

**Livestock and Forage Centre of Excellence**  
**STRATEGIC ENGAGEMENT FRAMEWORK**

***Version 1.0***

*Updated February 2024*

**The Livestock and Forage Centre of Excellence (LFCE)**, located near Clavet, Saskatchewan and part of the University of Saskatchewan, **is an internationally recognized collaborative research facility that brings together scientists and stakeholders across multiple sectors to support innovative livestock and forage research, student training and knowledge mobilization.** This multi-disciplinary research centre brings every link of the livestock production chain ‘under one roof’ – the only research centre in Canada that brings partners together in this way. Modelling all aspects of raising livestock on the Canadian Prairies, the LFCE is a powerhouse for innovative research, teaching and industry engagement.

The LFCE was **founded on partnerships**, bringing together university, governments and the forage and livestock industry. This culture of collaboration continues with the structure for collective guidance providing opportunities for industry-focused leadership and foresight.

***“A strategic plan is only as good as the day it is written; it continues to evolve. There is never a final strategic plan, always strategic implementation.”***

**~ Strategic Advisory Board (March 2023)**

Strategic execution entails “turning plans into actions to reach desired outcomes”. This document outlines the key pillars for strategic engagement and implementation for the Livestock and Forage Centre of Excellence (LFCE) including:

- *Vision & Mission*
- information analysis - from formation and development (past) to current status (present)
- strategic targets and outcomes (future)
- engagement and implementation tactics – ‘what, how, and when’
- monitoring and evaluation.

### **Pillars of Strategic Implementation**



**This document outlines a framework for the future. The underpinnings are based upon current circumstances including valuable insights from stakeholders. Most importantly, it is intended to encourage discussion and invite feedback and ideas.**

## Our Vision & Mission

The Livestock and Forage Centre of Excellence (LFCE) brings together under one roof all aspects of beef cattle research into one entity, providing researchers, faculty, students, industry and producers with a broad-based platform for research, teaching and outreach activities. The centre is also home to world-class bison research that focuses on reproduction, vaccine development and disease control, and nutrition.

The LFCE exists first and foremost to answer industry questions through research. This is where producers will find science-based answers that address animal welfare, environmental sustainability and increased efficiency and profitability. Scientists will address real-life problems under controlled settings by exploring environmental engineering, soil and plant science, animal science, veterinary medicine and agricultural economics.

OUR VISION	OUR MISSION
The LFCE is an internationally recognized collaborative research facility that brings together scientists and stakeholders across multiple sectors to facilitate and support innovative livestock and forage research, student training and extension, and knowledge mobilization.	To facilitate innovative change in the livestock and forage industries that promotes sustainability, quality, profitability and environmental stewardship — from soil to forage to animals to people.

The LFCE is centred on **connecting**, **facilitating** and **supporting** the work of stakeholders and partners. In this role, the Centre functions as a nexus and a conduit, bringing elements together and adding value for the benefit of the livestock and forage industry.

These actions require **collaboration**, enabling and building partnerships in order to identify and fill gaps. The LFCE strives to **connect**, **complement** and **cooperate** with those individuals, groups and organizations who are also working in aligned and related roles and spaces. The *LFCE Framework* has not been developed in isolation but rather builds on and aligns with the many valuable initiatives of partners across the industry ([see Appendix 1](#)). Their efforts are foundational to LFCE strategies and activities.

~ **Helping our partners do what they do, better!** ~ *Scott Wright, LFCE Director*

Infrastructure and capacity are critical foundational pieces that this work is built upon, translating research results and creating linkages with our partners through outreach efforts to support the extension of critical information to producers and industry.

Supporting discovery, innovation, research and technology advancements requires a focus and prioritization of efforts. LFCE activities strive to support and facilitate initiatives that are collaborative, comprehensive, creative, have cost-benefit and include consumer considerations.

Providing the tools required to teach and train the next generation of scientists, educators and industry leaders is a fundamental component. These individuals are key partners in achieving the LFCE's Vision and Mission.

## Establishing a 'Centre of Excellence'

### Formation of the LFCE

In 2014, the Saskatchewan Ministry of Agriculture consulted with leaders in the livestock and forage industries and those at the University of Saskatchewan on the future of research and training in the province in support of industry and the provincial economy. The Livestock and Forage Steering Committee was struck with the mandate to review research, training and outreach capacity of the livestock and forage facilities within the province.

