

# A Policy Evaluation of Non-Business Risk Management Programs





#### **EXECUTIVE SUMMARY**

#### **BACKGROUND**

In 2018, the Canadian Agricultural Partnership (CAP) was launched. The CAP is a multilateral cost-shared initiative between Agriculture and Agri-Food Canada (AAFC) and Canadian provinces and territories which outlines policy and program priorities for the agriculture industry across the country. The CAP is a \$3 billion national investment in Canada's agriculture sector and a \$37 million investment in Prince Edward Island's (PEI) agriculture sector over five years (2018-2023).

The Prince Edward Island Department of Agriculture and Land's (DAL) suite of 12 non-business risk management (BRM) CAP programs were designed to align with the six CAP priority areas: Science, Research and Innovation; Value-Added Agriculture and Agri-Food Processing; Environmental Sustainability and Climate Change; Markets and Trade; Risk Management; and Public Trust. In the Multilateral Framework Agreement (MFA) between Canada, the provinces, and the territories, it was agreed by all parties that focusing on these six priority areas would support the overarching outcomes and objectives of the CAP. The programs were designed to work towards four long-term outcomes:

- Increase competitiveness, productivity and profitability;
- Increase environmental sustainability;
- Expand domestic and international markets; and
- Improve the anticipation, mitigation and response to risks.

The Strategic Policy and Evaluation Division (SPED) at the PEI DAL has conducted this evaluation in order to understand:

- I. How non-BRM CAP programs at the DAL have *collectively* contributed to the four long-term outcomes for the CAP;
- II. How non-BRM CAP programs at the DAL have contributed to the immediate and intermediate outcomes as identified in the CAP Global Logic Model<sup>1</sup>; and
- III. The collective performance, relevance and impact of CAP programs.

The evaluation examined the activities of the CAP programs from the launch of the CAP on April 1, 2018 to December 31, 2020. The evaluation began in January 2021 and was finalized with the publication of this report.

#### **POLICY**

The DAL's evaluation of its CAP programs is responsive to The Calgary Statement, the PEI-Canada Bilateral agreement, PEI Treasury Board Policy, Government of PEI Public Policy on Performance Measurement and Financial Oversight, including the Department's Mandate Letter, the DAL's Strategic Plan as well as the Government of PEI Evaluation Standard and Guidelines, and the SPED's Mission, Vision and Values (2020).

#### **METHODOLOGY**

The evaluation methodology included three lines of evidence:

- An online survey of CAP clients (N= 748, n=322);<sup>2</sup>
- An online survey of industry stakeholders (e.g., commodity associations) (N=27, n=22); and
- In-person or telephone key informant interviews with DAL CAP program leads (N=13, n=13).

<sup>&</sup>lt;sup>1</sup> See Figure 2 for the Department's CAP Global Logic Model.

<sup>&</sup>lt;sup>2</sup> Individuals who were in receipt of CAP funding from 2018 to present, with an email address on file, were e-mailed an invitation to complete the online survey. Individuals who were in receipt of CAP funding, without an email address on file, were mailed a letter invitation to complete the survey.

#### **LIMITATIONS**

Limitations point to what may be considered as the potential weaknesses of an evaluation. In some cases, limitations will only emerge once the methodology has been implemented.<sup>3</sup>

#### Using the perceptions of clients, industry and program leads may introduce bias

To mitigate these limitations, the evaluation relied on multiple lines of evidence so that results could be triangulated, all lines of evidence were equally weighted, and the evaluation was led by Department staff who do not deliver programs. Furthermore, clients were able to participate anonymously in the CAP Evaluation Survey. A Credentialed Evaluator (CE) external to the Government of PEI has also reviewed and assessed the final report before it was published.

### Determining impact did not involve the use of a counterfactual which may decrease the validity of impact-related results

To mitigate this limitation, the evaluation's methodology included triangulating the survey and interview data with objective performance indicators collected as per the CAP's performance monitoring policy.

#### A complete and accurate list of total CAP clients could not be confirmed.

The Evaluator is, therefore, not able to determine whether the individuals who received an invitation to participate in the CAP Evaluation represent the total population, or a sample of the total population.

#### **KEY FINDINGS**

- Overall, CAP clients are satisfied with the administration of CAP programs, the assistance provided by DAL staff and the program documents.
- The preferred method of communication regarding Departmental programming is through DAL staff.
- The DAL's CAP programs remain relevant.
- Overall, CAP programs are making progress to achieving the following outcomes: increasing competitiveness, productivity and profitability, increasing environmental sustainability; and, improving the mitigation, anticipation and response to risks.
- CAP programs are not expanding domestic and international markets.
- With respect to the extent to which CAP programs are achieving their immediate, intermediate and long term outcomes, there exists a discrepancy between responses received from CAP clients and responses received from industry stakeholder groups.
- In addition to the articulated outcomes, CAP programs may be supporting industry to improve the quality of a product or service, improve their production capacity and increase their farms, businesses and organization's annual gross revenue.

#### **DISCUSSION**

#### **RELEVANCE**

CAP programs were found to be relevant to the agriculture industry. The evaluation's results show that CAP programs are responding to the needs of farms, businesses and organizations and are helping the industry to achieve their strategic goals. There were, however, varying opinions from evaluation participants with respect to the adequacy of financial support provided through the CAP programs. While a strong majority of CAP clients indicated that they believed levels of financial support to be adequate, industry stakeholder groups and CAP program leads indicated they did not feel as strongly that the financial support provided was adequate.

#### **PERFORMANCE**

In terms of the degree to which the CAP programs are achieving results in accordance with the stated goals of the Framework, several observations can be made. Overall, the CAP programs are making progress towards achieving three of the four long-term outcomes: increasing competitiveness, productivity and profitability, increasing environmental sustainability and improving the mitigation,

<sup>&</sup>lt;sup>3</sup> Bloomberg, L., & Volpe, M. (2012). Completing your qualitative dissertation: A road map from beginning to end (2nd ed.). Los Angeles, CA: SAGE Publications., p. 114

anticipation and response to risks. The evaluation shows that CAP programs may be making progress with respect to expanding domestic markets for some CAP clients but are not expanding international markets. There was a higher level of agreement among both CAP clients and industry stakeholder group respondents that CAP programs are resulting in expanded *domestic markets*, this is not the case with respect to expanding *international markets*. Almost half of CAP Evaluation Client Survey respondents indicated that they disagreed that their participation in CAP programs had resulted in the expansion of international markets. There is an opportunity to improve the alignment between eligible project activities and the long-term outcome of expanding domestic and international markets, should that outcome be included in the Next Policy Framework (NPF) for agriculture.

#### **IMPACT**

Overall, CAP programs are achieving many of their stated outcomes<sup>4</sup> and are having a positive impact on the agriculture industry. In addition to stated outcomes, evaluation participants have indicated that CAP programs are resulting in several unanticipated outcomes such as supporting the agriculture industry to improve the quality of their products/services as well as their production capacity. Additionally, participation in CAP programming is likely having a positive impact on the annual gross revenue of some farms, businesses, and organizations.

#### **RECOMMENDATIONS**

- I. In order to address the performance of CAP programs with respect to expanding domestic and international markets, programs aligned with this outcome should be reviewed to determine if eligible project activities can be better aligned with the long-term outcome of increasing domestic and international markets.
- II. The Department should conduct further research with respect to instances where there were divergent responses between industry groups and CAP clients.
- III. The DAL should review CAP program application and claim forms in order to reduce the collection of repetitive information (e.g., contact information).
- IV. The Department should identify and collect performance metrics that are specific to each individual CAP program's immediate and intermediate outcome in order to better understand the programs' performance and impact. This will support a more fulsome understanding of program performance.
- V. The Department should implement a client management system that assigns a unique identifying number to each individual CAP client. This will support the Department in fulfilling its evaluation mandates by ensuring that evaluators are able to accurately determine population and samples sizes which will support increased reliability with respect to evaluative research findings.

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<sup>&</sup>lt;sup>4</sup> Immediate, intermediate and long-term.

#### LIST OF ACRONYMS

Agriculture and Agri-Food Canada AAFC Agriculture Research and Innovation Program ARIP Agriculture Stewardship Program **ASP** Alternative Land Use Services **ALUS** Assurance Systems Program ASP Bilateral Agreement BA **Business Development Program** BDP **Business Risk Management** BRM Canadian Agricultural Partnership CAP Community Food Security and Agriculture Awareness Program **CFSAAP** PEI Department of Agriculture and Land DAL Federal/Provincial/Territorial FPT FFP **Future Farmer Program** Multilateral Framework Agreement MFA **Next Policy Framework** NPF Organic Industry Development Program OIDP Perennial Crop Development Program **PCDP** Prince Edward Island PEI Product and Market Development Program **PMDP** Promoting Public Trust Program PPTP Strategic Industry Growth Initiative SIGI Strategic Policy and Evaluation Division **SPED** 

#### **KEY TERMS**

**Community Food Security:** Exists when all community residents obtain a safe, personally acceptable, nutritious diet through a sustainable food system that maximizes healthy choices, community self-reliance and equal access for everyone.<sup>5</sup>

**Competitive/Competitiveness** - Ability of a firm to offer products and services that meet the quality standards of the local and world markets at prices that are competitive and provide adequate returns on the resources employed or consumed in producing them.<sup>6</sup>

**Environmental Sustainability** – The maintenance of the factors and practices that contribute to the quality of the environment on a long-term basis.<sup>6</sup>

**Impact** – The long-term effects on identifiable populations or groups produced by a project or program. Impacts may be direct or indirect, intended or unintended, economic, sociocultural, institutional, environmental, technological, or other.<sup>7</sup>

**Performance** – The degree to which a program achieved results in accordance with the stated goals of the program. More specifically, this is sometimes the extent to which economy, efficiency and effectiveness are achieved by a program.<sup>8</sup>

**Productive/Productivity** - A measure of the efficiency of a person, machine, factory, system, etc., in converting inputs to useful outputs. Productivity is computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period. Productivity is a critical determinant of cost efficiency.<sup>6</sup>

<sup>&</sup>lt;sup>5</sup> Hamm, M. & Bellows, A. (2003)

<sup>&</sup>lt;sup>6</sup> CAP FPT Performance Measurement Task Team, Glossary/Definitions

<sup>&</sup>lt;sup>7</sup> Bamberger et al. (2006)

<sup>8</sup> Government of Canada (2010)

**Profitable/Profitability** – The state or condition of yielding a financial profit or gain. It is often measured by price to earnings ratio.<sup>9</sup>

**Program Evaluation –** Evaluation is the systematic assessment of the design, implementation or results of an initiative for the purposes of learning or decision-making.<sup>10</sup>

**Public Trust** - Understood to be "a belief that [agriculture] activities are consistent with social expectations and the values of the community and other stakeholders." <sup>11</sup>

Relevance – The extent to which a policy or program addresses a demonstrable need. 12

**Risk Management** – "The use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy" 9

<sup>&</sup>lt;sup>9</sup> CAP FPT Performance Measurement Task Team, Glossary/Definitions

<sup>10</sup> Canadian Evaluation Society, 2014

<sup>&</sup>lt;sup>11</sup> Canadian Centre for Food Integrity, 2017

<sup>&</sup>lt;sup>12</sup> Adapted from Small, Cooney & O'Connor (2009, p. 5); Government of Ontario, Ministry of Finance (2007, p. 13)

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#### 1.0 INTRODUCTION

#### 1.1 OVERVIEW OF THE CAP

In 2018, the Canadian Agricultural Partnership (CAP) was launched. The CAP is a multilateral, cost-shared initiative between Agriculture and Agri-Food Canada (AAFC) and Canadian provinces and territories which outlines policy and program priorities for the agriculture industry across the country. The CAP is a \$3 billion national investment in Canada's agriculture sector and a \$37 million investment in Prince Edward Island's (PEI) agriculture sector over five years (2018-2023).

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- Increase competitiveness, productivity and profitability;
- Increase environmental sustainability;
- Expand domestic and international markets; and
- Improve the anticipation, mitigation and response to risks.

