



**SaskFlax**

**Saskatchewan Flax  
Development Commission**

**Annual Report  
2014/15**



## **Chairs Report**

A full year has gone by since our organization went through the transition and hiring of a new executive director. We welcomed Wayne Thompson into the role in August 2014 and he has certainly fit in well. He has shown great enthusiasm for our organization. I would also like to thank Janice Henriksen for her work and embracing the change within the office.

The SaskFlax board of directors are continuing to focus on identifying and supporting research that in the long term will provide flax producers with new knowledge and tools when it comes to flax production. It has been identified that there is a need to quantify what a strong and prolific flax breeding program can be. We are currently engaged with the CDC at the University of Saskatchewan along with our industry partners, the Flax Council of Canada and Manitoba Flax Growers, to help create a path forward. This comes from the announcements some time ago surrounding the closer of both the AAFC Morden and CPS Flax Breeding programs. At this point in time we are working collectively to put forth a strong plan for Western Canadian flax production that will be sustained by industry support for both research and the CDC breeding program. This initiative will take time to evolve. It is a tough task when there is one oilseed breeding program to move forward with. Patience and open dialogue will be key to plan for success.

Going forward your SaskFlax board of directors will continue to support directed flax research that will provide knowledge for the academic community, support field research through funding agreements and from that supply what knowledge we can to help you as a producer in the long term. Understanding that the levy dollars we collect from the producer are leveraged to access other research dollars whether through provincial, federal government programs and WGRF. The Flax Council of Canada along with Manitoba Flax Growers are also jointly working with our support to work on some of the same research initiatives mentioned above outside the borders of Saskatchewan.

I would like to thank my board of directors for their past years work and dedication to the commission. Their continued passion for flax makes decisions and creating a vision for the flax industry around the board table not only easier but with great knowledge and understanding.



## **Executive Directors Report**

The 2014/15 year for the Saskatchewan Flax Development Commission has been a good one for the organization. The favorable weather conditions for the flax crop resulted in good production in the province and the prices for flax were also good. As a result the levy income for SaskFlax has given the organization an opportunity to fund additional research and participate in activities that will benefit Saskatchewan flax producers. SaskFlax funded 13 new or ongoing research projects for \$514,403 in 2014/15. These projects included the support of variety development, agronomy and health benefits of flax.

There have been some significant changes in the flax breeding programs in Western Canada. The Crop Development Centre is the active program with the Crop Production Services flax breeding program and Agriculture and Agri-Food Canada programs not being active. As a result of the change SaskFlax has been actively working with the Crop Development Centre with the goal of seeing flax variety development for the benefit of flax producers. For agronomy research there were several ADOPT projects in the summer of 2015 and the results will be available soon.

SaskFlax works to increase market demand for flax. SaskFlax commissioned a value added study to determine the current value added processing for flax seed and straw in North America. This study will help set future research and market development plans for the organization. In 2014/15 SaskFlax participated in a Saskatchewan Trade and Export Partnership (STEP) trade mission to Mexico. We had the opportunity to present about the uses of flax for the food and feed sectors. The Mexican interest in flax is currently small but the potential exists for more consumption by people for the health benefits of flax. These trade mission are important for the promotion of flax to increase demand for our production. SaskFlax also joined STEP at the Natural Products Expo West show in California to promote the health benefits of flax to consumers. At the show we saw the interest in using flax in food products and the potential demand for organic flax.

SaskFlax is also a partner with the Flax Council of Canada and Manitoba Flax Growers Association for the HealthyFlax brand to provide information to consumers and health professionals about flax. The website is [www.healthyflax.org](http://www.healthyflax.org)

Looking forward to 2015/16 there will continue to be opportunities for continued investment in flax variety development and agronomy research. SaskFlax will continue to work to develop markets to increase demand for flax for the benefit of the Saskatchewan flax producer.

## Research Funding

The Saskatchewan Flax Levy is invested in research for the purpose of benefiting producers. Some of the research investment is for flax variety development, agronomy and health benefits of flax. The following table lists currently funded projects.