Previously, livestock and forage research in Saskatchewan had been conducted in separate facilities, operating independently and geographically dispersed:

- Western Beef Development Centre was located at the USask-owned Termuende Ranch, near Lanigan, Saskatchewan, but funded mainly by the Saskatchewan Ministry of Agriculture. It was operated by the Prairie Agricultural Machinery Institute (PAMI) from 2005 to 2018. Click [here](#) to read more about Termuende's history. The Termuende land continues to be used for summer pasture.
- The USask Beef Cattle Research Unit was located on land along the banks of the South Saskatchewan River and within the limits of the City of Saskatoon. Built in the 1950s and owned by the university, the university needed to relocate the aging feedlot. It was decommissioned during the spring and summer of 2018.
- The Goodale Farm, located southeast of Saskatoon and owned by the university, was primarily serving the needs of researchers and students at the Western College of Veterinary Medicine. It was in need of upgrades.

The first animals arrived at the feedlot of the new Beef Cattle Research and Teaching Unit in July 2018 and the first research trial began in August 2018.

The first calves were born at the new Forage Cow-Calf Research and Teaching Unit in the spring of 2020.

The LFCE celebrated its grand opening on October 9, 2018, with representatives from the federal and provincial governments, the university and a variety of industry groups. [Read more](#).

### Our Partners

The Livestock and Forage Centre of Excellence is a **partnership among the University of Saskatchewan, the federal and Saskatchewan governments, and the forage and livestock sectors**. All partners are represented on the Strategic Advisory Board (SAB), which is chaired by a representative from industry and provides insight into the emerging and future needs of the livestock and forage industry. The centre is an independent unit at the university with the director reporting to the deans of two colleges: the College of Agriculture and Bioresources (AgBio) and the Western College of Veterinary Medicine (WCVM).

### The LFCE Today

With the vision of collaborative research across multiple sectors, **the LFCE remains focused on its role of supporting and facilitating the integration of research components in a systems-based approach**.

Through these efforts the LFCE supports research, teaching and outreach related to all aspects of beef cattle production (cow-calf to feedlot), forage breeding and production, grazing and pasture management, and bison reproduction, herd management, disease control and nutrition.

A wide range of people from the University of Saskatchewan and other LFCE partner organizations rely on the centre's resources, including:

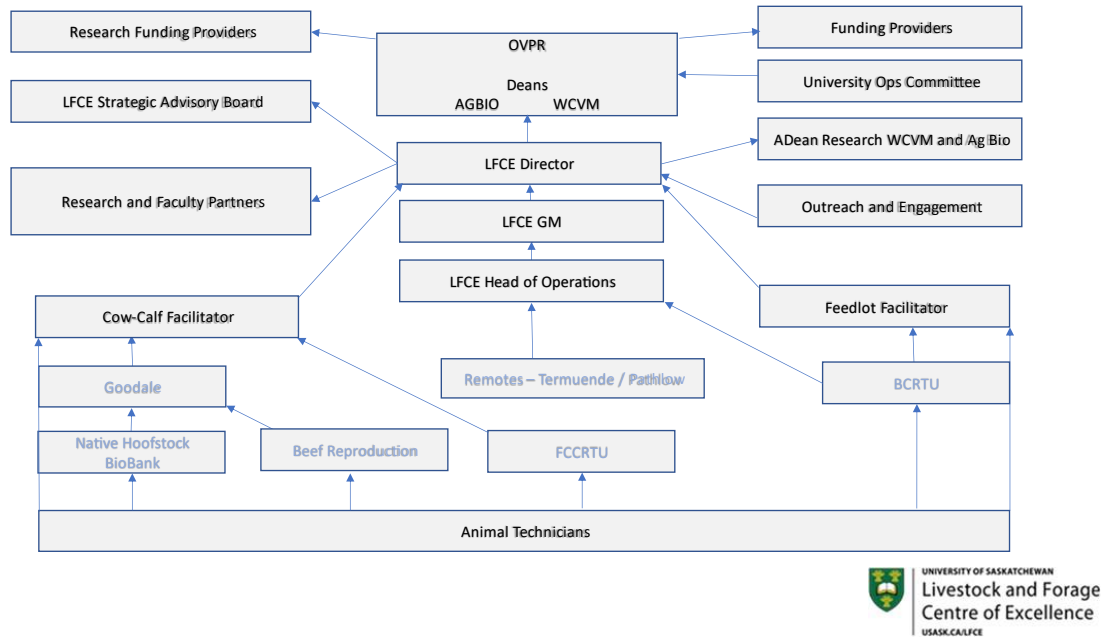
- USask researchers and their national/international collaborators,
- USask faculty members and instructors,
- undergraduate and graduate students, and
- livestock and forage producers.

