party Transactions

During the year ended July 31, 2019 members of the Commission's elected Board of Directors received payments for per diems and expenses of \$70,566 (2018 - \$59,059). All related party transactions are measured at carrying amounts.

Saskatchewan Barley Development Commission

Notes to Financial Statements

For the year ended July 31, 2019

12. Financial Instruments

The Commission as part of its operations carries a number of financial instruments. It is management's opinion that the Commission is not exposed to significant interest, currency or credit risks arising from these financial instruments except as otherwise disclosed.

Credit risk

The Commission is exposed to credit risk from potential non-payment of accounts receivable. Most of the accounts receivable were collected shortly after year-end.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. The Commission is exposed to interest rate risk on its fixed income investments.

Currency Risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Commission is subject to the risk of foreign exchange fluctuations on certain amounts held in foreign currencies and included on the balance sheet in their Canadian dollar equivalent.

Market Risk

Market risk is the risk that financial instrument fair values will fluctuate due to changes in market prices. The significant market risks to which the Commission is exposed are currency risk, interest rate risk and other price risk related to investments.

13. Comparative Figures

Certain July 31, 2018 comparative figures have been reclassified to conform to the presentation adopted for the current year.

INDEPENDENT PRACTITIONER'S REASONABLE ASSURANCE REPORT ON COMPLIANCE

To the Board of Directors of
Saskatchewan Barley Development Commission

We have undertaken a reasonable assurance engagement of Saskatchewan Barley Development Commission's compliance during the period August 1, 2018 to July 31, 2019, with the provisions of the following legislative and related authorities ("the Agreements") pertaining to its financial reporting, safeguarding agency resources, spending, revenue raising, borrowing and investing activities.

- The Agri-Food Act, 2004
- The Barley Development Plan Regulations
- Commission Orders No. 01/13 to 08/17

Management's Responsibility

Management is responsible for Saskatchewan Barley Development Commission's compliance with the specified requirements of the Agreements. Management is also responsible for such internal control as management determines necessary to enable Saskatchewan Barley Development Commission's compliance with the specified requirements.

Our Responsibility

Our responsibility is to express a reasonable assurance opinion on Saskatchewan Barley Development Commission's compliance based on the evidence we have obtained. We conducted our reasonable assurance engagement in accordance with the Canadian Standard on Assurance Engagements 3531,

Direct Engagements to Report on Compliance. This standard requires that we plan and perform this engagement to obtain reasonable assurance about whether the entity complied with the specified requirements, in all significant respects.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement conducted in accordance with this standard will always detect a significant instance of non-compliance with specified requirements when it exists.

Instances of non-compliance can arise from fraud or error and are considered significant if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of our report. A reasonable assurance compliance reporting engagement involves performing procedures to obtain evidence about the entity's compliance with the specified requirements.

The nature, timing and extent of procedures selected depends on our professional judgement, including an assessment of the risks of significant non-compliance, whether due to fraud or error.

We believe that the evidence we obtained is sufficient and appropriate to provide a basis for our opinion.

Our Independence and Quality Control

We have complied with the relevant rules of professional conduct/code of ethics applicable to the practice of public accounting and related to assurance engagements, issued

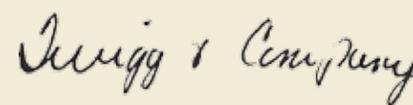
by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies the Canadian Standard on Quality Control 1, *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance Engagements* and, accordingly, maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Opinion

In our opinion, Saskatchewan Barley Development Commission has complied with the specified requirements established in the Agreements during the period of August 1, 2018 to July 31, 2019, in all significant respects. We do not provide a legal opinion on Saskatchewan Barley Development Commission's compliance with the specified requirements.

December 5, 2019
Saskatoon, Saskatchewan



**Chartered Professional
Accountants**

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
Saskatchewan Barley Development Commission

We have audited Saskatchewan Barley Development Commission's control as of July 31, 2019 to express an opinion as to the effectiveness of its control related to the following objectives:

1. To safeguard agency resources. That is, to ensure its assets are not lost or used inappropriately; to ensure it does not inappropriately incur obligations; to establish a financial plan for the purposes of achieving its financial goals; and to monitor and react to its progress towards the objectives established in its financial plan.
2. To prepare reliable financial statements.
3. To conduct its activities following laws, regulations and policies related to financial reporting, safeguarding agency resources, revenue raising, spending, borrowing and investing.

Management's Responsibility

The Organization's management is responsible for maintaining effective control over the objectives stated above.

Auditors' Responsibility

Our responsibility is to express an opinion based on our audit as to the effectiveness of its control related to the following objectives:

1. To safeguard agency resources. That is, to ensure its assets are not lost or used inappropriately; to ensure it does not inappropriately incur obligations; to establish a financial plan for the purposes of achieving its financial goals; and to monitor and react to its progress towards the objectives established in its financial plan.
2. To prepare reliable financial statements.
3. To conduct its activities following laws, regulations and policies related to financial reporting, safeguarding agency resources, revenue raising, spending, borrowing and investing.

