

*Olds College Field Crop
Development Centre*

STRATEGIC PLAN



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FIELD CROP DEVELOPMENT CENTRE (FCDC)

The FCDC is focused on developing enhanced cereal varieties for feed, forage, malt, food and bio-industrial uses.

New varieties are able to substantially decrease the risk of production in changing environmental conditions, while also responding to industry and international markets. The FCDC research program is made up of plant breeding, pathology, quality and biotechnology development. Twenty two researchers, technicians and support staff run the program with 400 dedicated acres and equipment for plot scale research.

In January, 2021 the Field Crop Development Centre transitioned from the ministry of Alberta Agriculture and Forestry to Olds College. The transfer leverages the strong relationships Olds College has established within the agriculture sector to further align the variety development program with industry partners, and enhance efforts to ensure long-term sustainability. The move also supports Olds College's focus as an agricultural centre of excellence with respect to research and academic programming.

To ensure that FCDC is positioned to be an industry leader in research and development a Steering Committee was formed with members representing the barley and triticale value chain. The mandate of this Steering Committee was to provide insight and recommendations for the future outcomes and focus of the Olds College Field Crop Development Centre including a strategic vision for the centre.

The Olds College Field Crop Development Centre Strategic Plan is a five year plan centred around six strategic drivers. The drivers were created from consistent themes that the Steering Committee identified through over 50 interviews conducted with a range of stakeholders from the agriculture sector.



MEET THE STEERING COMMITTEE MEMBERS

- **Paul Thiel**, *Steering Committee Chair*
- **Lauren Comin**, *Director of Research, Alberta Wheat & Barley Commission*
- **Stan Blade**, *Dean, Faculty of Agricultural, Life & Environmental Sciences, University of Alberta*
- **Jason Lenz**, *Vice-Chair, Alberta Barley and Producer*
- **David Bishop**, *Past Chair, Alberta Barley and Producer*
- **Matt Hamill**, *Red Shed Malting and Producer*
- **Jim Downey**, *R&D Manager, SeCan*
- **Andrea Brocklebank**, *Executive Director, Beef Cattle Research Council*
- **Gina Feist**, *Executive Director, Brewing & Malting Barley Research Institute*
- **Peter Watts**, *Managing Director, Canadian Malting Barley Technical Centre*



SOCIAL PURPOSE:

*“Transforming
agriculture
for a better world.”*

At Olds College this is our social purpose. Everything we do at Olds College is done to advance all aspects of the agriculture and agri-food industry. By transforming the agriculture and agri-food industry, we will make the world a better place. All of our programs and actions align to our social purpose. It is the why behind everything we do. Our mission is to ensure Alberta's agriculture community has the talent, knowledge, and thought leadership to lead globally.

MESSAGE FROM THE PRESIDENT

Olds College is excited to integrate the Field Crop Development Centre (FCDC) as a foundational research pillar of our Smart Farm and Smart Ag Ecosystem. For the past five decades, FCDC has supported the agriculture sector by undertaking vital work in the development of varieties for feed, malt, food and bio-industrial, with a current focus on barley and triticale. Work that has enhanced the productivity, competitiveness, and sustainability of producers, value-added manufactures and the agri-food sector as a whole here in Alberta and throughout the country.

In many respects, the same can be said about Olds College.

For more than 100 years Olds College has delivered hands-on training, innovative learning programs, and graduates who are in-demand and have the skills and tools needed to succeed. More recently, the Olds College Smart Farm was launched, with the philosophy of engaging producers and industry on addressing problems to be solved, by utilizing and integrating technology and data. The Smart Farm creates a trusted place for producers, industry partners, students and faculty to explore opportunities and challenges facing the agriculture industry and investigate solutions to evolve agriculture practices.

Our intent here at Olds College is to apply these same principles and philosophy to the continued evolution of the Field Crop Development Centre. We reached out to stakeholders to get critical feedback and insight about the challenges - and opportunities - facing producers and the agri-food businesses. Feedback that was used to create a strategic plan that will provide Olds College's Field Crop Development Centre with a clear path forward, and bring us one step closer to fulfilling our social purpose of *“transforming agriculture for a better world.”*

Thank you to all those who contributed to the development of the FCDC Strategic Plan; and to our partners in government, industry, post-secondaries, research agencies and producers throughout ag sector, we look forward to collaborating and working closely with you in the months and years ahead to enhance the impact that the Field Crop Development Centre has on our economy and the agri-food sector.