The LFCE represents the coming together of researchers from the College of Agriculture and Bioresources, the Western College of Veterinary Medicine and the Western Beef Development Centre. Scientists from the College of Engineering and the School of Environment and Sustainability have joined forces with these researchers, enabling wide-ranging and integrated research:

- The beef cattle focus encompasses nutrition, reproductive physiology, feedlot management, animal health from breeding and pre-calving through to harvest, cow-calf management, genomics and genetics, animal behavior and welfare and reproduction.
- The bison and equine research conducted at the LFCE is currently targeted at research activities requiring more intensive use of the animals across a smaller footprint.
- The breeding, agronomy and management of perennial and annual forage crops as well as soil and water studies are interrelated with the other disciplines.
- Economics, the environment and ecological goods and services (EG&S) round out the research conducted at the centre.
- Teaching, training and the translation of science into extendable information as well as outreach are important elements of the centre's focus.
- Supporting indigenization at the University of Saskatchewan and in the beef and forage industries is key to the future.

To best allow the LFCE to function in its role to integrate and provide for systems-based, collaborative research and relationships, the following operational structure has been implemented. It is built upon connecting all stakeholders and open, multi-directional communication flow.

## LFCE - Accountability Flow (2024)



The LFCE Director is the centre point of contact for all operational staff, researchers, outreach and engagement and the Strategic Advisory Board. The Deans of AgBio and WCVM provide linkages for research funding and general funding providers, university stakeholders as well as the Strategic Advisory Board.

These organizational dynamics are focused on functionality and remain fluid in order to provide for flexibility and adjustment as the LFCE continues to evolve.

In its short history since 2018, the LFCE has supported more than 40 researchers and their graduate students in their quest to advance the livestock and forage industries. They have presented their research findings at LFCE and industry events, and at scientific conferences, in Saskatchewan, throughout Canada and in the United States.

Visit [the LFCE website](#) to learn more about the LFCE, its facilities, research and latest happenings.

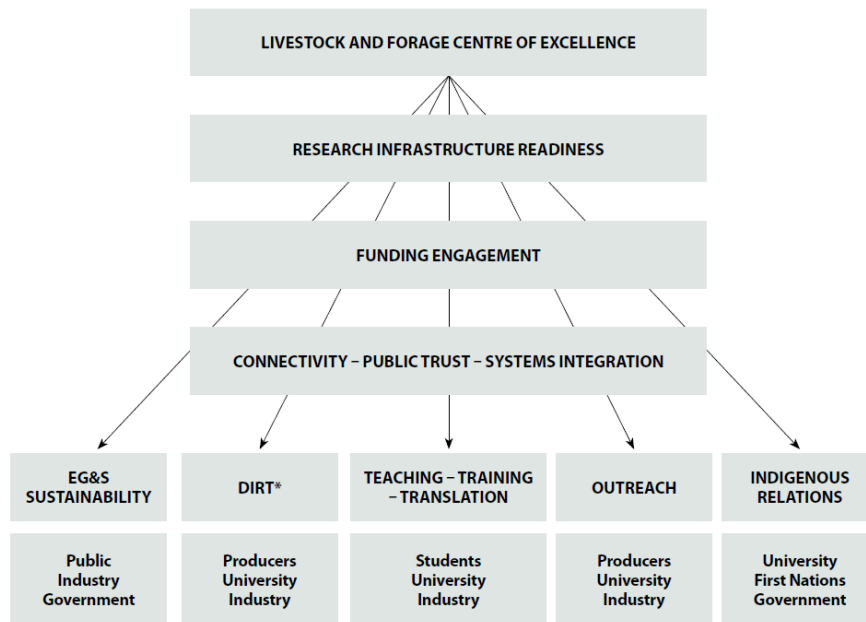
## Strategic Targets and Outcomes – Focus on the Future

The roadmap for the future is founded on the LFCE continuing to create linkages and building relationships to facilitate tangible outcomes. Research infrastructure readiness, supported through funding engagement, provides researchers with the resources needed to deliver advancements for the forage and livestock industry. With these pieces in place, connectivity, public trust and systems integration lead to practical and relevant activities within five priority outcome areas including:

- **Ecological Goods & Services (EG&S) Sustainability**
- **Discovery, Innovation, Research, Technology (DIRT)**
- **Teaching - Training - Translation**
- **Outreach**
- **Indigenous Relations**

The activities within each of these outcome areas only happen through engagement with our partners and stakeholders including producers, industry, First Nations, government, university and the public.

### OUR ORGANIZATION



\*DIRT: discovery, innovation, research, technology



## Engagement and Implementation Strategies

For each of the five defined outcome areas, the LFCE has identified and outlined strategies for engagement and implementation.