#### 1.2 EVALUATION POLICY ALIGNMENT

The DAL's evaluation of its suite of non-BRM CAP programs is responsive to the Calgary Statement, the PEI-Canada Bilateral Agreement, PEI Treasury Board Policy, Government of PEI policy on evaluation, performance and financial oversight, the DAL's Strategic Plan and the SPED's *Mission, Vision and Values.* 

#### 1.2.1 THE CALGARY STATEMENT

The Calgary Statement states that FPT Governments are "committed to supporting the sustainable growth, adaptability and prosperity of the sector in a manner that also demonstrates the value of investment to Canadians" and further "emphasiz[es] openness and transparency in communicating performance, information and results that enable governments and industry stakeholders to understand the successes and lessons learned in order to make informed decisions and take action."

#### 1.2.2 PEI-CANADA BILATERAL AGREEMENT

The PEI-Canada BA for implementing the CAP requires that PEI conduct an evaluation of its suite of CAP programming "for the purpose of assessing the continued relevance and performance of the CAP Framework Agreement." <sup>14</sup>

#### 1.2.3 PEI TREASURY BOARD POLICY

TB Policy 13.08 Conditional Grants and Funding Agreements. Section 5: Financial Management Accountability

The Deputy Minister of a department is accountable for: "Establishing Performance Criteria: Ensuring that measurable performance indicators and expectations for all conditional grant programs are established, and including such criteria and timing of evaluation work in Treasury Board program submissions or as otherwise requested by Treasury Board" (5.c).

TB Policy 13.10 Contract Management and Reporting. Section 2: Policy

"It is the responsibility of departments to establish administrative procedures to ensure efficient and effective contract management and the maintenance of meaningful reporting on contract activities."

<sup>&</sup>lt;sup>13</sup> Business Risk Management Programs (AgriInvest, AgriStability and AgriInsurance) are not included in this evaluation.

<sup>&</sup>lt;sup>14</sup> PEI-Canada Bilateral Agreement, Section 10.3.1

### 1.2.4 GOVERNMENT OF PEI PUBLIC POLICY ON PERFORMANCE MEASUREMENT AND FINANCIAL OVERSIGHT

DAL Ministerial Mandate Letter (2019)

Government will "ensur[e] our progress is measurable through transparent decision-making." As stated in the Premier of PEI's mandate letter to the Minister of Agriculture, "As the Minister of Agriculture and Land, your overarching goal is to lead our province's efforts to innovate our agriculture and agri-food sectors for success now and into the future."

#### Government of Prince Edward Island Evaluation Standard and Guidelines (May 2021)

The purpose of the GPEI Evaluation Standard and Guidelines is "to establish expectations for maintaining various dimensions of quality during the planning and implementation of evaluations conducted by the Government of PEI. The standard and the guidelines support common practices and characteristics for evaluation activities and their results, aimed at the achievement of an optimum level of quality" (p.7). Additionally, the Standard and Guidelines "applies to all evaluations completed by the Government of PEI, including those completed by officials and external contractors/consultants hired to evaluate programs, policies, contracts, funding agreements, conditional grants, services, or other initiatives" (p. 7).

#### 1.2.5 DEPARTMENT OF AGRICULTURE AND LAND STRATEGIC PLAN (2021 - 2025)

In the DAL's Strategic Plan, the improvement of legislation, policies, programs and services through research, performance monitoring and evaluation has been identified as a focus area. The Department states that "evaluation will be used to assess programs based on processes implemented, outcomes of an intervention, and/or cost-benefit ratio of an intervention."

# 1.2.6 STRATEGIC POLICY AND EVALUATION DIVISION (DEPARTMENT OF AGRICULTURE AND LAND)

Mission, Vision, Values (2020)

The Strategic Policy and Evaluation (SPED) mission is to "provide stakeholders with a strong base of evidence to make decisions to support the growth and sustained development of agriculture ..." In order to do this, the Division values the "systematic performance monitoring, measurement and program evaluation ... because they provide opportunities to improve and lead to better public policy outcomes."

#### **1.3 EVALUATION PURPOSE**

The SPED at the PEI DAL has conducted this evaluation in order to understand:

- How non-BRM CAP programs at the DAL have collectively contributed to the four long-term outcomes for the CAP;
- II. How non-BRM CAP programs at the DAL have contributed to the immediate and intermediate outcomes as identified in the CAP Global Logic Model; and
- III. The collective performance, relevance and impact of CAP programs.



#### **Performance**

The degree to which Programs achieved results in accordance with the stated goals of the program.



#### Relevance

Considers the extent to which a program responded to a demonstrable need.



#### **Impact**

Considers the long-term effects on identifiable populations or groups produced by a project or program

Figure 1. Definitions of performance, relevance and impact used for the purposes of this evaluation.

The programs were evaluated *collectively* to understand their performance, relevance, impact and contributions to the long-term outcomes. It was anticipated that programs may contribute to multiple CAP long-term outcomes. Therefore, the client and industry surveys and key informant interviews with program leads asked questions related to all CAP long-term outcomes, as opposed to an individual program.

The evaluation methodology included three lines of evidence:

- An online survey of CAP clients (N= 748, n=322);<sup>15</sup>
- An online survey of industry stakeholders (e.g., commodity associations) (N=27, n=22); and
- In-person or telephone key informant interviews with DAL CAP program leads (N=13, n=13).

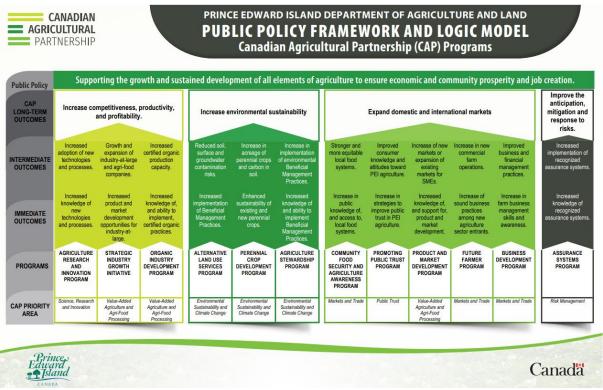


Figure 2. PEIDAL CAP Global Logic Model

#### 1.4 OVERVIEW OF CAP NON-BRM PROGRAMS

#### 1.4.1 AGRICULTURE RESEARCH AND INNOVATION PROGRAM (ARIP)

The ARIP is comprised of four sub-programs that support farm-level research, innovation and adoption projects that lead to increased competitiveness, productivity and profitability for the agriculture industry in PEI.

<sup>&</sup>lt;sup>15</sup> Individuals who were in receipt of CAP funding from 2018 to present, with an email address on file, were e-mailed an invitation to complete the online survey. Individuals who were in receipt of CAP funding, without an email address on file, were mailed a letter invitation to complete the survey. Participants were able to complete the survey online, using a hard copy, or over the telephone.

#### 1.4.2 AGRICULTURE STEWARDSHIP PROGRAM (ASP)

The ASP is a suite of initiatives designed to increase environmental sustainability, climate change mitigation and adaptation by providing technical and financial support to encourage producers to voluntarily implement Beneficial Management Practices (BMPs).

#### 1.4.3 ALTERNATIVE LAND USE SERVICES PROGRAM (ALUS)

The ALUS Program is designed to increase environmental sustainability by providing financial incentive to agricultural landowners to establish or maintain Beneficial Management Practices (BMPs) on agricultural land and/or for the removal of targeted environmentally sensitive land from agricultural production.

#### 1.4.4 ASSURANCE SYSTEMS PROGRAM

The Assurance Systems Program is designed to improve the anticipation, mitigation and response to risks by providing assistance to address risks related to humans, animals and plants through project-driven and other outcome-based approaches.

#### 1.4.5 BUSINESS DEVELOPMENT PROGRAM (BDP)

The BDP supports the agriculture sector by providing funding for skills training, business planning and implementation, organizational development, benchmarking and risk management activities which expand domestic and international markets for PEI producers and small to medium sized agribusinesses.

#### 1.4.6 COMMUNITY FOOD SECURITY AND AGRICULTURE AWARENESS PROGRAM (CFSAAP)

The CFSAAP is designed to support the expansion of local markets while simultaneously supporting goals related to community food security, particularly increasing access to affordable local food and improving health and food safety. The program focuses on strengthening local food systems through community-led education and outreach activities.

#### 1.4.7 FUTURE FARMER PROGRAM (FFP)

The FFP supports the expansion of domestic and international competitiveness by supporting new farmers to improve the probability that they establish or continue profitable and sustainable commercial farm businesses. The program helps new entrants identify and prioritize their business goals and will help them identify planning, management and technical skills that are needed to reach their goals.

#### 1.4.8 ORGANIC INDUSTRY DEVELOPMENT PROGRAM (OIDP)

The OIDP is designed to support the organic agriculture sector in PEI by providing strategic assistance with projects which will increase competitiveness, productivity and profitability of that sector.

#### 1.4.9 PERENNIAL CROP DEVELOPMENT PROGRAM (PCDP)

The PCDP is designed to increase environmental sustainability in PEI's agriculture sector by supporting high value perennial crop production and production systems. Emphasis is placed on establishment of new and expanding perennial crop enterprises.

#### 1.4.10 PRODUCT AND MARKET DEVELOPMENT PROGRAM (PMDP)

The PMDP is designed to expand domestic and international competitiveness by supporting small and medium-sized agricultural producers, agri-businesses and agri-processors to expand their product base or markets through value-added and agri-food processing projects; and/or market development activities on PEI and through intra-jurisdictional projects.

#### 1.4.11 PROMOTING PUBLIC TRUST PROGRAM (PPTP)

The PPTP is designed to improve consumer knowledge and attitude toward PEI's agriculture and agricultural practices by communicating the story and the impact of the agriculture industry to support the continued domestic competitiveness of PEI agriculture.

#### 1.4.12 STRATEGIC INDUSTRY GROWTH INITIATIVE (SIGI)

The SIGI is designed to increase the competitiveness, productivity and profitability of the agriculture industry through a coordinated effort to accelerate the development and successful commercialization of food products from PEI.

#### 2.2 LINES OF EVIDENCE

There were three lines of evidence utilized for this evaluation: a survey of CAP clients, a survey of industry stakeholder groups and key informant interviews with CAP program leads.

#### 2.2.1 CLIENT SURVEY

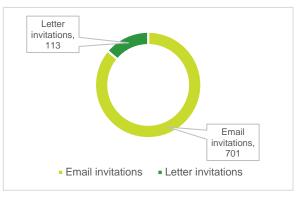
A survey for CAP program clients was developed through January and February 2021 and launched in March 2021. The CAP Evaluation Client Survey was offered in both English and French.<sup>16</sup> The survey asked questions about CAP outcomes 17 as well as program performance, relevance and impact. Before administering the survey, the PEI Federation of Agriculture (PEIFA) and DAL program administration staff were notified that the survey would be circulated to CAP clients. CAP clients received a letter from the DAL advising them that they should expect to receive an email invitation to participate in the CAP Evaluation Client Survey. As an incentive to participate in the survey, respondents were provided an opportunity to enter their name into a draw to win either an Apple iPad or a Bose Soundlink Bluetooth Speaker. The CAP Evaluation Client Survey can be found in Appendix B.

#### 2.2.1.1 CLIENT SURVEY: PRE-TESTING

The CAP Evaluation Client survey was pretested with five members of the Strategic Policy and Evaluation Division in February 2021. Modifications were made to the survey based on this pre-test before it was finalized and distributed via email using SurveyMonkey.

#### 2.2.1.2 CLIENT SURVEY CONTROL AND ADMINISTRATION

In order to ensure clients only received one invitation to complete a survey, duplicate emails were removed if they were associated with more than one program. An invitation to complete the CAP Evaluation Client Survey was emailed to 701 clients who had email addresses on file (see Figure 3). A letter invitation was sent to an additional 113 CAP clients that did not have an email address on file with the Department. This letter invited them to contact the Department (via email or telephone) in order to complete the CAP Evaluation Client Survey. Clients were able to complete the survey online or over



the telephone. In total there were 59 bounce back emails, meaning 642 clients received

Figure 3. CAP Evaluation Survey invitation, by type of invitation sent.

the email invitation and seven return-to-sender letters, meaning 106 clients received the letter invitation. There were six reminders to complete the survey which were sent to clients via email.