Researcher	Project Name	Total Value of SaskFlax funds for project	Year of Completion
University of Saskatchewan	Rayner Dairy Research and Teaching Facility	\$50,000	2016
Dr. Helen Booker – University of Saskatchewan	Contra Season Winter Nursery for Oilseed Flax	\$30,000	2017
Dr. Helen Booker – University of Saskatchewan	Development of a Flax Breeding Database: A Gateway to Novel Breeding Strategies	\$60,000	2017
Dr. Grant Pierce – St. Boniface Hospital	Hyperflax Trial	\$50,000	2016
Flax Council of Canada	Improve Competitiveness of Flax (Growing Forward 2)	\$400,000	2018
Dr. Nazarali and Dr. Furber – University of Saskatchewan	Neuroprotective Myelin Multiple Sclerosis	\$11,500	2016
IHARF, NARF, ECRF	Seeding Rate & Date Effects Flax Establish & Yield Phase 2	\$22,300	2016
IHARF, NARF, ECRF	Flax Response to Fungicide at Varying Row Spacing & Nitrogen	\$19,950	2016
IHARF, NARF, ECRF	Optimal Fertilizer Management for Flax Production	\$8,700	2016
University of Saskatchewan, Crop Production Services, Agriculture and Agri-Food Canada	Western Canadian Oilseed Flax Cooperative Trials 2015-2016	\$100,000	2017
Dr. Chris Willenborg – University of Saskatchewan	Integrated Crop Management for High Yielding Flax Production	\$138,368	2020
AITF and NARF	Northern Adapted Agronomy	\$62,000	2015

# **Saskatchewan Flax Development Commission**

Financial Statements  
**July 31, 2015**



November 5, 2015

## **Independent Auditor's Report**

### **To the Directors of Saskatchewan Flax Development Commission**

We have audited the accompanying financial statements of Saskatchewan Flax Development Commission, which comprise the statement of financial position as at July 31, 2015 and the statements of operations, changes in net assets and cash flows for the year then ended, and the related notes which comprise a summary of significant accounting policies and other explanatory information.

#### **Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian 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.

#### **Auditor's responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

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"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



**Basis for qualified opinion**

In common with many similar not-for-profit organizations, Saskatchewan Flax Development Commission derives revenue from producer check-off fees, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of Saskatchewan Flax Development Commission. Therefore, we were not able to determine whether any adjustments might be necessary to producer check-off fees, excess of revenue over expenditures and cash flows from operations for the year ended July 31, 2015, current assets as at July 31, 2015 and net assets as at August 1, 2014 and July 31, 2015. The predecessor auditor's opinion on the financial statements for the year ended July 31, 2014 was modified because of the possible effects of a similar limitation in scope.

**Qualified opinion**

In our opinion, except for the possible effects of the matter described in the basis for qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Saskatchewan Flax Development Commission as at July 31, 2015 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**Other matter**

The financial statements of Saskatchewan Flax Development Commission for the year ended July 31, 2014 were audited by another auditor who expressed a qualified opinion on those financial statements on December 9, 2014 for the reasons described in the basis for qualified opinion paragraph.

*PricewaterhouseCoopers LLP*

**Chartered Professional Accountants**

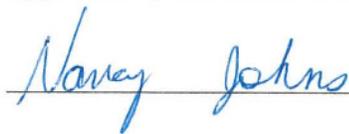
# Saskatchewan Flax Development Commission

## Statement of Financial Position

As at July 31, 2015

	2015 \$	2014 \$
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents (notes 3 and 7)	1,597,950	1,180,298
Investments (note 4)	202,215	170,242
Accounts receivable	113,946	118,871
	<u>1,914,111</u>	<u>1,469,411</u>
<b>Non-current assets</b>		
Investments (note 4)	374,058	404,381
Tangible capital assets (note 5)	11,092	5,516
Website development costs (note 6)	7,457	10,653
	<u>392,607</u>	<u>420,550</u>
	<u>2,306,718</u>	<u>1,889,961</u>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities (note 8)	62,326	98,491
Deferred contributions	7,990	30,453
	<u>70,316</u>	<u>128,944</u>
<b>Net assets</b>		
Unrestricted	1,627,853	1,149,848
Internally restricted (note 7)	600,000	600,000
Invested in tangible capital assets and website development costs	8,549	11,169
	<u>2,236,402</u>	<u>1,761,017</u>
	<u>2,306,718</u>	<u>1,889,961</u>
<b>Commitments (note 9)</b>		
<b>Operating lease (note 10)</b>		

Approved by the Board of Directors



Director



Director

The accompanying notes are an integral part of these financial statements.