**Stuart Cullum,
President, Olds College**



Olds College Field Crop Development Centre

2026 STRATEGIC DRIVERS

Driver 1

BE EXTERNALLY FACING WITH A MEASURABLE IMPACT ON THE SECTOR.

Driver 2

BE MARKET RESPONSIVE.

Driver 3

EXPAND SERVICE DELIVERY.

Driver 4

INCREASE FUNDING THROUGH DIVERSIFICATION OF REVENUE SOURCES.

Driver 5

CREATE A HIGH-PERFORMANCE ORGANIZATIONAL CULTURE.

Driver 6

BE RECOGNIZED FOR SCIENTIFIC EXPERTISE AND OUTCOMES.





Strategic Driver #1

***BE EXTERNALLY FACING
WITH A MEASURABLE
IMPACT ON THE SECTOR.***



OBJECTIVES TO GUIDE US

- Non-governmental organizations represent 80% of partnerships and customers.
- Build and develop brand awareness.
- Increase the number of partners and collaborations.

PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES

- Create a comprehensive marketing, brand and communications plan.
- Establish a comprehensive advisory and input model for continuous external feedback.
- Implement a partnership development plan.

WHAT SUCCESS LOOKS LIKE

- 50 partners, collaborations and customers (minimum).
- Brand awareness and satisfaction surveys demonstrate enhanced reputation and deliverables.



Strategic Driver #2

BE MARKET RESPONSIVE.



OBJECTIVES TO GUIDE US

- Verify that the market justifies breeding investment.
- Create advanced insight into future market developments.
- Develop varieties that meet or exceed the market standard.

PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES

- Create a collaborative decision-making framework to advance material produced at the centre.
- Establish a market insights council.
- Leverage partnerships and customers to establish attributes and quality standards for variety development.

WHAT SUCCESS LOOKS LIKE

- Increase the number of acres utilizing FCDC varieties.



Strategic Driver #3

EXPAND SERVICE DELIVERY.



OBJECTIVES TO GUIDE US

- Diversify applied research activity in alignment with the Olds College Smart Farm.
- Enhance student educational experience through interfacing opportunities.
- Leverage the FCDC to deliver Continuing Education and extension services.

PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES

- Develop and implement a student engagement plan.
- Deliver a comprehensive variety of extension services and events.
- Identify prospective stakeholders and establish strategic collaborations.

WHAT SUCCESS LOOKS LIKE

- Increased number of customers (growers and students) that receive training and/or services.
- Increased number of students engaged at FCDC.
- Student satisfaction has increased.



Feed and Forage Barley

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Strategic Driver #4

**INCREASE FUNDING
BY 25% THROUGH
DIVERSIFICATION
OF REVENUE SOURCES.**



OBJECTIVES TO GUIDE US

- Expand the number of funding partners and customers by 100%.
- Increase project-based funding by 100%.
- Grow funding from non-governmental organizations.
- Total committed funding supports an operating/capital budget of \$5 million annually.

PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES

- Business Plan includes a detailed framework for revenue diversification, growth and implementation.
- Generate \$35 million in external funding requests.
- Leverage Olds College resources to generate partnership funding and customer revenues.

WHAT SUCCESS LOOKS LIKE

- Secure \$25 million in total revenues.
- Non-provincial funding sources (GoA) represent a minimum of 20% of annual budget.
- Total of 30 partners and customers.