<sup>&</sup>lt;sup>16</sup> All participants chose to complete the survey in English.

<sup>&</sup>lt;sup>17</sup> Immediate, intermediate and long-term outcomes

#### 2.2.1.3 CLIENT SURVEY RESPONDENTS

Since April 2018, there have been approximately 814 individual CAP clients. 18 In total, 322 clients attempted the survey and 257 fully completed the survey which represents a response rate of approximately 40% (see Figure 4). This represents a 37% response rate for completed surveys and a 46% response rate for attempted<sup>19</sup>. Eighteen per cent of CAP client respondents (56) identified as a new farmer, 64% of respondents (201) identified as an established farmer, and 18% (n=57) of CAP client respondents identified as either a new or established farmer. Twenty-two per cent (n=70) of CAP client respondents indicated that the primary commodity that they are involved in is potatoes (see Figure 6). This was followed by beef cattle ranching and farming at12% (n=39) and dairy cattle and milk production at 12% (n=39). Seven per cent (n=22) of CAP client respondents indicated that the primary commodity that they are involved with is certified organic.

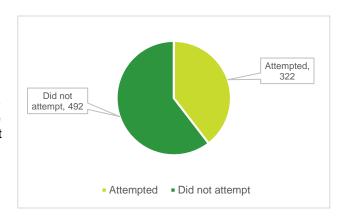


Figure 4. CAP Evaluation Client Survey response rate

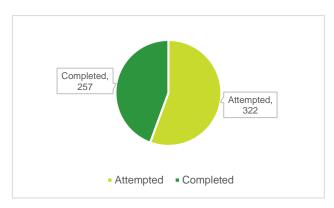


Figure 5. CAP Evaluation Client Survey completion rate

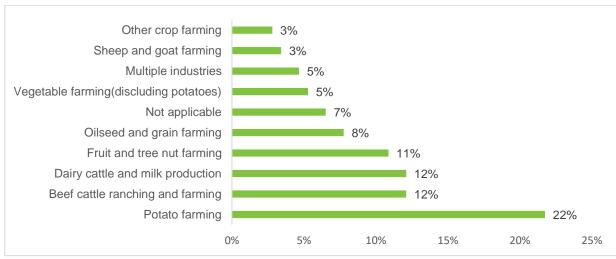


Figure 6. CAP Evaluation Client Survey respondents' primary commodity

<sup>&</sup>lt;sup>18</sup> A complete CAP client list could not be identified. Please see limitations section.

 $<sup>^{\</sup>rm 19}$  Data gathered as a result of attempted surveys was included in the evaluation.

#### 2.2.1.4 CLIENT SURVEY DEMOGRAPHIC PROFILE

In order to better understand the profile of CAP Evaluation Client Survey respondents, several voluntary survey questions related to demographic information were included. The average response rate for these demographic questions<sup>20</sup> was 96% for completed surveys and 78% for attempted. As such, information presented in this section pertains only to those people who chose to respond to the demographic questions, and not necessarily to the entire survey respondent population.

The sample for the client survey can generally be described as male, between the age of 30 and 64 whose first language is English and who are not members of any Indigenous Groups, the Acadian community or any other underrepresented groups.

Of those respondents that chose to answer the demographic questions, 72% (n=180) indicated that they identified as a man, 26% (n=65) as a woman, 2% (n=5) preferred not to say and less than one per cent (n=1) indicated that their gender was not listed.

Fourteen per cent (n=34) of respondents identified as a senior (age 65 or older) and 4% (n=9) of respondents identified as youth (age 29 or younger). Over 3% (n=8) of respondents identified as a person with a disability while just under 3% (n=7) answering that they preferred not to say. Ninety-two per cent (n=229) of respondents indicated that their first language was English and about four per cent (n=11) of respondents indicated that their first language was a language other than English or French. Just over two per cent (n=6) of respondents indicated that their first language was French, and the same percentage of respondents identified as being a member of the Island's Acadian community. Slightly under 15% (n=37) of respondents indicated that they are proficient in languages other than English or French.

One per cent (n=3) of respondents identified as a member of an Indigenous Group, while two per cent (n=4) preferred not to say.

Almost four per cent (n=9) of respondents identified as a newcomer to Canada and almost two per cent (n=4) answered that they preferred not to say. Approximately eight per cent (n=21) of respondents identified as part of another underrepresented group.



72% of respondents identified as a man, 26% as a woman and 2% preferred not to say



14% of respondents identified as a senior and 4% of respondents identified as a youth



92% identified English as their first language



1% of respondents identified as a member of an Indigenous Group, 4% as a newcomer to Canada and 8% of respondents identified as a member of another underrepresented group.

Figure 7. CAP Evaluation Client Survey demographic information

<sup>&</sup>lt;sup>20</sup> Responding to demographic questions was voluntary, and as such, there are varying response rates for individual demographic questions.

#### 2.2.1.5 CLIENT SURVEY BUSINESS PROFILE

To understand the business profile of CAP Evaluation Client Survey respondents, several business-related questions were included in the CAP Evaluation Client Survey. CAP Evaluation Client Survey respondents were asked what type of business or organization they operated, 46% (n=119) of respondents indicated their business type was an incorporated company while 28% (n=73) of respondents indicated an individual proprietorship. Fourteen per cent (n=35) of respondents indicated that their business type was a partnership, 7% (n=18) of respondents indicated their business type



Figure 8. Business types of CAP Evaluation Client Survey respondents

was a registered charitable organization/not-for-profit and 5% (n=13) of respondents indicated other (see Figure 8.).

Forty-seven per cent (n=119) of respondents reported that they regularly employ between one and nine full- time employees. Forty-four per cent (n=111) of respondents reported that they did not regularly employ full-time employees. Seven per cent (n=17) of respondents reported that they regularly employ between 10 and 19 full-time employees while two per cent (n=4) of respondents (4) reported regularly employing over 20 full-time employees. Fifty-four per cent (n=134) of respondents reported that they regularly employ between one and nine part-time employees. Thirty-one per cent (n=78) of respondents reported that they do not employee anyone on a part-time basis. Twelve per cent (n=29) of respondents reported regularly employing between 10 and 19 part-time employees and three per cent (n=8) of respondents reported regularly employing over 20 part-time employees.

Thirty-six per cent (n=92) of respondents, and 40% (n=97) of respondents, reported that their business/organization's gross re venue was over \$500,000 in 2018 and 2019, respectively. Twenty per cent (n=50) of respondents and 18% (n=43) of respondents reported that their business/organization's gross revenue was less than \$10,000 in 2018 and 2019, respectively (see Figure 9.).

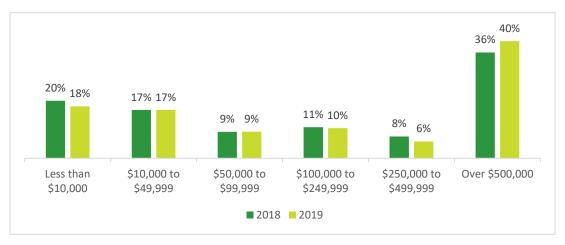


Figure 9. CAP Evaluation Client Survey respondents' responses to the question, "What was your business/ organization's Gross revenue in 2018 and 2019?"

#### 2.2.2 INDUSTRY STAKEHOLDER SURVEY

A survey for agriculture industry stakeholder groups was developed through January and February 2021 and launched in April 2021. The survey asked questions about CAP outcomes<sup>21</sup> as well as the performance, relevance and impact of CAP programs delivered by the DAL. Before administering the survey, the PEI Federation of Agriculture was notified. A letter from the DAL was sent to agriculture industry stakeholder groups advising them that they should expect to receive an email invitation to participate in the CAP Evaluation Client Survey. The CAP Evaluation Industry Stakeholder Group Survey can be found in Appendix C.

#### 2.2.2.1 INDUSTRY STAKEHOLDER SURVEY PRE-TESTING

The CAP Evaluation Industry Stakeholder survey was pretested with five members of the Strategic Policy and Evaluation Division in February 2021. Modifications were made to the survey based on this pre-test before it was finalized and distributed via email.

#### 2.2.2.2 INDUSTRY STAKEHOLDER SURVEY ADMINISTRATION

An invitation to complete the CAP Evaluation Agriculture Industry Stakeholder Survey was emailed to 28 agriculture industry stakeholder groups. There was one bounce back email, meaning that 27 clients received the invitation. Four email reminders to complete the survey were e-mailed to groups that had not yet completed the survey. Additionally, each group that had not completed the survey was contacted by telephone the day before the survey closed to remind them to participate.

Industry stakeholder groups who were invited to participate in the CAP Evaluation Industry Stakeholder Group Survey:

#### Survey Response Was Received

- I. Advisory Council on the Status of Women
- II. Atlantic Grains Council
- III. Chicken Farmers of PEI
- IV. Dairy Farmers of PEI
- V. PEI 4-H Council
- VI. PEI Agriculture Sector Council
- VII. PEI Association for Newcomers to Canada
- VIII. PEI Cattle Producers
  - IX. PEI Certified Organic Producers Cooperative
  - X. PEI Hog Commodity Marketing Board
- XI. PEI Horticultural Association
- XII. PEI Institute of Agrologists
- XIII. PEI Marketing Council
- XIV. PEI Potato Board
- XV. PEI Sheep Breeders
- XVI. PEI Soil and Crop Improvement Association
- XVII. PEI Vegetable Growers Coop
- XVIII. PEI Wild Blueberry Growers Association
- XIX. PEI Women's Institute
- XX. The Cooper Institute
- Table 1. CAP Evaluation Industry Stakeholder Group respondents.

#### Survey Response Was Not Received

- I. Charlottetown Farmers Market Coop
- II. Egg Farmers of PEI
- III. Mi'kmaq Confederacy of PEI
- IV. PEI Agriculture Awareness Committee
- V. PEI Federation of Agriculture
- VI. PEI National Farmers Union
- VII. PEI Strawberry Growers Association
- VIII. PEI Women in Agriculture Inc.
- IX. PEI Women's Business Association
- X. PEI Young Farmers Association
- XI. The Farm Centre Association
- XII. UPEI Faculty of Environmental Studies
- XIII. UPEI Faculty of Sustainable Design Engineering

<sup>&</sup>lt;sup>21</sup> Immediate, intermediate and long-term outcomes

#### 2.2.3 KEY INFORMANT INTERVIEWS WITH CAP PROGRAM LEADS

In March 2021, the evaluator worked with Directors of DAL's Divisions responsible for administering CAP programs to identify key informants<sup>22</sup>. Individuals responsible for the administration of one, or more, CAP programs were identified to be interviewed.

#### 2.2.3.1 KEY INFORMANT INTERVIEWS: DEVELOPMENT OF INTERVIEW GUIDE

An interview guide was developed based on the evaluation questions included in the project's evaluation matrix. This guide was used to direct the interviews with program leads. The CAP Evaluation Key Informant Interview Guide can be found in Appendix D.

#### 2.2.3.2 KEY INFORMANT INTERVIEWS: ADMINISTRATION

During March and April of 2021, the evaluator met with 13 program leads to conduct key informant interviews. Program leads were asked open-ended questions and their answers were manually recorded. Responses were then manually thematically analysed using Excel.

#### 3.0 TIMELINE

Planning for this evaluation began in the Fall of 2020 and the Evaluation Matrix was approved and authorized by the Deputy Minister of the DAL on January 28, 2021. Through February and March, the Evaluator developed both the CAP client and industry stakeholder groups surveys and key informant interview guide. In March and April of 2021, the CAP client and agriculture stakeholder group surveys were launched, respectively. Throughout the same months, key informant interviews were conducted with program leads.