Engagement must include partners and stakeholders to ensure that we maintain a fully collaborative approach. Without engagement, implementation will fail - the two are linked and cannot successfully occur in isolation.

**Key Performance Indicators (KPIs)** allow for both tracking of progress and identification of gaps so that actions can be adjusted as needed. Clearly defined activities form the basis for effective KPIs and include the “What, How and When” components of engagement and implementation:

**What** are the actions/activities that need to be undertaken and accomplished?

**How** is this going to happen? What tactics are going to be used?

**When** will the activity occur and/or be completed?

**Key Performance Indicators (KPIs)** are “a measure of performance over time for a specific objective.”

### ❖ **Ecological Goods & Services (EG&S) Sustainability**

*(Engaging the public, industry and government)*

Sustainability is a widely used and broad term encompassing economic, environmental, social, and human aspects. Efforts towards sustainability include land, industries and people and each of those components have distinctive areas of focus and function. Ecological goods and services (EG&S) generate value on a holistic level with the public and society as a whole benefitting from outcomes.

It is this holistic view that makes EG&S Sustainability a foundational outcome for the LFCE.

In order to be sustainable, agriculture needs research and translation of the results. The LFCE has infrastructure and capacity in place to conduct projects and validate results. Through discovery, innovation, research and technology (DIRT), scientific validation and measures of EG&S and sustainability parameters provide the information to answer questions and alleviate consumer concerns. The LFCE is positioned to both lead and assist in translating research outcomes and working with our partners in outreach efforts to proactively make information available.

Economic sustainability is essential for the existence and future of agriculture. Producers must have access to the information required to make management decisions that will lead to profitability of their operations. Without profitability, the industry is not sustainable.

Environmental sustainability is often a balance of pluses and minuses. Management decisions are based on interrelated components that collectively lead to protection of the landscape, enhanced animal care and positive contributions to society and humankind.

Communication matters. Sustainability outcomes are complex and often a moving target. Producers need to be at the table and the LFCE is well-positioned to facilitate the needed conversations, connections and partnerships to engage the public, industry and government.

## EG&S Sustainability Key Performance Indicators:

ACTION	TACTIC	TIMELINES*
<b>KPI #1: Expanded sustainability conversations</b>		
<b>Create opportunities for systems-based, sustainability-focused dialogue</b> (link to Outreach)	<ul style="list-style-type: none"> <li>✓ assist in bringing producer voices to the conversation (e.g., Strategic Advisory Board)</li> <li>✓ discuss gaps &amp; research needs with industry groups currently working on sustainability efforts</li> <li>✓ initiate conversations with funding agencies</li> <li>✓ connect with groups focused on public &amp; consumer education</li> <li>✓ strengthen connections with Indigenous communities (link to Indigenous Relations)</li> </ul>	<p>IM</p> <p>ST</p> <p>ST</p> <p>ST</p> <p>ST</p>
<b>Build partnerships with others working on sustainability projects</b>	<ul style="list-style-type: none"> <li>✓ reach out to other groups (e.g., GIFS, GIWS) to explore partnerships using LFCE infrastructure</li> </ul>	ST
<b>KPI #2: Providing research results and data that validate sustainability</b>		
<b>Recognize and promote 'sustainability successes' to date</b>	<ul style="list-style-type: none"> <li>✓ use communication strategies, translation efforts &amp; outreach to share current successful practices (e.g., rotational grazing), including promotion of other stakeholders' work where possible and applicable</li> </ul>	ST
<b>Encourage research activities that focus on sustainability parameters</b> (linked to DIRT)	<ul style="list-style-type: none"> <li>✓ support researchers in building projects &amp; teams that are systems-based &amp; sustainability-focused</li> <li>✓ support translation of results &amp; assist in outreach/awareness efforts</li> <li>✓ provide infrastructure &amp; resources to facilitate projects that fill research gaps (e.g., native prairie ecosystems)</li> </ul>	<p>ST</p> <p>ST</p> <p>MT</p>
<b>Quantify and share available data</b> (linked to DIRT)	<ul style="list-style-type: none"> <li>✓ compile incidental research results from data that exists</li> <li>✓ translate &amp; share with partner organizations</li> </ul>	<p>MT</p> <p>MT</p>