# Saskatchewan Flax Development Commission

## Statement of Changes in Net Assets

For the year ended July 31, 2015

	Invested in tangible capital assets and website development \$	Internally restricted \$	Unrestricted \$	2015 \$	2014 \$
<b>Balance - Beginning of year</b>	11,169	600,000	1,149,848	1,761,017	1,134,491
Capital expenditures	9,008	-	(9,008)	-	-
Contributions	(5,000)	-	5,000	-	-
Excess of revenue over expenditures	(6,628)	-	482,013	475,385	626,526
<b>Balance - End of year</b>	<b>8,549</b>	<b>600,000</b>	<b>1,627,853</b>	<b>2,236,402</b>	<b>1,761,017</b>

# Saskatchewan Flax Development Commission

## Statement of Operations

For the year ended July 31, 2015

	Budget (unaudited) \$ (note 11)	2015 \$	2014 \$
<b>Revenue</b>			
Producer check-off fees	1,056,000	1,280,874	1,195,083
Refunds	(52,800)	(42,841)	(40,151)
	1,003,200	1,238,033	1,154,932
Grants, donations and sponsorships	145,300	267,829	418,927
Interest income	15,000	18,891	16,843
	1,163,500	1,524,753	1,590,702
<b>Expenditures</b> (Schedule and note 8)			
Administration			
Consultants	116,000	113,496	71,187
Salaries and wages	65,000	62,408	-
Levy administration	30,000	28,158	25,343
Board of directors	22,500	15,177	15,581
Rent	12,000	11,340	11,340
General and administrative	6,000	6,751	6,003
Amortization	1,000	6,628	1,460
Meetings	7,000	5,919	7,785
Insurance	2,000	1,731	3,544
Professional fees	12,000	1,191	10,105
Travel	8,000	951	1,148
Strategic planning	-	-	11,438
	281,500	253,750	164,934
Grants and research projects	471,000	514,403	506,751
Market facilitation	268,000	160,905	131,775
Communications	137,500	120,310	160,716
	1,158,000	1,049,368	964,176
<b>Excess of revenue over expenditures</b>	5,500	475,385	626,526

# Saskatchewan Flax Development Commission

## Statement of Cash Flows

For the year ended July 31, 2015

	2015 \$	2014 \$
<b>Cash provided by (used in)</b>		
<b>Operating activities</b>		
Excess of revenue over expenditures	475,385	626,526
Amortization	6,628	1,460
Changes in non-cash working capital items		
Accounts receivable	4,925	18,547
Accounts payable and accrued liabilities	(36,165)	(81,386)
Deferred contributions	(22,463)	19,178
	<u>428,310</u>	<u>584,325</u>
<b>Investing activities</b>		
Purchase of investments, net of redemptions	(1,650)	(9,763)
Purchase of tangible capital assets and website development costs	(9,008)	(16,066)
	<u>(10,658)</u>	<u>(25,829)</u>
<b>Net change in cash and cash equivalents</b>	417,652	558,496
<b>Cash and cash equivalents – Beginning of year</b>	<u>1,180,298</u>	<u>621,802</u>
<b>Cash and cash equivalents – End of year</b>	<u>1,597,950</u>	<u>1,180,298</u>
<b>Cash and cash equivalents consist of:</b>		
Cash	1,398,591	994,594
Investment savings accounts	199,359	185,704
	<u>1,597,950</u>	<u>1,180,298</u>

# Saskatchewan Flax Development Commission

## Notes to Financial Statements

For the year ended July 31, 2015

### 1 Nature of business

The Saskatchewan Flax Development Commission (the “commission” or “SFDC”) was established by provincial legislation in April of 1996. The activities of the commission are funded primarily by a levy on Saskatchewan produced flax, which is collected by buyers at the time of sale.

The mandate of the commission is to promote and enhance flax production in Saskatchewan for maximum return to producers through research, market facilitation, leadership and communication in the industry.