After the surveys closed at the end of April 2021 data analysis occurred throughout May and June of 2021. A draft version of the CAP Evaluation Report was circulated internally for review in July 2021 and was externally reviewed by AAFC in August 2021. This Evaluation Report was assessed by two external Credentialed Evaluators in August 2021. Edits suggested by both the internal and external reviews, as well as those obtained as a result of the assessment have been incorporated, where possible.

The Evaluation Report, and its findings, were presented to the Deputy Minister of the DAL on September 29, 2021 and the report was approved by the Department on October 20, 2021. As per section 11.7.4 of the CAP Bilateral Agreement between PEI and Canada, AAFC was provided ten days notice that the Department would publicly release the CAP Evaluation Report. The evaluation is considered complete with the publication of this report.

#### 4.0 LIMITATIONS

Limitations point to what may be considered as the potential weaknesses of an evaluation. In some cases, limitations will only emerge once the methodology has been implemented.<sup>23</sup>

#### Using the perceptions of clients, industry and program leads may introduce bias

Program evaluation literature states that bias may impact program administration staff's ability to remain objective, as in some cases they may maintain social, economic, emotional, or other bonds towards a particular program. This bias can negatively impact the validity of a program administrator's evaluative judgements and the external credibility of the evaluation.<sup>24</sup> Similarly, clients who are asked evaluate a program that they are in receipt of funding may respond favorably due social desirability bias (i.e., fear

<sup>&</sup>lt;sup>22</sup> The Agriculture Resources Division and the Animal Health, Regulatory and Analytical Laboratory Division.

<sup>&</sup>lt;sup>23</sup> Bloomberg, L., & Volpe, M. (2012). Completing your qualitative dissertation: A road map from beginning to end (2nd ed.). Los Angeles, CA: SAGE Publications., p. 114

<sup>&</sup>lt;sup>24</sup> Scriven, M. (2010). Evaluation bias and its control. Journal of MultiDisciplinary Evaluation, 7(15), p. 79-98).

that an unfavourable response may result in lack of access to future funding).<sup>25</sup> To mitigate these limitations, the evaluation relied on multiple lines of evidence so that results could be triangulated, all lines of evidence were equally weighted, and the evaluation was led by Department staff who do not deliver programs. Furthermore, clients were able to participate anonymously in the CAP Evaluation Survey. A Credentialed Evaluator (CE) external to the Government of PEI has also reviewed and assessed the final report before it was published.

### Determining impact did not involve the use of a counterfactual which may decrease the validity of impact-related results

Quality assessments of an intervention's impacts rely on "a valid counterfactual ... to compare with the group treated by the intervention. ... Validity entails comparability between control and treatments groups, in all relevant dimensions, to ensure that outcome changes for the treatment groups are due solely to program participation." However, "impact indicators" can be leveraged in lieu of counterfactuals. These indicators may be "indirect", "tangentially linked with changes in some measure of agricultural performance". To mitigate this limitation, the evaluation's methodology included triangulating the survey and interview data with objective performance indicators collected as per the CAP's performance monitoring policy.

#### A complete and accurate list of total CAP clients could not be confirmed.

The Evaluator was provided client lists for each of the 12 CAP cost-shared programs. After removing duplicate clients, there were 814 individual clients remaining. However, as there does not exist any type of distinct identifying number (i.e., Farm Registration Number) associated with each client there is no way to confirm if the 814 clients represent the total population of CAP clients. As a result, the Evaluator is not able to determine whether the individuals who received an invitation to participate in the CAP Evaluation represent the total population, or a sample of the total population.

#### 5.0 EVALUATION FINDINGS

#### **5.1 PROGRAM DESIGN AND DELIVERY**

Overall, CAP clients are satisfied with the administration of CAP programs, the assistance provided by DAL staff and the program documents.

Eighty-two per cent (n=239) of CAP Evaluation Client Survey respondents and 68% (n=13) of Industry Stakeholder Group respondents agreed, or strongly agreed, that CAP programs are administered effectively (see Figure 10.). Almost every CAP program lead indicated that DAL staff have cultivated a strong working relationship with industry and that this supports them to effectively administer CAP programs.



Figure 10. CAP Evaluation Client Survey respondents' level of agreement with the statement: "CAP programs are administered effectively."

<sup>&</sup>lt;sup>25</sup> Clark, C., Scott, E. & Krupa, T. (1993). Involving clients in programme evaluation and research: a new methodology for occupational therapy. Canadian Journal of Occupational Therapy, 60 (4), 192-199

<sup>26</sup> World Bank. (2011). Impact evaluations in agriculture: An assessment of the evidence. No. 72693. Washington, DC: The World Bank, P. 3

<sup>&</sup>lt;sup>27</sup> World Bank. (2011). Impact evaluations in agriculture: An assessment of the evidence. No. 72693. Washington, DC: The World Bank, P. 3

Eighty-nine per cent (n=242) of CAP Evaluation Client Survey respondents and 58% (n=11) of Industry Stakeholder Group respondents agreed, or strongly agreed, that CAP clients are provided enough assistance with the application process (see Figure 11).

Eighty-seven per cent (n=242) of CAP Evaluation Client Survey respondents and 53% (n=10) of Industry Stakeholder Group respondents indicated that they agreed, or strongly agreed, that CAP clients are provided enough assistance with the claim process (see Figure 12).

Eighty-six per cent (n=228) of CAP Evaluation Client Survey respondents and 63% (n=12) of Industry Stakeholder Group respondents agreed, or strongly agreed, that CAP program documents (e.g., guidelines, application forms, claim forms, etc.) were concise and easy to understand.



Figure 11. CAP Evaluation Client Survey respondents' level of agreement with the statement: "I was provided enough assistance with the application process" and industry stakeholder respondents' level of agreement with the statement: "CAP clients are provided enough assistance with the application process."



Figure 12. CAP Evaluation Client respondents' level of agreement with the statement: "I was provided enough assistance with the claim process" and industry stakeholder respondents' level of agreement with the statement: "CAP clients are provided enough assistance with the claim process."



Figure 13. CAP Evaluation Client Survey respondents' and industry stakeholder respondents' level of agreement with the statement: "CAP program documents were concise and easy to understand."

#### 5.2 CAP COMMUNICATIONS

The preferred method of communication regarding Departmental programming is through DAL staff.

The Environmental Sustainability and Climate Change CAP Priority Area had the highest level of awareness among CAP clients and industry stakeholder groups.

The Future Farmer Program had the highest level of awareness among CAP clients and industry stakeholder groups.

Fifty per cent (n=139) of CAP Evaluation Client Survey respondents reported that they first became aware that the Department offered CAP programs through DAL staff. Just over 14% (n=40) of CAP client respondents indicated that they became aware of CAP programs through word of mouth from other program clients and 9% (n=25) of CAP client respondents indicated that they became aware of CAP programs through the PEI Government website. Sixty-three per cent (n=178) of CAP Evaluation Client Survey respondents indicated that their preferred method of communication with respect to Departmental programming is through DAL staff. Nine per cent (n=25) of CAP client respondents indicated that their preferred method of communication was through the PEI Government website.

Sixty-five per cent (n=205) of CAP Evaluation Client Survey respondents reported that they were aware of the environmental sustainability and climate change priority area *before* participating in the CAP Evaluation Survey and 55% (n-164) of CAP Evaluation Client Survey respondents indicated that they were aware of the science, research and innovation priority area. Eighty per cent (n=16) of CAP Evaluation Industry Stakeholder Survey respondents reported that they were aware of the environmental sustainability and climate change priority area *before* participating in the CAP Evaluation Survey and 75% (n=15) of industry stakeholder group respondents indicated that they were aware of both the science, research and innovation and the public trust priority areas.

When asked which CAP programs they were aware of before participating in the survey, 68% (n=214) of CAP Evaluation Client Survey respondents reported being aware of the Future Farmer Program, 66% (n=208) of CAP client respondents reported being aware of the ALUS Program, 57% (n=180) of CAP client respondents reported being aware of Agriculture Research and Innovation Program and 55% (n=173) of CAP Evaluation Client Survey respondents reported being aware of the Agriculture Stewardship Program. Eighty-five per cent (n=17) of CAP Evaluation Industry Stakeholder Survey respondents reported being aware of the Future Farmer Program, 75% (n=15) of respondents reported being aware of the Agriculture Research and Innovation Program and 70% (n=14) of industry stakeholder group respondents reported being aware of the Agriculture Stewardship Program, the ALUS program, and the Strategic Industry Growth Initiative (see Figure 14).

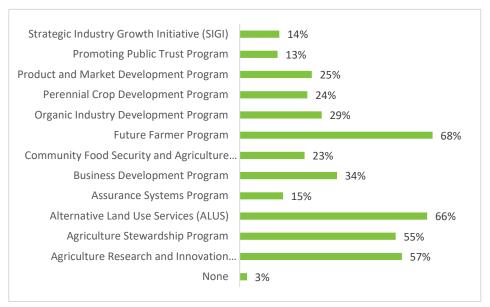


Figure 14. CAP Evaluation Client Survey respondents' levels of awareness of CAP programs.

#### **5.3 RELEVANCE**

#### The DAL's CAP programs remain relevant.

Eighty-four per cent (n=235) of CAP Evaluation Client Survey respondents indicated that they agreed, or strongly agreed, that CAP programs have effectively responded to a need of their farm, business or organization. Sixty-three per cent (n=12) of CAP Evaluation Industry Stakeholder Group Survey respondents (12) indicated that they either agreed, or strongly agreed, that CAP programs have effectively responded to a need of farms/businesses/ organizations



Figure 15. Survey respondents' level of agreement with the statement, the CAP program effectively responded to a need of farms/businesses/organizations.

(see Figure 15). Program leads indicated that CAP programs have been responsive to the needs of industry as a result of the good working relationship between the DAL and industry as well as the broad variety of CAP programs that are offered.

Seventy-one per cent (n=199) of CAP Evaluation Client Survey respondents and 42% (n=8) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that overall, CAP programs have provided an adequate level of financial support to implement a project, purchase equipment, etc. (see Figure 16).

Almost half of the Program Leads interviewed indicated that the adequacy of financial support provided through the CAP varied from program to program. Leads

indicated that for some programs, the financial support was adequate, while for others, it was not. Of the 11% of CAP Evaluation Client Survey respondents that indicated that CAP programs do not provide an adequate level of financial support, the majority indicated that the amount of funding available is not significant relative to the cost of their project.

Seventy-four per cent (n=209) of CAP Evaluation Client Survey respondents and 68% (n=13) of **CAP Evaluation Industry** Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that the CAP programs help farms, businesses or organizations to achieve a strategic goal (see Figure 17). More than half of the Program Leads interviewed indicated that CAP programs have helped farms/businesses/ organizations to achieve a goal specifically by removing some of the financial barriers that may exist with respect to strategic goals.



Figure 16. Survey respondents' level of agreement with the statement, CAP programs provide an adequate level of financial support to implement a project, purchase equipment, etc.

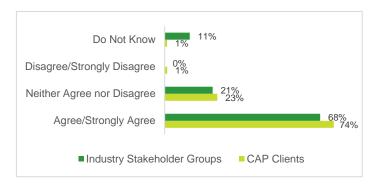


Figure 17. Survey respondents' level of agreement with the statement, the CAP programs helped farms/businesses/organizations to achieve a strategic goal.



Figure 18. Survey respondents' level of agreement with the statement, the CAP programs helped farms/businesses/organizations increase the public's trust in agriculture.

Forty-nine per cent (n=138) of CAP Evaluation Client Survey respondents and 68% (n=13) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that that CAP programs have helped farms/businesses/organizations to increase the public's trust in agriculture (see Figure 18). Almost half of the Program Leads interviewed indicated that they believed that there was room for improvement with respect to the CAP programming's impact/support of increasing the public's trust in

agriculture. Many indicated that there is room for improvement with respect to communicating information about the CAP programs, specifically their impact, their administration, etc.

#### **5.4 PERFORMANCE**

Overall, CAP programs are making progress to achieve the following outcomes: increasing competitiveness, productivity and profitability, increasing environmental sustainability; and, improving the mitigation, anticipation and response to risks.