<b>Expand data management strategies</b> (linked to DIRT)	✓ facilitate & participate in conversations about data collection, storage & value	ST
	✓ grow partnerships with data management industry partners	ST/MT
	✓ assist in data interpretation as it applies to industry & producers	MT
<b>KPI #3: Enabling a focus on future sustainability efforts</b>		
<b>Engage <u>new and upcoming</u> producers, industry leaders and researchers</b> (linked to Teaching & Outreach)	✓ student involvement (undergrads & grad students) in LFCE to spark interest in sustainability conversation (e.g., SAB involvement)	IM
	✓ engage with school-age youth in all sectors of industry (industry groups, SK 4-H, purebred associations)	ST/MT
	✓ engage with other colleges (e.g., Edwards School of Business, Computer Science, Sociology) on tech, data & sustainability initiatives & conversations	ST/MT
	✓ encourage researchers to explore multi-discipline, cross-college projects that include grad students	ST

\* Immediate, Short-Term (2 yrs), Mid-Term (5 yrs), Long-Term (10 yrs)

## ❖ **DIRT (Discovery, Innovation, Research, Technology)**

*(Engaging producers, university and industry)*

With the scientific expertise in place and the infrastructure that has been established, the LFCE is well positioned to deliver discovery, innovation, research and technology (DIRT) outcomes.

The LFCE is currently a global leader in DIRT, advancing increased profitability and sustainability for the livestock and forage industries. The expertise of researchers and staff working at the LFCE are second to none, on the cutting edge of emerging issues and finding the answers that producers and the industry are searching for. The LFCE was established to support researchers in being the best that they can be.

Research and technology outcomes are built upon discovery and innovation. Being innovative in our approaches includes considering how things can be done differently to generate value. Research aims to answer the questions generated in discovery and innovative thinking.

The LFCE exists to answer producers' most pressing questions. To meet this objective, researchers must be aware of industry's needs and producers need to share their questions and ideas. Connections and communication are vital.

Multi-disciplinary, collaborative, systems-based approaches will lead to successful outcomes. To achieve this requires broad alliances across disciplines, institutions and organizations. The LFCE has connections and collaborations across the country and beyond. Expanding these linkages will serve to provide the LFCE an even stronger ability to deliver on DIRT outcomes.

Research infrastructure readiness and availability for researchers creates value for users as well as research funding agencies through efficiencies in the use of dollars provided. Producers recognize the relevance of infrastructure which mimics the scale and design found across the industry as well as facilities specific to discovery and research requirements.

Coordinated conversations between producers, university and industry are necessary when setting research priorities. An awareness and understanding of each others' perspectives and realities will lead to well-planned, targeted actions.

### **'DIRT' Key Performance Indicators:**

<b>ACTION</b>	<b>TACTIC</b>	<b>TIMELINES*</b>
<b>KPI #1: Increased focus on producer/industry research and technology needs and priorities</b>		
<b>Expand connections with all segments of the forage and beef industry</b> (linked to Outreach)	✓ engage directly with industry groups representing the entire value chain (e.g., purebred sector, feeding sector, native prairie management)	ST
	✓ facilitate added opportunities for researchers to talk directly with producers/industry (focus on field day, Research Forum, industry events)	IM

<b>Increase information sharing between SAB and researchers</b>	✓ have SAB members engage directly with researchers regarding production questions and research topic ideas	IM
	✓ encourage researchers to contact SAB members for input & feedback to strengthen research proposals	IM
	✓ host an annual tour of one component of LFCE with researchers and SAB	ST
	✓ provide an opportunity for researchers to tour SAB members' operations	ST
<b>Provide opportunity for researchers to excel in their areas of focus</b>	✓ encourage regular & open conversations with researchers to hear their needs & views	IM
	✓ provide infrastructure & resources needed to conduct the best research possible	ST/MT/LT
<b>Facilitate creation of expanded alliances across disciplines, institutions and companies</b> (linked to Outreach)	✓ discuss opportunities with USask researchers to link with other sites/locations/institutions	ST
	✓ create conversations with federal staff about systems-based projects	ST
	✓ participate in discussions with tech companies	ST
<b>KPI #2: Facilitating cutting edge activities through 'research readiness'</b>		
<b>Maintain and expand infrastructure and researcher capacity</b>	✓ hold regular SAB conversations about research infrastructure & capacity needs	IM
	✓ explore opportunities to work closer with Dept. of Plant Science researchers & others	ST
	✓ initiate conversations about the availability of the Matador site	IM
<b>Expand relationships with partner institutions</b>	✓ engage in conversations with other institutions to build synergies, share strategies & explore further collaborations	ST