Strategic Driver #5

***CREATE A
HIGH PERFORMANCE
ORGANIZATIONAL CULTURE.***



OBJECTIVES TO GUIDE US

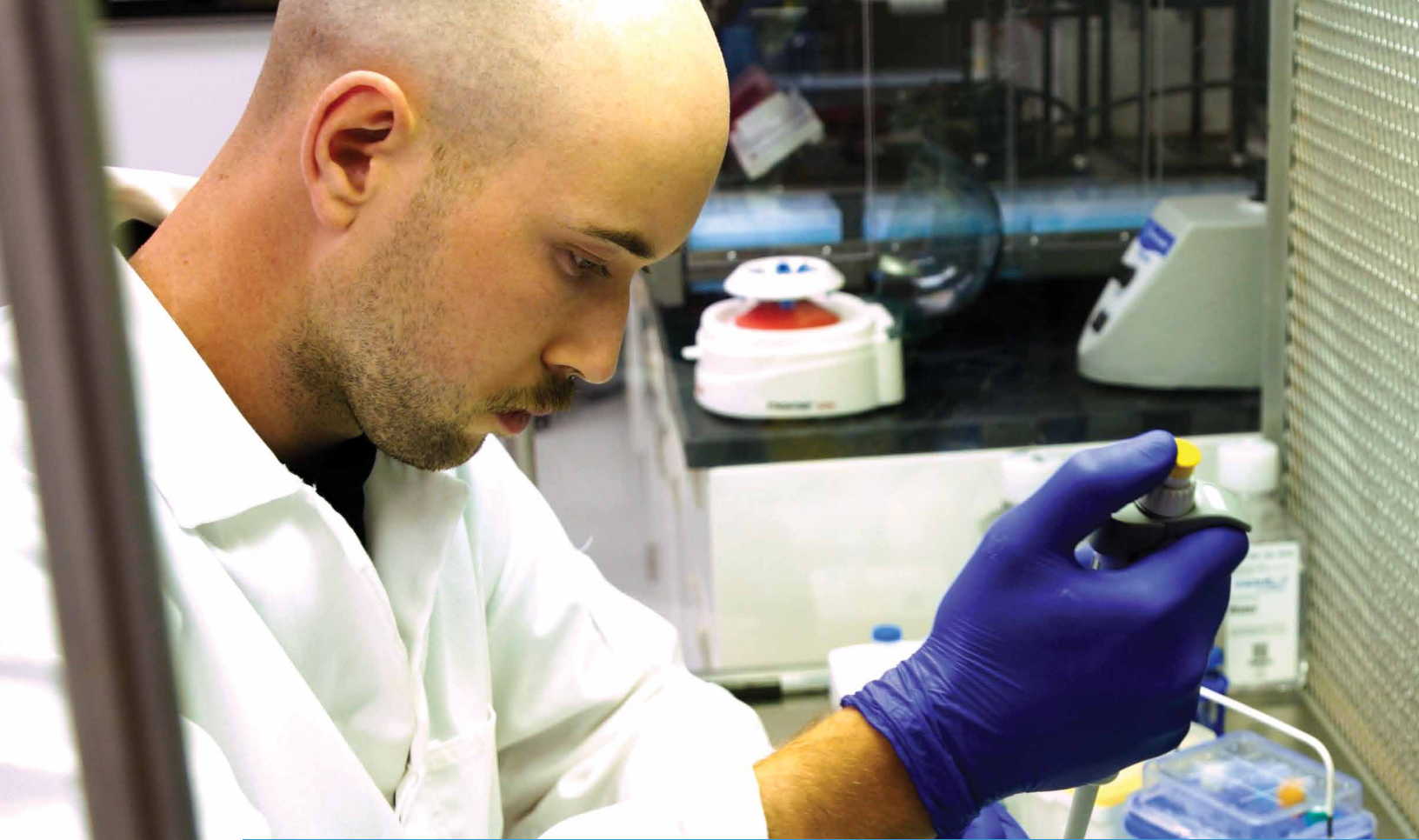
- Improve employee engagement.
- Implement an organizational structure aligned with strategic plan outcomes.

PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES

- Implement comprehensive systems and supports for effective recruitment and retention of employees.
- Develop and maintain an annual business plan, which is aligned with staff performance plans.
- Conduct gap analysis and design an organizational structure aligned to support business plan goals and outcomes.