Perceptions of CAP Clients and industry stakeholder groups differ with respect to the performance of CAP long-term outcome of expanding domestic and international markets.

CAP programs may be making progress to expand domestic markets for some CAP clients but are not expanding international markets.

With respect to increasing competitiveness, productivity and profitability<sup>28</sup>, 79% (n=55) of **CAP Evaluation Client** Survey respondents agreed, or strongly agreed, that their participation in a CAP program has helped them to increase their competitiveness (see Figure 19.). Sixty-five per cent (n=13) of CAP Evaluation Industry Stakeholder respondents indicated that they agreed, or strongly agreed, that CAP programs effectively support the agriculture sector to



Figure 19. CAP Evaluation Client Survey respondents' level of agreement with the statement, "My participation in a CAP program helped me to increase my competitiveness, productivity and profitability."

increase competitiveness. Eighty-seven per cent (n=59) of CAP Evaluation Client Survey respondents agreed, or strongly agreed, that their participation in a CAP program has helped them to increase their productivity (see Figure 19). Sixty per cent (n=12) of CAP Evaluation Industry Stakeholder respondents agreed, or strongly agreed, that CAP programs effectively support the agriculture sector to increase productivity. Eighty-one per cent (n=54) of CAP Evaluation Client Survey respondents agreed, or strongly agreed, that their participation in a CAP program has helped them to increase their profitability (see Figure 19). Finally, 50% (n=10) of CAP Evaluation Industry Stakeholder respondents agreed or strongly agreed that CAP programs effectively support the agriculture sector to increase their profitability. CAP client respondents indicated that support for the following activities have helped to support their competitiveness, productivity and profitability: support for the demonstration and/or evaluation of new agricultural practices and technologies; and, support for the development or adaptation of new or improved products, processes or practices.

<sup>&</sup>lt;sup>28</sup> Only clients that participate in CAP programs that contribute to the long-term outcome of increasing competitiveness, productivity and profitability (ARIP, SIGI and OIDP) were asked questions about this outcome.

With respect to increasing environmental sustainability<sup>29</sup>, 88% per cent (n=121) of CAP Evaluation Client Survey respondents indicated that they either agreed, or strongly agreed, that CAP programs have helped them to increase environmental sustainability. Fifty per cent (n=10) of CAP Evaluation Industry Group Survey respondents



Figure 20. Survey respondents' level of agreement with the statement, CAP programs helped to increase environmental sustainability.

indicated that they either agree, or strongly agree, with the statement (see Figure 20). Fifty per cent (n=59) of CAP Evaluation Client Survey respondents indicated that programs have supported them to adapt to, or prepare for, extreme weather events, 44% (n=52) of CAP Evaluation Client Survey respondents indicated that through CAP programming they improved and/or avoided risks to wildlife habitat and 41% (n=48) of CAP Evaluation Client Survey respondents indicated that they had improved water quality or water use practices as a result of participating in CAP programming.

With respect to expanding domestic and international markets<sup>30</sup>, 38% (n=30) of CAP Evaluation Client Survey respondents indicated that they either agreed, or strongly agreed, that their participation in a CAP program helped them to expand *domestic* markets (see Figure 21).



Those respondents indicated that support for capital investments for plant

Figure 21. Survey respondents' level of agreement with the statement, CAP programs helped to expand domestic markets.

modernization activities, support for the development of business models and support for improved branding has helped them to expand domestic markets. Forty-seven per cent (n=9) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that CAP programs have effectively supported the agriculture industry to expand domestic markets.

<sup>&</sup>lt;sup>29</sup> Only clients that participated in CAP programs that contribute to the long-term outcome of increasing environmental sustainability (ALUS, PCDP and ASP) were asked questions about this outcome.

<sup>&</sup>lt;sup>30</sup> Only clients that participated in CAP programs that contribute to the long-term outcome of expanding domestic and international markets (CFSAA, PPTP, PMDP, FFP and BDP) were asked questions about this outcome.

Three per cent (n=2) of CAP Evaluation Client Survey respondents indicated that they agree, or strongly agreed, that CAP programs have helped them to expand international markets (see Figure 22). Thirty-two per cent (n=6) of CAP **Evaluation Industry** Stakeholder Group Survey respondents indicated that they either agreed or strongly agreed that CAP programs have effectively supported the agriculture industry to expand international markets.

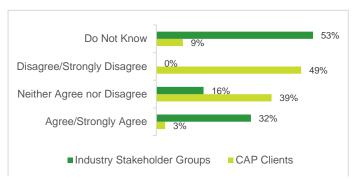


Figure 22. Survey respondents' level of agreement with the statement, CAP programs helped to expand international markets.

With respect to anticipating, mitigating and responding to risks<sup>31</sup>, 100% (n=5) of CAP Evaluation Client Survey respondents indicated that they agreed, or strongly agreed, that their participation in a CAP program improved their ability to anticipate, mitigate, and/or respond to risks (see Figure 23). CAP clients indicated that CAP programs have helped them



Figure 23. Survey respondents' level of agreement with the statement, "CAP programs improved my ability to anticipate, mitigate and respond to risks."

to improve biosecurity, their assurance systems, their traceability systems, improve their risk assessments and/or improve the use of science or research to anticipate or manage risks. Fifty-three per cent (n=10) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they either agreed or strongly agreed with the statement (see Figure 23).

#### 5.5 IMPACT

CAP programs were designed to contribute to four outcomes: increasing competitiveness, productivity and profitability, increasing environmental sustainability, expanding domestic and international markets and improving the anticipation, mitigation and response to risks. In addition to the stated outcomes, CAP programs may be supporting industry to improve the quality of a product or service, improve their production capacity and increase their farm/business/organization's annual gross revenue.

<sup>&</sup>lt;sup>31</sup> Only clients that participated in CAP programs that contribute to the long-term outcome of improving the anticipation, mitigation and response to risks (Assurance Systems Program) were asked questions about this outcome.

Thirty-two per cent (n=90) of **CAP Evaluation Client** Survey respondents indicated that they were able to sell more products as a result of their participation in a CAP program. Twenty-six per cent (n=5) of CAP **Evaluation Industry** Stakeholder Group Survey respondents indicated that they believed that CAP programs have allowed CAP clients to sell more products (see Figure 24).

Fifty-six per cent (n=156) of **CAP Evaluation Client** Survey respondents indicated that they were able to improve the quality of a product or service as a result of their participation in a CAP program. Sixty-three per cent (n=12) of CAP **Evaluation Industry** Stakeholder Group Survey respondents indicated that they believed CAP programs have allowed CAP clients to improve the quality of a product or service (see Figure 25).

Fifty-six per cent (n=156) of **CAP Evaluation Client** Survey respondents indicated that they were able to improve their production capacity as a result of their participation in a CAP program. Fifty-three per cent (n=10) of CAP **Evaluation Industry** Stakeholder Group Survey respondents indicated that they believed that CAP programs have allowed CAP clients to improve production capacity (see Figure 26).

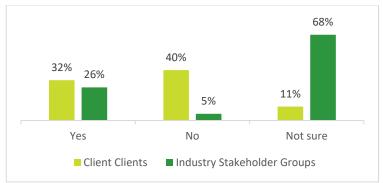


Figure 24. CAP client respondents' responses to the question: "Did your participation in a CAP program allow you to sell more products?" and industry stakeholder group responses to the question "Do you believe that CAP programs have allowed CAP clients to sell more products?"



Figure 25. CAP client respondents' responses to the question: "Did your participation in a CAP program allow you to improve the quality of a product or service?" and industry stakeholder group responses to the question "Do you believe that CAP programs have allowed CAP clients to improve the quality of a product or service?"



Figure 26. CAP client respondents' responses to the question: "Did your participation in a CAP program allow you improve your production capacity?" and industry stakeholder group responses to the question "Do you believe that CAP programs have allowed CAP clients to improve their production capacity?"

Fifty per cent (n=141) of CAP Evaluation Client Survey respondents indicated that their participation in a CAP program helped to increase their farm/business/ organization's annual gross revenue. Fifty-eight per cent (n=11) of CAP **Evaluation Industry** Stakeholder Group Survey respondents indicated that they were not sure if CAP programs have helped CAP clients to increase their farm/business/organization' s annual gross revenue (see Figure 27).

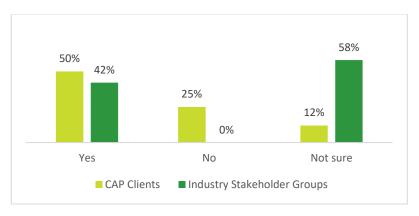


Figure 27. CAP client respondents' responses to the question: "Did your participation in a CAP program help to increase your farm/business/organization's annual gross revenue?" and industry stakeholder group responses to the question "Do you believe that CAP programs have helped CAP clients to increase their farm/business/organization's annual gross revenue?"

#### 5.6 LONG-TERM OUTCOMES

5.6.1 INCREASE COMPETITIVENESS, PRODUCTIVITY, AND PROFITABILITY<sup>32</sup> CAP programs are helping to increase the industry's competitiveness, productivity and profitability.

With respect to competitiveness, 79% (n=55) of CAP Evaluation Client Survey respondents agreed, or strongly agreed, that their participation in a CAP program has helped them to increase their competitiveness. Sixty-five per cent (n=13) of CAP Evaluation Industry Stakeholder Group Survey respondents agreed that CAP programs have effectively supported the agriculture sector to increase competitiveness (see Figure 28). Some program leads interviewed for the CAP Evaluation indicated that that CAP programs are supporting the agriculture industry to increase its competitiveness by providing funding for larger investments, by providing a broad range of programs that support competitiveness and by supporting



Figure 28. CAP client respondents' level of agreement with the statement: "my participation in a CAP program helped me to increase my competitiveness" and industry stakeholder respondents' level of agreement with the statement: "CAP programs effectively support the agriculture sector to increase competitiveness."

research. However, some program leads expressed concerns with respect to the lack of marketingand processing-specific programming for the agriculture industry and indicated that this may have a negative impact on increasing competitiveness.

<sup>&</sup>lt;sup>32</sup> Only clients that participate in CAP programs that contribute to the long-term outcome of increasing competitiveness, productivity and profitability (ARIP, SIGI and OIDP) were asked questions about this outcome.

With respect to productivity, 87% (n=59) of **CAP Evaluation Client Survey** respondents agreed, or strongly agreed, that their participation in a CAP program has helped them to increase their productivity. Sixty per cent (n=12) of CAP Evaluation Industry Stakeholder Group Survey respondents agreed or strongly agreed that CAP programs effectively support the agriculture sector to increase productivity (see Figure 29). Generally, Program Leads felt that CAP programs were successful in supporting the sector to increase its productivity. Program Leads indicated that by removing some of the financial burden of investing in new technologies and funding expansion activities CAP programs have encouraged an increase in competitiveness.

Eighty-one per cent (n=54) of CAP **Evaluation Client Survey respondents** agreed, or strongly agreed, that their participation in a CAP program has helped them to increase their profitability. Fifty per cent (n=10) of CAP Evaluation Industry Stakeholder respondents agreed, or strongly agreed, that CAP programs effectively support the agriculture sector to increase their profitability (see Figure 30). Program Leads indicated that CAP programs support increased profitability, to a certain degree. Many Program Leads expressed concerns that there are challenges to increasing profitability that are outside the scope of the CAP (e.g., international trade deals, distance to market, etc.) and that these may be hindering achieving this outcome.



Figure 29. CAP client respondents' level of agreement with the statement: "my participation in a CAP program helped me to increase my productivity" and industry stakeholder respondents' level of agreement with the statement: "CAP programs effectively support the agriculture sector to increase productivity."



Figure 30. CAP client respondents' level of agreement with the statement: "my participation in a CAP program helped me to increase my profitability" and industry stakeholder respondents' level of agreement with the statement: "CAP programs effectively support the agriculture sector to increase profitability."