### 2 Summary of significant accounting policies

#### a) Basis of presentation

These financial statements include the accounts of the commission and are presented in accordance with Canadian accounting standards for not-for-profit organizations (“ASNPO”).

#### b) Use of estimates

The preparation of financial statements in conformity with ASNPO 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 the reported amount of revenue and expenditures during the reporting period. Actual results could differ from these estimates.

#### c) Tangible capital assets and website development costs

Tangible capital assets and website development costs are recorded at cost and amortized over their expected useful lives. Computer hardware, computer software and office equipment/furnishings are amortized using the straight-line method over a five-year period. Website development costs are amortized using the straight-line method over a five-year period.

#### d) Revenue recognition

Producer check-off fees are recognized as product is sold from the producer to the buyer. Refunds are recognized using the accrual method based on actual requests submitted by producers for the crop year and are paid out subsequent to year-end by the commission.

The commission follows the deferral method of accounting for contributions, including grants. 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. Restricted contributions for expenses of the current period are recognized as revenue in the current period and restricted contributions for expenses of one or more future periods are deferred and recognized as revenue in the same period or periods as the related expenses are recognized.

# Saskatchewan Flax Development Commission

## Notes to Financial Statements

For the year ended July 31, 2015

Interest income is recognized as it is earned. Contributions of materials and services are recognized only when a fair value can be reasonably estimated and when the materials and services are used in the normal course of the commission's operations and would otherwise have been purchased.

e) Grants and research projects

Expenditures are recognised when grants and research projects have been approved and the recipient has met eligibility criteria.

f) Financial instruments

Financial assets and financial liabilities, consisting of cash and cash equivalents, investments, accounts receivable and accounts payable and accrued liabilities are initially recognized at fair value and subsequent measurement is at amortized cost. The commission does not consider itself to have significant exposure to credit risk, currency risk, interest rate risk, liquidity risk, market risk or other price risk.

### 3 Restricted cash

Cash of \$141,863 (2014 - \$51,297) is restricted for the Northern Adapted Flax Variety Development research project.

### 4 Investments

Investments consist of guaranteed investment certificates which earn interest at rates ranging from 2.05% to 2.80% and mature in the 2016 (\$202,215), 2017 (\$100,538), 2018 (\$101,268), 2019 (\$100,000) and 2020 (\$71,892) fiscal years.

### 5 Tangible capital assets

	<b>Cost</b>	<b>Accumulated amortization</b>	<b>Net book value 2015</b>	<b>Net book value 2014</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Office equipment / furnishings	11,209	1,427	9,782	2,090
Computer hardware	6,400	5,540	860	2,782
Computer software	716	266	450	644
	<hr/>	<hr/>	<hr/>	<hr/>
	18,325	7,233	11,092	5,516

# Saskatchewan Flax Development Commission

## Notes to Financial Statements

For the year ended July 31, 2015

### 6 Website development costs

Cost \$	Accumulated amortization \$	Net book value 2015 \$	Net book value 2014 \$
10,653	3,196	7,457	10,653

### 7 Internally restricted net assets

The commission has internally restricted net assets of \$600,000 to maintain operations and meet commitments in the event of crop failure, and to pay any amounts due in the event of disestablishment of the commission.

### 8 Related party transactions

During the year ended July 31, 2015 members of the commission's elected Board of Directors received payments for per diems and expenses of \$60,743 (2014 - \$41,507).

During the year ended July 31, 2014 the commission contracted services from Food Focus Saskatoon Inc., which is owned by the then Executive Director of the commission. The Statement of Operations includes Administration expenditures of \$191,746 for the year ended July 31, 2014 and the Statement of Financial Position includes \$30,567 of accounts payable and accrued liabilities at July 31, 2014 pertaining to Food Focus Saskatoon Inc.

All related party transactions described above are measured at the exchange amount, which is the consideration established and agreed to by the parties.

### 9 Commitments

As at July 31, 2015 the commission has committed to making the following payments for research projects:

	\$
2016	297,262
2017	186,171
2018	17,854
2019	14,950
2020	4,993
	<hr/>
	521,230

# **Saskatchewan Flax Development Commission**

## **Notes to Financial Statements**

**For the year ended July 31, 2015**

### **10 Operating lease**

The commission had a lease agreement for its office premises for a one year term, at a rate of \$10,800 per annum, which expired July 31, 2015. The agreement was renewed at a rate of \$11,400 per annum for the one year term ending July 31, 2016. Further the commission has the option to renew the lease agreement for an additional 2 year term.