Independent Auditors' Report

To the Board of Directors of
Saskatchewan Barley Development Commission
(continued from previous page)

We used the control framework developed by The Chartered Professional Accountants of Canada ("CPA Canada") to make our judgments about the effectiveness of Saskatchewan Barley Development Commission's control. We did not audit certain aspects of control concerning the effectiveness, economy and efficiency of certain management decision-making processes.

CPA Canada defines controls as comprising those elements of an organization that, taken together, support people in the achievement of the organization's objectives. Control is effective to the extent that it provides reasonable assurance that the organization will achieve its objectives.

We conducted our audit in accordance with the standard for audits of internal control over financial reporting set out in the CPA Canada Handbook – Assurance. This standard requires that we plan and perform the audit to obtain reasonable assurance as to the effectiveness of Saskatchewan Barley Development Commission's control related to the objectives stated above. An audit includes obtaining an understanding of the significant risks related to these objectives, the key control elements and control activities to manage these risks and examining, on a test basis, evidence relating to control.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Control can provide only reasonable and not absolute assurance of achieving objectives reliably for the following reasons. There are inherent limitations in control including judgement in decision-making, human error, collusion to circumvent control activities and management overriding control. Cost/benefit decisions are made when designing control in organizations. Because control can be expected to provide only reasonable assurance, and not absolute assurance, the objectives referred to above may become ineffective because of changes in internal and external conditions, or that the degree of compliance with control activities may deteriorate.

Opinion

In our opinion, based on the limitations noted above, Saskatchewan Barley Development Commission's control was effective, in all material respects, to meet the objectives stated above as of July 31, 2019 based on the CPA Canada criteria of control framework.

Independent Auditors' Report

To the Board of Directors of
Saskatchewan Barley Development Commission
(continued from previous page)

We have also audited, in accordance with Canadian generally accepted auditing standards, the financial statements of Saskatchewan Barley Development Commission, which comprise the statement of financial position as at July 31, 2019, and the statements of operations, change in net assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information. We have issued our report dated December 5, 2019 which is the same date as the date of the report on the effectiveness of internal controls.

December 5, 2019

Saskatoon, Saskatchewan

Jurigg & Company

Chartered Professional Accountants

Saskatchewan Barley Development Commission

Payee List

August 1, 2018 - July 31, 2019

Personal Services (Threshold \$2,500)

Board of Directors (all amounts included)

	Honorariums	Operating Expenses	Total	Notes
Faye, Zenneth	11,450	10,168	21,618	
Goff, Cam	7,500	4,541	12,041	
Johnson, Brent	6,900	5,309	12,209	
Kuhlmann, Allen	3,850	4,939	8,789	
Rueve, Keith	7,350	4,984	12,334	
Skotheim, Jason	2,500	2,400	4,900	
Research and Development (Threshold \$5,000)				
Brewing and Malting Barley Research Inst. (BMBRI)			5,465	
Canadian Malting Barley Technical Centre (CMBTC)			117,600	National Barley Cluster
Barley Council of Canada			274,905	
Conservation Learning Centre Inc			9,200	
East Central Research Foundation				
Indian Head Agricultural Research Foundation			9,200	
North East Agricultural Research Foundation			9,200	
Prairie Swine Centre Inc				
Saskatchewan Variety Performance Group			13,900	
South East Research Farm Inc			9,040	
University of Manitoba			9,000	
University of Saskatchewan			39,375	
Western Applied Research Corporation			19,545	
Western Grains Research Foundation (WGRF)			90,000	CDC barley breeding agreement
Wheatland Conservation Area Inc			6,992	
Market Development (Threshold \$5,000)				
Canadian Malting Barley Technical Centre			114,649	core services
Barley Council of Canada			145,000	core services
Intersol Group Warren Wilson Inc			13,974	Canadian Barley Roundtable
Extension (Threshold \$5,000)				
Agriculture in the Classroom Sask Inc			10,000	
Farm & Food Care Saskatchewan Inc			18,000	
Canadian Centre for Food Integrity			5,000	
Canadian Western Agribition			5,000	
Communication (Threshold \$5,000)				
Blairmore Media Inc			9,764	newsletter
Canada Post			9,963	newsletter
Delaney Seiferling Consulting			34,777	communication services
Jeff's Crestwear			7,003	promotional items
Supplier Payments (Threshold \$20,000)				
101123132 Saskatchewan Ltd			119,071	management
AgriBiz Communications Corp			25,912	administration
Agriculture Council of Saskatchewan			38,584	Levy Central contract

CONTACT US

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