#### 5.6.2 INCREASE ENVIRONMENTAL SUSTAINABILITY33

## Overall, CAP programs are making progress with respect to supporting the industry to increase environmental sustainability.

Eighty-eight per cent (n=121) of client respondents indicated that they agreed. or strongly agreed, that CAP programs have helped them to increase environmental sustainability. Fifty per cent (n=10) of Agriculture Industry Group Survey respondents indicated that they either agreed, or strongly agreed, with the statement (see Figure 31). Some program leads indicated that they felt that CAP programs were successful in supporting the sector to increase environmental sustainability. However. some leads cautioned that CAP programs are just one component of a much larger picture.



Figure 31. CAP client respondents' level of agreement with the statement: "my participation in a CAP program helped me to increase environmental sustainability" and industry stakeholder respondents' level of agreement with the statement: "CAP programs effectively support the agriculture sector to increase environmental sustainability."

#### 5.6.3 INCREASE DOMESTIC AND INTERNATIONAL MARKETS34

Perceptions of CAP Clients and industry stakeholder groups differ with respect to the performance of CAP long-term outcome of expanding domestic and international markets.

### CAP programs may be making progress to expand domestic markets for some CAP clients but are not expanding international markets.

Thirty-eight per cent (n=30) of CAP Evaluation Client Survey respondents indicated that they either agreed, or strongly agreed, that their participation in a CAP program helped them to expand their *domestic* markets. Forty-seven per cent (n=9) of industry group respondents indicated that they agreed, or strongly agreed, that CAP programs are effectively supporting the agriculture industry to expand domestic markets (see Figure 32).



Figure 32. CAP client respondents' level of agreement with the statement: "my participation in a CAP program helped me to expand domestic markets" and industry stakeholder respondents' level of agreement with the statement: "CAP programs effectively support the agriculture sector to expand domestic markets."

<sup>&</sup>lt;sup>33</sup> Only clients that participated in CAP programs that contribute to the long-term outcome of increasing environmental sustainability (ALUS, PCDP and ASP) were asked questions about this outcome.

<sup>&</sup>lt;sup>34</sup> Only clients that participated in CAP programs that contribute to the long-term outcome of expanding domestic and international markets (CFSAA, PPTP, PMDP, FFP and BDP) were asked questions about this outcome.

With respect to international markets, 3% (n=2) of CAP Evaluation Client Survey respondents indicated that they agreed, or strongly agreed, that CAP programs have helped them to expand *international* markets. Thirty-two per cent (n=6) of agriculture stakeholder group respondents indicated that they either agreed, or strongly agreed, that CAP programs have effectively supported the agriculture industry to expand international markets (see Figure 33).

All program leads interviewed communicated that the CAP programs are having a positive impact on market expansion, but only to a degree. Some respondents believe that the Department has had a measure of better success with respect to expanding domestic markets than with respect to expanding international markets.



Figure 33. CAP client respondents' level of agreement with the statement: "my participation in a CAP program helped me to expand international markets" and industry stakeholder respondents' level of agreement with the statement: "CAP programs effectively support the agriculture sector to expand international markets."

#### 5.6.4 IMPROVING THE ANTICIPATION, MITIGATION AND RESPONSE TO RISKS<sup>35</sup>

### CAP programs are making progress with respect to improved anticipation, mitigation and response to risks.

One hundred per cent (n=5) of CAP Evaluation Client Survey respondents indicated that they agreed, or strongly agreed, that their participation in a CAP program improved their ability to anticipate, mitigate, and/or respond to risks. Fifty-two per cent (n=10) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they either agreed, or strongly agreed, that CAP programs are effectively helping the agriculture sector to anticipate, mitigate and/or respond to risks (see Figure 34).



Overall Program Leads believe that CAP programs are doing an acceptable job program

Figure 34. Survey respondents' level of agreement with the statement, "CAP programs improved my ability to anticipate, mitigate and respond to risks."

with supporting the industry to anticipate, mitigate and respond to risks, however, they indicated that there may exist barriers to industry uptake in the Assurance Systems Program. Barriers identified through program lead interviews included: awareness of assurance systems and the program as well as the industry's capacity to implement assurance-related projects.

<sup>&</sup>lt;sup>35</sup> Only clients that participated in CAP programs that contribute to the long-term outcome of improving the anticipation, mitigation and response to risks (Assurance Systems Program) were asked questions about this outcome.

#### 5.7 IMMEDIATE AND INTERMEDIATE OUTCOMES

#### 5.7.1 AGRICULTURE RESEARCH AND INNOVATION PROGRAM<sup>36</sup>

The Agriculture Research and Innovation Program is increasing the adoption of new technologies and processes and making progress towards increasing knowledge of new technologies and processes.

Eighty-seven per cent (n=46) of CAP **Evaluation Client Survey respondents that** participated in ARIP indicated that they either agreed, or strongly agreed, that their participation in ARIP had increased their adoption of new technologies and processes. Seventy per cent (n=14) of CAP Evaluation Industry Stakeholder Group respondents indicated that they agreed, or strongly agreed, that CAP programs have resulted in the adoption of new technologies and processes (see Figure 35). Furthermore, all Program Leads indicated that ARIP has successfully increased the adoption of new technologies and processes.

"The Agriculture Research and Innovation Program has been a very useful program to help conduct research that benefits all producers" (ARIP Client)

Seventy-seven per cent (n=41) of CAP Evaluation Client Survey respondents that participated in ARIP indicated that they either agreed, or strongly agreed, that their participation in ARIP has increased their knowledge of new technologies and processes. Sixty-five per cent (n=13) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that CAP programs have increased knowledge of new technologies and processes (see Figure 36).



Figure 35. ARIP participants' level of agreement with the statement: "my participation in [ARIP] increased my adoption of new technologies and processes" and industry stakeholder respondents' level of agreement with the statement: "CAP programs resulted in the adoption of new technologies and processes for the agriculture sector."



Figure 36. ARIP participants' level of agreement with the statement: "my participation in [ARIP] increased my knowledge of new technologies and processes" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased knowledge new technologies and processes for the agriculture sector."

<sup>&</sup>lt;sup>36</sup> Only CAP Evaluation Client Survey respondents who had participated in ARIP were asked questions about its immediate and intermediate outcomes.

#### 5.7.2 AGRICULTURE STEWARDSHIP PROGRAM<sup>37</sup>

The Agriculture Stewardship Program is increasing the knowledge and ability of the agriculture industry to implement BMPs and supporting the increased implementation of BMPs.

Ninety-eight per cent (n=46) of CAP Evaluation Client Survey respondents that participated in ASP indicated that they agreed, or strongly agreed, that ASP has allowed them to implement BMPs. Sixty per cent (n=12) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed that CAP programs have increased the implementation of BMPs (see Figure 37).

All Program Leads interviewed indicated that ASP is having a positive impact on increasing the implementation of BMPs. Eighty-three per cent (n=39) of CAP Evaluation Client Survey respondents that participated in ASP agreed, or strongly agreed, that their participation in the ASP has increased their knowledge of BMPs. Sixty per cent (n=13) of CAP Evaluation Industry Stakeholder Group respondents indicated that they either agreed, or strongly agreed, with the statement (see Figure 38).

"The Agriculture Stewardship Program should be continued" (ASP Client)



Figure 37. ASP participants' level of agreement with the statement: "my participation in [ASP] allowed me to implement BMPs" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased the agriculture industry's ability to implement BMPs."



Figure 38. ASP participants' level of agreement with the statement: "my participation in [ASP] increased my knowledge of BMPs" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased knowledge of BMPs."

<sup>&</sup>lt;sup>37</sup> Only CAP Evaluation Client Survey respondents who participated in the ASP were asked questions about its immediate and intermediate outcomes.

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Ninety-seven per cent (n=46) of CAP Evaluation Client Survey respondents that participated in ASP indicated that they agreed, or strongly agreed, that their participation in ASP had increased their ability to implement BMPs. Sixty per cent (n=12) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that CAP programs increased the ability to implement BMPs (see Figure 39).



Figure 39. ASP participants' level of agreement with the statement: "my participation in [ASP] increased my ability to implement BMPs" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased the implementation of BMPs."

# 5.7.3 ALTERNATIVE LAND USE SERVICES PROGRAM<sup>38</sup>

# ALUS is making progress towards increasing the implementation of BMPs as well as reducing soil, surface and groundwater contamination risks.

Eighty-eight per cent (n=67) of CAP **Evaluation Client Survey respondents that** participated in ALUS indicated that they agreed, or strongly agreed, that their participation in the ALUS program has reduced soil, surface and groundwater contamination risks. Fifty-five per cent (n=11) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that CAP programs have reduced soil, surface and groundwater contamination risks (see Figure 40). Program Leads indicated that they believe that the ALUS program is supporting the agriculture industry to reduce soil, surface and groundwater contamination risks.



Figure 40. ALUS participants' level of agreement with the statement: "my participation in [ALUS] reduced soil, surface and groundwater contamination risks" and industry stakeholder respondents' level of agreement with the statement: "CAP programs reduced soil, surface and groundwater contamination risks."

<sup>&</sup>lt;sup>38</sup> Only CAP Evaluation Client Survey respondents who participated in the ALUS program were asked questions about its immediate and intermediate outcomes.

Eighty-four per cent (n=64) of CAP Evaluation Client Survey respondents that participated in ALUS indicated that they agreed, or strongly agreed, that the ALUS Program has increased their implementation of BMPs. Sixty per cent (n=12) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed that CAP programs increased the implementation of BMPs (see Figure 41). Program Leads indicated that the program has been very successful in supporting an increased implementation of BMPs.

"The ALUS program allowed me to take some high risk sloped land out of potato production and leave it in grass" (ALUS Client)



Figure 41. ALUS participants' level of agreement with the statement: "my participation in [ALUS] increased my knowledge of BMPs" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased knowledge of BMPs."

### 5.7.4 ASSURANCE SYSTEMS PROGRAM<sup>39</sup>

# The Assurance Systems Program is making progress towards increasing knowledge and implementation of recognized assurance systems.

One hundred per cent (n=3) of CAP **Evaluation Client Survey respondents that** participated in the Assurance Systems Program indicated that they agreed, or strongly agreed, that their participation in the Program resulted in the implementation of recognized assurance systems. Thirty per cent (n=6) of CAP **Evaluation Agriculture Stakeholder Group** Survey respondents indicated that they agreed that CAP programs have increased the implementation of recognized assurance systems (see Figure 42). Program leads indicated that this program has more success with respect to implementing recognized assurance systems on-farm although indicated it may be working more towards risk mitigation than assurance systems.

"The support of the Assurance Systems Program has promoted the adoption of onfarm assurance [systems]" (Assurance Systems Program Client)



Figure 42. Assurance Systems Program participants' level of agreement with the statement: "my participation in [ the Assurance Systems Program] resulted in the implementation of a recognized assurance systems" and industry stakeholder respondents' level of agreement with the statement: "CAP programs resulted in the implementation of recognized assurance systems."

<sup>&</sup>lt;sup>39</sup> Only CAP Evaluation Client Survey respondents who participated in the ALUS program were asked questions about its immediate and intermediate outcomes.

One hundred per cent (n=3) of CAP Evaluation Client Survey respondents that participated in ASP agreed, or strongly agreed, that their participation in the Assurance Systems Program has increased their knowledge of recognized assurance systems. Forty per cent (n=8) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed that CAP programs have increased the industry's knowledge of recognized assurance systems (see Figure 43).



Figure 43. Assurance System Program participants' level of agreement with the statement: "my participation in [the Assurance Systems Program] increased my knowledge of recognized assurance systems" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased the knowledge of recognized assurance systems."

# 5.7.5 BUSINESS DEVELOPMENT PROGRAM<sup>40</sup>

The Business Development Program is making progress with respect to increasing farm business management skills and awareness as well as supporting improved business and financial management practices.

Seventy-three per cent (n=14) of CAP Evaluation Client Survey respondents that participated in BDP indicated that they agreed, or strongly agreed, that their participation in BDP has increased their farm business management skills and awareness. Fifty per cent (n=8) of CAP Evaluation Industry Group Survey respondents indicated that they agreed, or strongly agreed, that CAP programs have increased farm business management skills and awareness (see Figure 44).