### **11 Budgeted amounts**

The budgeted amounts have been approved by the Board of Directors, are unaudited and are provided for purposes of comparison.

# Saskatchewan Flax Development Commission

## Schedule of Expenditures

For the year ended July 31, 2015

	Budget (unaudited) \$ (note 11)	2015 \$	2014 \$
<b>Communications</b>			
Crop Production Week and CropSphere Website	15,000	17,308	26,324
Joint programs and partnerships	10,000	17,220	-
Industry liaison	15,000	16,795	1,905
Election	20,000	14,432	66,177
Flax association meeting	15,000	14,395	1,647
Newsletter	10,000	11,988	-
Memberships and subscriptions	15,000	9,519	82
PRCO	8,000	8,408	1,594
Minor use registration	5,000	6,360	-
Annual General Meeting	-	2,556	-
EU/GM market liaison	10,000	1,329	5,842
Strategic planning	-	-	41,487
Other	2,000	-	13,506
	12,500	-	2,152
	<hr/> 137,500	<hr/> 120,310	<hr/> 160,716
<b>Grants and research projects</b>			
Oilseed Cooperative Trials	50,000	195,000	-
Flax Council Growing Forward II	100,000	100,000	40,242
Northern Adapted Flax Variety ADOPT	60,000	62,000	179,530
Integrated Crop Management	50,000	52,014	40,328
Flax Breeding Database	40,000	35,399	-
Multiple Sclerosis	20,000	20,000	20,000
U of S Dairy	12,000	10,350	-
Winter Nursery	10,000	10,000	10,287
Sask Variety Performance Group	10,000	10,000	10,000
Optimal Fertilizer Management	10,000	6,526	-
Pest Monitoring Network	10,000	3,114	-
Research coordination	11,000	-	4,495
Crop trials	-	-	103,974
Glyphosate	-	-	61,499
Bioactives (Laarveld)	-	-	20,342
Agronomic Research Strategy	88,000	-	5,554
	<hr/> 471,000	<hr/> 514,403	<hr/> 506,751
<b>Market facilitation</b>			
Food	141,000	77,799	115,554
Feed	25,000	-	-
Fiber	2,000	-	16,221
Value added feasibility study	100,000	83,106	-
	<hr/> 268,000	<hr/> 160,905	<hr/> 131,775



November 5, 2015

**To the Board of Directors of  
Saskatchewan Flax Development Commission**

We have audited Saskatchewan Flax Development Commission's control as of July 31, 2015 to express an opinion as to the effectiveness of its control related to the adequacy of management systems, controls and practices intended to control and safeguard assets.

We used the guidance developed by The Criteria of Control Board of The Canadian Institute of Chartered Accountants (CICA) to make our judgments about the effectiveness of Saskatchewan Flax Development Commission's control. We did not audit certain aspects of control concerning the effectiveness, economy, and efficiency of certain management decision-making processes.

The Criteria of Control Board of the CICA defines control as comprising those elements of an organization (including its resources, systems, processes, culture, structure and tasks) 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. Or, stated another way, control is effective to the extent that the remaining risks of the organization failing to meet its objectives are deemed acceptable.

Saskatchewan Flax Development Commission's management is responsible for effective control related to the objective described above. Our responsibility is to express an opinion on the effectiveness of control based on our audit.

**Scope**

We conducted our audit in accordance with standards for assurance engagements published in the CPA Canada Handbook – Assurance. Those standards require that we plan and perform an audit to obtain reasonable assurance as to effectiveness of Saskatchewan Flax Development Commission's control related to the objective stated above. An audit includes obtaining an understanding of the significant risks related to this objective, the key control elements and control activities to manage these risks and examining, on a test basis, evidence relating to control.