<b>KPI #3: Capitalizing on incidental research outcomes</b>		
<b>Explore opportunities to compile and synthesize secondary results of research projects</b> (linked to Translation & Outreach)	✓ employ contract expertise to work with researchers to harvest results which have not been shared with industry	MT
<b>KPI #4: Increased connection and engagement with funding agencies</b>		
<b>Provide input to priority setting activities</b>	✓ encourage SAB input into existing priority setting exercises	ST
	✓ build relationships & actively connect with funders on a regular & ongoing basis	ST/MT
	✓ facilitate involvement of researchers in priority setting exercises	ST
	✓ gather feedback on priorities for added capacity	ST

\* Immediate, Short-Term (2 yrs), Mid-Term (5 yrs), Long-Term (10 yrs)

## ❖ Teaching – Training – Translation

*(Engaging students, university and industry)*

USask is at the forefront, equipping undergraduate and graduate students to become the next leaders in the agriculture industry across the province, country and world. The LFCE provides the infrastructure and expertise to meet the learning and training needs of the next generation. Opportunities exist to expand and further engage with students.

Graduate students are a key part of the LFCE team. They are the future researchers, instructors and industry leaders. Providing training capacity and facilities while also benefitting from their expertise, experiences and vision for the future is invaluable and a critical component of the LFCE.

Additionally, training extends to current industry leaders and those working within the livestock and forage industries. The LFCE is well-positioned to provide added value for those who are active participants.

The application of innovation, research and technology is only possible when those outcomes are translated into real-world, practical solutions that can be implemented and put to use. Rather than focusing on direct extension efforts, the LFCE supports those who are working in extension, facilitating information sharing that can be passed along to producers. This relationship is reciprocal with knowledge shared in both directions, creating value towards the collective efforts of all stakeholders.

In all cases, the LFCE provides the connectivity and integration of systems to enable excellence in teaching, training and translation of knowledge.

### 'Teaching – Training – Translation' Key Performance Indicators:

ACTION	TACTIC	TIMELINES*
<b>KPI #1: Engaging young leaders in setting future direction</b>		
<b>Facilitate involvement and input from the next generation of industry leaders</b> (linked to DIRT & Outreach outcomes)	✓ add USask student rep(s) <i>ex officio</i> to SAB (grad student, undergrad, Chair of Beef Club, Range Team, WCVSA)	IM
	✓ include USask students in future direction setting activities (internal and external with stakeholders)	ST
	✓ explore links to existing programs (e.g., Next Gen Mentorship Program)	ST
<b>KPI #2: Expanded teaching initiatives</b>		
<b>Encourage practical learning for school-age youth</b>	✓ expanded outreach to youth (including commercial operations) via industry associations, SK 4-H, purebred youth associations	MT
<b>Expand use of facilities for undergrad hands-on, practical learning</b>	✓ remind/encourage instructors (e.g., AgBio, WCVM, Engineering) that facilities are available	IM

	<ul style="list-style-type: none"> <li>✓ promote experiential work opportunities for vet students lacking beef experience via student groups/associations</li> <li>✓ invitation to SK PolyTech instructors (e.g., Vet Tech program, Ag Food &amp; Production Program)</li> </ul>	<p>ST</p> <p>IM</p>
<b>Showcase and promote programs for potential graduate student candidates</b>	✓ host 3 <sup>rd</sup> & 4 <sup>th</sup> year undergraduate tours to highlight grad student opportunities	ST
	✓ collaborate with researchers, ASA, Beef Club, AgBio grad studies chairs	ST
<b>KPI #3: Providing training opportunities</b>		
<b>Engage, involve and connect with graduate students</b>	✓ add grad student rep <i>ex officio</i> on SAB	IM
	✓ include & promote grad students as key part of LFCE team (aid in continuity)	IM
	✓ maintain (and expand, as needed) tour leader program	ST
<b>Advance ag knowledge for students in other USask colleges</b>	✓ create ag-related training opportunities for students from the College of Education, Nursing, etc.	MT/LT
<b>Expand staff training opportunities</b>	✓ explore opportunities for LFCE staff to gain further expertise through training	ST
<b>Develop micro-credentialing/certification programs</b>	✓ explore leverage, support and/or creation of animal handling, regen ag certificate programs (students/producers, Indigenous)	MT/LT
<b>KPI #4: Increased focus on information translation</b>		
<b>Facilitate additional connections between researchers and extension specialists</b>	✓ continue to host 'extension specialists' field day'	IM
	✓ host regular 'brainstorming' sessions to share ideas and input heard from producers	ST
<b>Support researchers in extension/tech transfer components of research projects</b>	✓ help researchers identify & connect with extension specialists & industry groups doing extension (prior to developing research proposals)	ST
	✓ assist researchers in preparing research results for distribution by extension specialists/organizations	ST