"I found the program important to the success of our projects and the [program] managers helpful" (BDP Client)

Figure 44. BDP participants' level of agreement with the statement: "my participation in [BDP] increased my farm business management skills and awareness" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased farm management skills and awareness."

<sup>40</sup> Only CAP Evaluation Client Survey respondents who participated in the BDP were asked questions about its immediate and intermediate outcomes.

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Eighty-nine per cent (n=17) of CAP Evaluation Client Survey respondents that participated in BDP indicated that they agreed, or strongly agreed, that their participation in BDP has improved their business and financial management practices. Forty per cent of (n=10) CAP **Evaluation Industry Group Survey** respondents indicated that they agreed, or strongly agreed, that CAP programs improved business and financial management practices for the agriculture industry (see Figure 45). Program Leads indicated that the program is having a positive impact on improving business and financial management practices. Leads indicated that they have observed more and more farm business owners specifically participating in accounting and bookkeeping training.

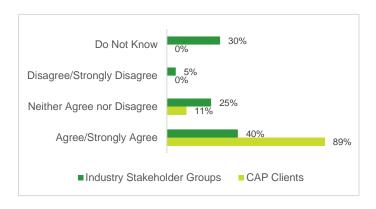


Figure 45. BDP participants' level of agreement with the statement: "my participation in [BDP] increased my use of good business practices" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased the use of good business practices."

# 5.7.6 COMMUNITY FOOD SECURITY AND AGRICULTURE AWARENESS PROGRAM<sup>41</sup> The Community Food Security and Agriculture Awareness Program is making progress towards increasing the public's knowledge of local food systems, respondents also said that the program is supporting the development of stronger and more equitable, local food systems.

Sixty-seven per cent (n=9) of CAP **Evaluation Client Survey respondents that** participated in CFSAA indicated that they agreed that their participation in the CFSAA program has supported the development of stronger and more equitable local food systems. Thirty-five per cent (n=7) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed or strongly agreed that CAP programs have supported the development of stronger and more equitable food systems (see Figure 46). Program leads confirmed that the CFSAA program is supporting the development of stronger and more equitable food systems.



Figure 46. CFSAA participants' level of agreement with the statement: "my participation in [CFSAA] supported the development of equitable food systems" and industry stakeholder respondents' level of agreement with the statement: "CAP programs supported the development of stronger and more equitable food systems."

<sup>&</sup>lt;sup>41</sup> Only CAP Evaluation Client Survey respondents who participated in the CFSAA program were asked questions about its immediate and intermediate outcomes.

Ninety-three per cent (n=13) of CAP Evaluation Client Survey respondents that participated in CFSAA indicated that they agreed or strongly agreed that the CFSAA program has increased the public's knowledge of local food systems and 65% (n=13) of CAP Evaluation Industry Stakeholder Group survey respondents agreed (see Figure 47).

"On both occasions that we received funding through this program, we found that there was meaningful impact on our community in regard to access and awareness of healthy, affordable food" (CFSAA Client)

Sixty-seven per cent (n=9) of CAP Evaluation Client Survey respondents that participated in CFSAA indicated that their participation in a CAP program increased the public's access to local food systems. Thirty-five per cent (n=7) of CAP **Evaluation Industry Stakeholder Group** Survey respondents indicated that they agreed that CAP programs have increased the public's access to local food systems (see Figure 48). Program leads interviewed indicated that they believe that this program was increasing public knowledge of, and access to, local food systems. Program leads felt that this program reaches many consumers and provides an opportunity for people to shop at the farmers' market or the farm gate, where they otherwise would perhaps only shop at the grocery store.



Figure 47. CFSAA participants' level of agreement with the statement: "my participation in [CFSAA] increased the public's knowledge of local food systems" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased the public's knowledge of local food systems."



Figure 48. CFSAA participants' level of agreement with the statement: "my participation in [CFSAA] increased the public's access to local food systems" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased the public's access to local food systems."

## 5.7.7 FUTURE FARMER PROGRAM<sup>42</sup>

Overall, the Future Farmer Program is making progress towards increasing the use of sound business practices among new agriculture sector entrants and may be increasing in new commercial farm operations.

<sup>&</sup>lt;sup>42</sup> Only CAP Evaluation Client Survey respondents who participated in the FFP were asked questions about its immediate and intermediate outcomes.

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Seventy-five per cent (n=28) of CAP Evaluation Client Survey respondents that participated in FFP indicated that they agreed, or strongly agreed, that their participation in the FFP has increased their use of sound business practices. Twenty per cent (n=4) of CAP Evaluation Industry Stakeholder Group Survey respondents agreed with this statement (see Figure 49). Program Leads indicated that FFP has had some success with respect to this outcome. They indicated that the program entry requirements, such as requiring a business plan, introduces them to these business practices early on.

"I am very pleased . . . with the mentoring available under the Future Farmer Program, and for the encouragement from the program officers" (FFP Client)

Forty-six per cent (n=17) of CAP **Evaluation Client Survey respondents that** participated in FFP indicated that they agreed, or strongly agreed, that their participation in the FFP has resulted in the establishment of a new commercial farm operation. Fifteen per cent (n=3) of CAP Evaluation Industry Stakeholder Group agreed that CAP programs have resulted in the establishment of new commercial farm operations (see Figure 50). Program Leads interviewed indicated that they believed that the FFP may not be achieving this outcome. Leads indicated that there are barriers that are outside the control of the program that may be an impediment to achieving this outcome such as land availability, access to capital, knowledge of markets and



Figure 49. FFP participants' level of agreement with the statement: "my participation in [FFP] increased my use of sound business practices" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased the use of sound business practices among new agriculture sector entrants."



Figure 50. FFP participants' level of agreement with the statement: "my participation in [FFP] resulted in the establishment of a new commercial farm operation" and industry stakeholder respondents' level of agreement with the statement: "CAP programs resulted in the establishment of a new commercial farm operation."

market access. Leads indicated that FFP clients that participate in the program and have access to capital for their farm operation are more likely to achieve this outcome.

# 5.7.8 ORGANIC INDUSTRY DEVELOPMENT PROGRAM<sup>43</sup>

The Organic Industry Development Program is making progress with respect to increasing the knowledge of, and ability to, implement certified organic practices as well as is increasing certified organic production capacity.

<sup>43</sup> Only CAP Evaluation Client Survey respondents who participated in OIDP were asked questions about its immediate and intermediate outcomes.

Ninety per cent (n=10) of CAP Evaluation Client Survey respondents that participated in OIDP indicated that they agreed, or strongly agreed, that OIDP has increased their knowledge of implementing certified organic practices. Thirty-five per cent (n=7) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that CAP programs have increased knowledge of implementing certified organic practices (see Figure 51).

One hundred per cent (n=11) of CAP Evaluation Client Survey respondents that participated in OIDP indicated that they agreed, or strongly agreed, that their participation in OIDP increased their ability to implement certified organic production practices. Twenty-five per



Figure 51. OIDP participants' level of agreement with the statement: "my participation in [OIDP] increased my knowledge of implementing certified organic production practices" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased knowledge of implementing certified organic production practices."

cent (n=5) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that CAP programs increased the ability to implement certified organic production practices. Program Leads indicated that the program had a positive impact on the ability of producers to implement certified organic production practices, specifically with respect to the land transition sub-program.

Eighty-three per cent (n=9) of CAP
Evaluation Client Survey respondents that
participated in OIDP agreed, or strongly
agreed, that CAP programs have
increased their certified organic
production capacity. Fifteen per cent
(n=3) of CAP Evaluation Industry
Stakeholder Group Survey respondents
agreed that CAP programs increased
certified organic production capacity (see
Figure 52). Program leads agreed that
the program does have a positive impact
on increasing certified organic production
capacity



Figure 52. OIDP participants' level of agreement with the statement: "my participation in [OIDP] increased my certified organic production capacity" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased certified organic production capacity."

#### 5.7.9 PERENNIAL CROP DEVELOPMENT PROGRAM<sup>44</sup>

The Perennial Crop Development Program is increasing the acreage of perennial crops in the province and may be making progress towards increasing the amount of carbon in the soil.

Ninety-four per cent (n=14) of CAP Evaluation Client Survey respondents that participated in PCDP indicated that they agreed, or strongly agreed, that the Perennial Crop Development Program has increased the acreage of perennial crops in the province. Twenty-five per cent (n=5) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that CAP programs have increased the acreage of perennial crops in the province (see Figure 53). Program Leads indicated that the PCDP has supported an increase in the acreage of perennial crops in the province.



Figure 53. PCDP participants' level of agreement with the statement: "my participation in [PCDP] increased the acreage of perennial crops in the province" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased the acreage of perennial crops in the province."

Sixty per cent (n=9) of CAP Evaluation Client Survey respondents that participated in the PCDP indicated that they agreed, or strongly agreed, that their participation in the PCD program has increased the amount of carbon in the soil.45 Fifteen per cent (n=3) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that CAP programs have increased the amount of carbon in the soil (see Figure 54). Program Leads indicated that they do not believe that the program is having as big of an impact on carbon sequestration as increasing perennial crops in the province and expressed concerns that this may not be an appropriate metric.



Figure 54. PCDP participants' level of agreement with the statement: "my participation in [PCDP] increased the amount of carbon in the soil" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased the amount of carbon in the soil."

<sup>&</sup>lt;sup>44</sup> Only CAP Evaluation Client Survey respondents who participated in the PCDP were asked questions about its immediate and intermediate outcomes.

<sup>&</sup>lt;sup>45</sup> Note: the most appropriate indicator with respect to this outcome would be a pre- and post-measurement of the carbon in the soil.

Seventy-three per cent (n=11) of CAP Evaluation Client Survey respondents that participated in PCDP indicated that they either agreed, or strongly agreed, that their participation in the PCDP enhanced the sustainability of existing perennial crops. Twenty-five per cent (n=5) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed that CAP programs have enhanced the sustainability of perennial crops (see Figure 55).

"The Perennial Crop Development Program is an excellent program for apple crop development and delivery is very well structured" (PCDP Client)

Eighty per cent (n=12) of CAP Evaluation Client Survey respondents that participated in PCDP indicated that they either agreed, or strongly agreed, that their participation in the PCDP allowed them to plant new perennial crops. Thirty per cent (n=6) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they either agreed, or strongly agreed, that CAP programs have increased the planting of new perennial crops (see Figure 56). Program Leads indicated that the program has a positive impact on enhancing the sustainability of existing, and new, perennial crops. Program leads all agreed that the program is likely of more benefit to producers that are new to perennial crops, rather than perennial crop producers who existed *prior* to the program.



Figure 55. PCDP participants' level of agreement with the statement: "my participation in [PCDP] enhanced the sustainability of existing perennial crops" and industry stakeholder respondents' level of agreement with the statement: "CAP programs enhanced the sustainability of existing perennial crops."



Figure 56. PCDP participants' level of agreement with the statement: "my participation in [PCDP] allowed me to plant new perennial crops" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased the planting of new perennial crops."

#### 5.7.10 PRODUCT AND MARKET DEVELOPMENT PROGRAM<sup>46</sup>

The Product and Market Development Program is increasing knowledge of product and market development and resulting in domestic market development. The Program is not resulting in international market development.

One hundred per cent (n=8) of CAP **Evaluation Client Survey respondents that** participated in PMDP indicated that they agreed, or strongly agreed, that their participation in the PMDP has increased their knowledge of product and market development. Fifty per cent (n=10) of CAP Evaluation Industry Stakeholder Group Survey respondents either agreed or strongly agreed that CAP programs have increased knowledge of, and support for, product and market development (see Figure 57). Program leads interviewed for this project indicated that the program has had a positive impact on increasing knowledge of, and support for, product and market development. Program leads indicated that program support for valueadded activities and the development of agri-food products has supported them to move into new markets.