**Limitations**

Controls can provide only reasonable and not absolute assurance of achieving objectives reliably for the following reasons. There are inherent limitations in control, including the possibility of faulty judgment in decision-making, of breakdowns because of human error, of control activities being circumvented by collusion of two or more people and of management overriding control. Second, cost/benefit considerations can and should be taken into account when designing control in organizations. Because control can be expected to provide only reasonable assurance and not absolute assurance, the objective referred to above may not be achieved reliably. Also, projections of any evaluation of control to future periods are subject to the risk that control may become ineffective because of changes in internal and external conditions, or the degree of compliance with control activities may deteriorate.

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**Opinion**

In our opinion, based on the limitations noted above, Saskatchewan Flax Development Commission's control was effective, in all significant respects, to meet the objective stated above as of July 31, 2015 based on the guidance developed by The Criteria of Control Board of the CICA.

*PricewaterhouseCoopers LLP*

**Chartered Professional Accountants**



November 5, 2015

**To the Board of Directors of  
Saskatchewan Flax Development Commission**

We have audited Saskatchewan Flax Development Commission's compliance as at July 31, 2015 with the provisions of the Agri-Food Act, 2004 and The Flax Development Plan Regulations which pertain to its financial reporting, safeguarding of public resources, spending, revenue raising, borrowing and investing activities. Compliance with the aforementioned legislative and related authorities is the responsibility of the management of Saskatchewan Flax Development Commission. Our responsibility is to express an opinion on this compliance based on our audit.

**Scope**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether Saskatchewan Flax Development Commission complied with the provisions of the legislative and related authorities referred to above. Such an audit includes examining, on a test basis, evidence supporting compliance, evaluating the overall compliance with the provisions, and where applicable, assessing the accounting principles used and significant estimates made by management.

**Opinion**

In our opinion, as at July 31, 2015, Saskatchewan Flax Development Commission is in compliance, in all significant respects, with the provisions of the legislative and related authorities referred to above which pertain to its financial reporting, safeguarding of public resources, spending, revenue raising, borrowing and investing activities.

*PricewaterhouseCoopers LLP*

**Chartered Professional Accountants**

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**Saskatchewan Flax Development Commission  
Expenditures by Object  
For the Year Ended July 31, 2015**

**DIRECTORS**

Shane Stokke	\$15,515
Nancy Johns	\$11,798
Greg Sundquist	\$11,699
Erwin Hanley	\$11,655
David Sefton	\$5,441
Jordon Hillier	\$4,635

**RESEARCH (threshold \$5,000)**

University of Saskatchewan	\$135,749
Flax Council of Canada	\$100,000
Agriculture and Agri-Food Canada	\$95,000
Crop Production Services	\$50,000
Alberta Innovates Technology Futures	\$42,000
Northeast Agriculture Research Foundation	\$36,938
Indian Head Agricultural Research Foundation	\$31,663
Saskatchewan Variety Performance Group	\$10,000
East Central Research Foundation	\$9,938

**ADMINISTRATION (threshold \$5,000)**

Orange Management Group	\$101,290
Agriculture Council of Saskatchewan (Levy Central)	\$27,670
Wayne Thompson	\$9,999

**COMMUNICATIONS (threshold \$5,000)**

Quadrant Newmedia	\$10,544
Colorshape Communications	\$6,815
Farm & Food Care Saskatchewan	\$5,250

**MARKET FACILITATION (threshold \$5,000)**

SJT Solutions	\$83,084
Quadrant Newmedia	\$10,950
Farm & Food Care Saskatchewan	\$7,500

Approved by SaskFlax Board, December 11, 2015

## Directors for 2014-2015

**Erwin Hanley (Chair)**  
**Box 37180 Regina, SK S4S 7K3**



**Nancy Johns**  
**Box 916 Watrous, SK SoK 4To**



**Shane Stokke (Vice-Chair)**  
**Box 1315 Watrous, SK SoK 4To**



**David Sefton**  
**Box 262 Broadview, SK SoG oKo**



**Jordon Hillier**  
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**Greg Sundquist**  
**Box 1030 Watrous, SK SoK4To**



**Executive Director**  
Wayne Thompson, Saskatoon

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**Our Mission**  
“To lead, promote, and enhance the production, value-added processing and utilization of Saskatchewan flax.”

**Our Vision**  
“Saskatchewan Flax Development Commission, as a respected organization, leads the promotion of flax and flax products in the world.”