<b>Support extension specialists in their role</b>	✓ provide facilities for extension events	IM
	✓ present research findings in formats requested by extension experts	ST
	✓ provide a voice to highlight importance of & influence future extension efforts/programming	IM/ST
<b>Accelerate producer access to information/results</b> (linked to Outreach)	✓ invite extension specialists' input to planning & hosting LFCE events (e.g., Field Day)	ST
	✓ partner with extension specialists when attending events (e.g., Agribition)	ST
	✓ explore co-hosting events	ST/MT
<b>Incorporate financial analysis of all research findings</b>	✓ work with partners/stakeholders to add more research capacity related to economics & financial impacts of research	LT

\* Immediate, Short-Term (2 yrs), Mid-Term (5 yrs), Long-Term (10 yrs)

## ❖ Outreach

*(Engaging producers, university and industry)*

The ability to share research results comes through effective outreach and awareness. Producers, industry and other partners across the agriculture space only become aware of the work conducted at the LFCE through active engagement.

Outreach focuses on non-content-based awareness. It is an outward facing view built upon the elements of connectivity, public trust and systems integration. Developing and expanding relationships and partnerships is foundational to outreach efforts. It is not solely sharing ‘what the LFCE can do for you’ but rather listening to ideas and feedback from partners and stakeholders. Developing these collaborations is essential and facilitates the LFCE’s position as a valued conduit of information.

Researchers, students, SAB members and partners are key to successful outreach activities. It is through an extended network of individuals, acting as ambassadors, that awareness grows. It is important to encourage a feeling of ownership and pride in the LFCE.

The LFCE represents an important opportunity to support the strategic needs of governments, University including researchers and faculty, forage and livestock industry organizations, and farmers and ranchers. It is by working together, that optimal benefits will be realized.

### ‘Outreach’ Key Performance Indicators:

ACTION	TACTIC	TIMELINES*
<b>KPI #1: Increased general awareness of LFCE activities</b>		
<b>Spread awareness directly to producers</b>	✓ have a presence at key industry events (SBIC, Agribition, CBIC, provincial beef & forage organization meetings - SCA, SSGA, SCFA, SFC)	IM/ST
	✓ have SAB members actively engage within their networks to spread awareness & gather input from producers	IM
<b>Expand awareness of LFCE activities by industry organizations</b>	✓ use connections with extension specialists to further promote LFCE field day	ST
	✓ host targeted tours with industry groups & their members (e.g., SCA, SaskMilk, SSGA, SCFA, SaskBarley, Farm & Food Care SK, Ag in the Classroom, 4-H SK specialists)	ST
	✓ provide LFCE overview article & other content for publication in industry newsletters/magazines	ST

<b>Increase youth awareness</b> (linked to T-T-T outcome)	✓ host youth-focused field day to encourage ag careers (promote through 4-H, beef industry groups, purebred youth orgs) targeting all sectors	ST
	✓ host tours in partnership with AITC, Food & Farm SK & College of Education to connect with teachers	ST/MT
<b>Build positive awareness with the local community</b>	✓ host bi-annual community open house	ST
	✓ explore opportunities for one of the SAB industry reps to be a 'local' producer within reasonable proximity of the LFCE	IM/ST
<b>KPI #2: Expanded relationships with partners/industry stakeholders</b>		
<b>Provide opportunities for direct involvement and sense of ownership by industry groups</b>	✓ engage in direct conversations with leaders/board members	ST
	✓ invite guests to attend SAB meetings	ST
	✓ host joint meetings/roundtable for direct feedback & future planning	ST
	✓ host "All Access Pass" day to tour facilities & meet with researchers	ST
<b>Broaden connections across the industry</b>	✓ make direct connections with purebred livestock sector, feeding sector, others	ST
	✓ produce a regular enewsletter for industry & funders providing research, SAB and Centre updates	ST/MT
	✓ structure field day to allow for conversations plus content-focused info sharing	ST
<b>Grow active partnerships with industry groups</b>	✓ offer venue for industry events	IM
	✓ assist SK Forage Council with development of provincial Forage Strategy	ST
<b>KPI #3: Increased coordination of outreach efforts amongst stakeholders</b>		
<b>Support, encourage and facilitate researcher outreach efforts</b>	✓ discuss with researchers how general LFCE outreach can support their programs & activities	ST
	✓ encourage acknowledgement of LFCE in research results reporting & extension efforts	ST