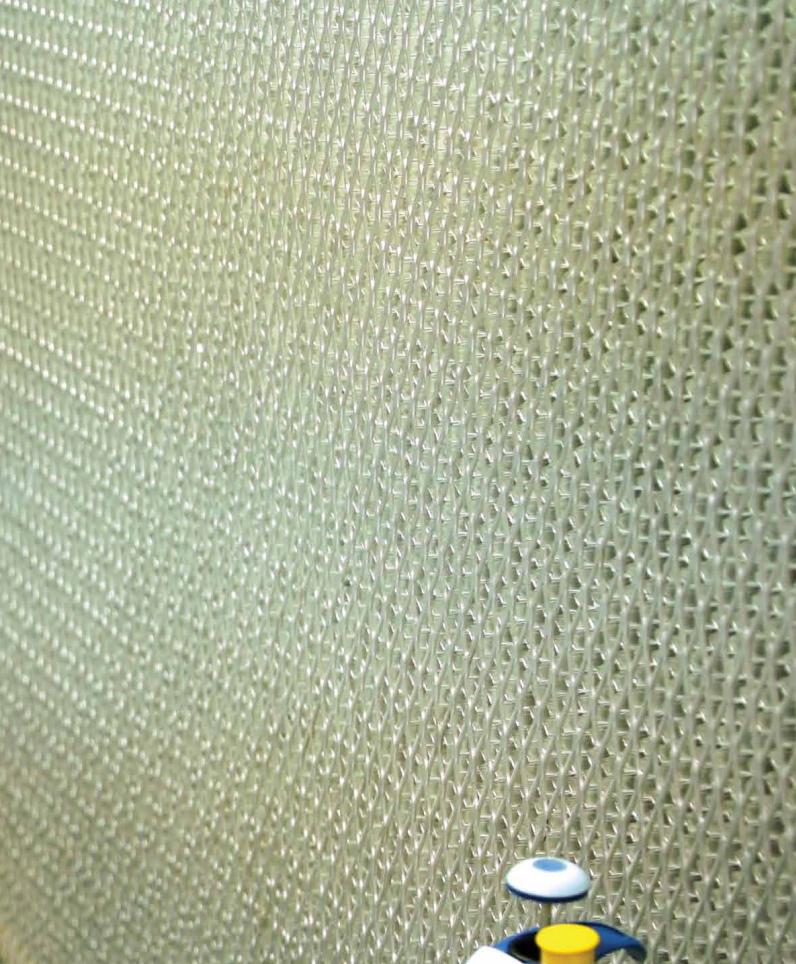
WHAT SUCCESS LOOKS LIKE

- Employee engagement and enablement scores greater than 75%.
- FCDC achieves annual performance indicators and objectives.



Strategic Driver #6

***BE RECOGNIZED FOR
SCIENTIFIC EXPERTISE
AND OUTCOMES.***



OBJECTIVES TO GUIDE US

- Grow scientific collaborations.
- Shorten breeding cycle by one year.
- Continue growth of scientific expertise and infrastructure.

PRIORITY ACTIONS THAT WILL ACHIEVE OUR OBJECTIVES

- Plan developed for mid-term capacity investment in technology and infrastructure including smart ag technologies.
- Scientific collaboration plan includes expanded academic links.
- Invest in professional development.
- Create an external science review panel.

WHAT SUCCESS LOOKS LIKE

- 100% increase in formal scientific collaborations.
- Three actions in place to improve the breeding activities.
- Ten scientific journal publications and 20 conference/industry presentations.

ALIGNED FOR SUCCESS

The FCDC strategic drivers directly support the Olds College Growing 2025 strategic plan, specifically, the following drivers:

DRIVER 1

Be a College known for academic excellence and student success.

DRIVER 3

Increase applied research activity to \$10 million or greater annually.

DRIVER 4

Be a leader in smart agriculture.

To see the Olds College Strategic Plan Growing 2025 visit oldscollege.ca



THANK YOU TO THE FOLLOWING STAKEHOLDERS FOR PARTICIPATING IN THE INTERVIEWS USED TO GATHER DATA FOR THE PREPARATION OF THE FCDC STRATEGIC PLAN.

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- **Brian Rossnagel**, CDC (retired)
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- **Charlie Christie**, Producer
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- **Darcy Fitzgerald**, Alberta Pork
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- **Jason Popesku**, Olds College
- **Jennifer Zantinge**, FCDC
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- **Kequan Xi**, FCDC
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- **Len Solick**, Producer
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- **Michael Oro**, FCDC
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- **Scott Keller**, Producer
- **Sean Thompson**, Olds College
- **Stephen Morgan-Jones**, AAFC (retired)
- **Terry Young**, Producer
- **Rich Joy**, Canada Malt
- **Ruurd Zijlstra**, University of Alberta
- **Yadeta Kabeta**, FCDC



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