<b>Provide opportunities for graduate student outreach efforts</b>	✓ maintain & expand grad tour leaders program	ST
	✓ support grad students as LFCE ambassadors at external events (conferences, tours, field days)	ST
<b>Engage the broader USask community</b>	✓ increase the number of articles in USask publications highlighting LFCE activities	MT
<b>Expand awareness with potential future funders</b>	✓ focus outreach activities on potential funders to ensure 'research readiness'	ST
<b>KPI #4: Expansion of collaborative research efforts</b>		
<b>Support research activities with a partner approach</b>	✓ remind & encourage USask researchers to consider multi-site projects	IM/ST
	✓ encourage systems approach, multi-disciplinary research projects through all outreach activities	IM
<b>Encourage a partnership approach to research priority setting</b>	✓ promote expanded relationships, including SAB member networks, to facilitate collaborative priority setting based on industry's needs	IM/ST
	✓ participate in research priority setting activities currently hosted by others	IM/ST

\* Immediate, Short-Term (2 yrs), Mid-Term (5 yrs), Long-Term (10 yrs)

## ❖ Indigenous Relations

*(Engaging university, First Nations and government)*

Our connections with the Indigenous community are foundational and directly linked to all other outcomes. However, there are specific implementation tactics which have been defined and which are important to define as standalone KPIs.

Indigenous relations are centred on extending an invitation and being open to connecting with these communities. The LFCE can be a resource when asked. In order for these relationships to be possible, awareness must be built through respectful, humble and open outreach activities.

Within the university, the LFCE comprises the largest land base and is home to a bison herd. These components provide a critical interface in engaging and connecting with the Indigenous community.

### 'Indigenous Relations' Key Performance Indicators:

ACTION	TACTIC	TIMELINES*
<b>KPI #1: Strengthened relationships with the Indigenous community</b>		
<b>Grow awareness of the LFCE facilities and resources</b>	✓ extend tour invitations to FN groups	ST
	✓ invite FN leaders to be guests at future SAB meeting(s)	ST
<b>Provide resources for animal and sustainable land management initiatives</b> (linked to DIRT & Outreach)	✓ extend invitations to FN communities to make use of lands & facilities	ST
	✓ partner with and provide input to provincial Ministry staff on extension initiatives	ST
<b>Build relationships with other groups/entities</b>	✓ extend invitation to Wanuskewin to tour bison herd and meet with SAB	ST
	✓ reach out to First Nations University of Canada	MT
<b>KPI #2: Expanded connections with USask Indigenous community and initiatives</b>		
<b>Engage with on-campus groups</b>	✓ invite opportunities to further interface with director of kihci-okâwîmâw askiy Knowledge Centre (AgBio Indigenous Land Management Institute)	IM/ST
	✓ continue to grow connections with the Gordon Oakes Red Bear Student Centre & others	IM/ST

\* Immediate, Short-Term (2 yrs), Mid-Term (5 yrs), Long-Term (10 yrs)

## Monitoring & Evaluation

As stated at the onset, **this strategic plan is a living document**. Engagement and implementation tactics are always evolving based upon collected metrics, feedback and results.

Each of the identified KPIs and associated actions and tactics will be tracked and monitored under the direction of the LFCE Director. SAB members will evaluate progress and recommend potential adjustments on an ongoing basis at each of their regular meetings or more frequently as needed.

As implementation begins, detailed tracking will include prioritization of tactics, defined timelines, allocation of resources and assignment of tasks. Progress on all activities will be linked directly to monitoring and reporting.

Key metrics may include, but are not limited to:

- stakeholder engagement - number of interactions, participants, clients reached, partnerships created, and
- awareness generation - number of attendees, events hosted/attended, articles published, presentations delivered.

Ongoing monitoring and evaluation will allow for adjustment of strategies and ensure that the LFCE can respond and pivot when needed.

## Appendix 1

The following strategies and priorities are foundational to the *LFCE Strategic Engagement Framework* and have been consulted in its development. Just as the *Framework* is a living document, so too is this list. It is not intended to be exclusive and will be updated as further relevant information is gathered or becomes available.

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Beef Cattle Research Council – [Canadian Beef Research & Technology Transfer Strategy](#)

Canadian Beef Advisors – [Canada’s National Beef Strategy](#)

Saskatchewan Cattlemen’s Association – [Research Priorities](#)

[Saskatchewan Cattle Feeders Association](#)

[Saskatchewan Forage Council](#)

Saskatchewan Ministry of Agriculture, Research Branch – [Agricultural Research Programs](#)

Saskatchewan Stock Growers Association - [Programs](#)

USask – [Agriculture Signature Area of Research](#), [College of Agriculture and Bioresources Strategic Plan 2025](#), [Western College of Veterinary Medicine Strategic Plan](#)