"The Product and Market Development Program was pivotal [for us to add] some new equipment and processes [in order] to bring our operations to a broader market" (PMDP Client)

Eighty-eight per cent (n=7) of CAP Evaluation Client Survey respondents that participated in PMDP indicated that they either agreed or strongly agree that their participation in PMDP helped them to expand domestic markets. Forty-seven per cent (n=9) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agree or strongly agree that CAP programs effectively supported the agriculture industry to expand domestic markets (see Figure 58).



Figure 57. PMDP participants' level of agreement with the statement: "my participation in [PMDP] increased my knowledge of product and market development" and industry stakeholder respondents' level of agreement with the statement: "CAP programs increased knowledge of product and market development."



Figure 58. PMDP participants' level of agreement with the statement: "my participation in [PMDP] helped me to expand domestic markets" and industry stakeholder respondents' level of agreement with the statement: "CAP programs effectively support the agriculture sector to expand domestic markets."

#### 5.7.11 PROMOTING PUBLIC TRUST PROGRAM

There were no Promoting Public Trust Program clients that were invited to participate in the CAP Evaluation responded to Client Survey and therefore there is no client data to report with respect to this program.

<sup>&</sup>lt;sup>46</sup> Only CAP Evaluation Client Survey respondents who participated in the PMDP were asked questions about its immediate and intermediate outcomes.

Fifty per cent of CAP Evaluation Industry Stakeholder Group Survey respondents (10) indicated that they agreed that CAP programs have improved consumer knowledge and attitudes toward PEI agriculture. Program leads interviewed for this evaluation indicated that program funding may have focused more on raising agriculture awareness than raising public trust. Program leads indicated that allow the program has done a good job at raising awareness, there is a need moving forward to be more strategically focused on public trust.

Sixty-five per cent of CAP Evaluation Industry Stakeholder Survey respondents (13) indicated that they agreed that CAP programs have resulted in more strategies to improve public trust in PEI agriculture. Program leads indicated that the program is increasingly become more strategic with its strategies to increase public trust.

# 5.7.12 STRATEGIC INDUSTRY GROWTH INITIATIVE<sup>47</sup>

The Strategic Industry Growth Initiative is supporting the growth and expansion of agri-food companies and is making progress towards increasing product and market development opportunities for the agriculture industry-at-large.

One hundred per cent (n=5) of CAP Evaluation Client Survey respondents that participated in SIGI agreed, or strongly agreed, that their participation in SIGI supported the growth and expansion of the agriculture industry-at-large. Sixty per cent (n=12) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that the agreed, or strongly agreed, that CAP programs have supported the growth and expansion of the agriculture industry-at-large (see Figure 59).

One hundred per cent (n=5) of CAP Evaluation Client Survey respondents that participated in SIGI agreed or strongly agreed that their participation in SIGI supported the growth and expansion of agri-food companies. Forty-five per cent (n=9) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that CAP programs are supporting the growth and expansion of agri-food companies (see Figure 60).



Figure 59. SIGI participants' level of agreement with the statement: "My participation in [SIGI] supported the growth and expansion of the agriculture industry-at-large" and industry stakeholder respondents' level of agreement with the statement: "CAP programs supported the growth and expansion of the agriculture industry-at-large."



Figure 60. SIGI participants' level of agreement with the statement: "My participation in [SIGI] supported the growth and expansion of agri-food companies"

<sup>&</sup>lt;sup>47</sup> Only CAP Evaluation Client Survey respondents who participated in SIGI were asked questions about its immediate and intermediate outcomes.

and industry stakeholder respondents' level of agreement with the statement: "CAP programs supported the growth and expansion of agri-food companies."

One hundred per cent (n=5) of CAP Evaluation Client Survey respondents that participated in SIGI agreed, or strongly agreed, that their participation in SIGI increased product and market development opportunities for industry-at-large. Sixty per cent (n=12) of CAP Evaluation Industry Stakeholder Group Survey respondents indicated that they agreed, or strongly agreed, that CAP programs increased product and market development opportunities for industry-at-large (see Figure 56).



Figure 56. SIGI participants' level of agreement with the statement: "My participation in [SIGI] increased product and market development opportunities for the agriculture industry-at-large" and industry stakeholder respondents' level of agreement with the statement: "CAP programs supported the growth and expansion of the agriculture industry-at-large."

# 6.0 CONCLUSION

This evaluation report presents evidence that there is an ongoing need for programming that supports the growth and sustained development of all elements of the agriculture industry. Evaluation results have shown that CAP programs have made progress with respect to increasing competitiveness, productivity and profitability and increasing environmental sustainability. In addition to the stated outcomes, CAP programs are also supporting the agriculture industry to improve the quality of their products/services as well as their production capacity. Alternatively, participation in CAP programming is likely having a positive impact on the annual gross revenue of some farms/businesses/organizations.

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#### **APPENDIX A: CAP Evaluation Matrix**

#### **EVALUATION MATRIX 1: LONG-TERM OUTCOMES FOR THE CAP**

#### **Notes**

- See Appendix A for a glossary of key terms used in the evaluation matrices below
- 'Agreement Rating 1 to 5': 1 Strongly Agree, 2 Disagree, 3 Neither agree nor disagree, 4 Agree, 5 Strongly Agree
- 'Y/N/NS/NA' = Yes, No, Not Sure, Not applicable
- 'CATA'= Check all that apply
- Legion = Route to a new question depending on the answer to the previous question
- The Industry Stakeholder Survey questions are broader in scope, reflecting that these organizations represent industry at-large

Evaluation Question	Client Survey	Industry Stakeholder Survey	Program Lead Interviews
Did CAP programs increase the competitiveness, productivity, and profitability of the agriculture industry <sup>48</sup> ?	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statements:  My participation in a CAP program helped me to increase my <i>competitiveness</i> .  Lif '4' or '5' route to <i>CATA</i> : In what ways did your participation in a CAP program help you to increase your competitiveness? Please check all that apply from the list.	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to supporting the sector to increase its competitiveness?
Note Source for Client Survey CATA: MFA 6.3 and 6.6)	competitiveness? Please check all that apply from the list below:  - Support for primary research - Support for regional collaboration - Public-private collaboration for research and research priority-setting	CAP programs effectively support the agriculture sector to increase competitiveness.	What are your thoughts on CAP programs' performance with respect to supporting the sector to increase its productivity?

<sup>&</sup>lt;sup>48</sup> DAL programs aligned with this outcome include: Agriculture Research and Innovation Program, Strategic Industry Growth Initiative, and Organic Industry Development Program.

Strategic Policy and Evaluation Division PEI Department of Agriculture and Land Evaluation of the Canadian Agricultural Partnership

- Support for the demonstration and/or evaluation of new agricultural practices and technologies
- Training/knowledge transfer events
- Adoption of new technologies
- Development or adaptation of new or improved products, processes or practices
- Support for the use and development of clean and sustainable technology and processes
- Developing highly qualified personnel with a direct benefit to the Sector
- Public-private partnerships for innovative facilities
- Commercialization support
- Capital investments for plant modernization activities
- Support to carry out pilot projects
- Commercialize and adopt new products, technologies, practices or processes
- Market development activities that support the food processing sector
- Other (please describe)

My participation in a CAP program helped me to increase my *productivity*.

Lelf '4' or '5' route to *CATA*: In what ways did your participation in a CAP program help you to increase your productivity? Please check all that apply from the list below:

- Support for primary research
- Support for regional collaboration
- Public-private collaboration for research and research priority-setting
- Support for the demonstration and/or evaluation of new agricultural practices and technologies
- Training/knowledge transfer events
- Adoption of new technologies

On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:

CAP programs effectively support the agriculture sector to increase productivity.

On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:

CAP programs effectively support the agriculture sector to increase *profitability*. What are your thoughts on CAP programs' performance with respect to supporting the sector to increase its *profitability*?

- Development or adaptation of new or improved products, processes or practices
- Support for the use and development of clean and sustainable technology and processes
- Developing highly qualified personnel with a direct benefit to the Sector
- Public-private partnerships for innovative facilities
- Commercialization support
- Capital investments for plant modernization activities
- Support to carry out pilot projects
- Commercialize and adopt new products, technologies, practices or processes
- Market development activities that support the food processing sector
- Other (please describe)

My participation in a CAP program helped me to increase my *profitability*.

Lelf '4' or '5' route to *CATA*: In what ways did your participation in a CAP program help you to increase your profitability? Please check all that apply from the list below:

- Support for primary research
- Support for regional collaboration
- Public-private collaboration for research and research priority-setting
- Support for the demonstration and/or evaluation of new agricultural practices and technologies
- Training/knowledge transfer events
- Adoption of new technologies
- Development or adaptation of new or improved products, processes or practices
- Support for the use and development of clean and sustainable technology and processes

<ul> <li>Developing highly qualified personnel with a direct benefit to the Sector</li> <li>Public-private partnerships for innovative facilities</li> </ul>	
- Commercialization support	
<ul> <li>Capital investments for plant modernization</li> </ul>	
activities	
- Support to carry out pilot projects	
<ul> <li>Commercialize and adopt new products,</li> </ul>	
technologies, practices or processes	
- Market development activities that support the food	
processing sector	
- Other (please describe)	

# **EVALUATION MATRIX 2: IMMEDIATE AND INTERMEDIATE OUTCOMES (as identified in the CAP Global Logic Model)**

#### **Notes**

- See Appendix A for a glossary of key terms used in the evaluation matrices below
- 'Agreement Rating 1 to 5': 1 Strongly Agree, 2 Disagree, 3 Neither agree nor disagree, 4 Agree, 5 Strongly Agree
- 'Y/N/NS/NA' = Yes, No, Not Sure, Not applicable
- 'CATA'= Check all that apply
- Legion = Route to a new question depending on the answer to the previous question

Evaluation Question	Client Survey	Industry Stakeholder Survey	Program Lead Interviews
INCREASE COMP	PETITIVENESS, PRODUCTIVITY, AND PROFITABILTY INT	ERMEDIATE OUTCOMES	
Did CAP programs increase the adoption of new technologies and processes?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to increasing the adoption of new technologies and processes?
		CAP programs resulted in the adoption of new technologies and	

(ARIP)	My participation in a CAP program increased my adoption of new technologies and processes.	processes for the agriculture sector.	
Did CAP programs support the growth and expansion of industry-at-large and agri-food companies?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:  CAP programs supported the	Open-ended:  What are your thoughts on the CAP programs' performance with respect to supporting the growth and expansion of the agriculture industry at large?
(SIGI)	My participation in a CAP program supported the growth and expansion of the agriculture industry-at-large.	growth and expansion of the agriculture industry-at-large.	
	My participation in a CAP program supported the growth and expansion of agri-food companies.	CAP programs supported the growth and expansion of agri-food companies.	
Did CAP programs increase certified organic production capacity?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to increasing certified
(OIDP)		CAP programs increased certified organic production capacity.	organic production capacity?

	My participation in a CAP program increased my certified organic production capacity?		
INCREASE COMP	ETITIVENESS, PRODUCTIVITY, AND PROFITABILITY IMM	MEDIATE OUTCOMES	
Did CAP programs increase knowledge of new technologies and processes?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to increasing knowledge of new technologies and processes?
(ARIP)	My participation in a CAP program increased my knowledge of new technologies and processes?	CAP programs increased knowledge of new technologies and processes.	
Did CAP programs increase product and market development opportunities for industry-at-large?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to increasing product and market development opportunities for industry-at-large?
(SIGI)	My participation in a CAP program increased product and market development opportunities for industry-at-large.	CAP programs increased product and market development opportunities for industry-at-large.	
Did CAP programs increase knowledge of,	Agreement Rating (1 to 5):	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate	Open-ended:  What are your thoughts on the CAP programs' performance with

and ability to, implement certified organic practices?	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	how much you agree or disagree with the following:	respect to increasing knowledge of, and ability to, implement certified organic practices?
(OIDP)	My participation in a CAP program increased my knowledge of, and ability to, implement certified organic production practices.	CAP programs increased knowledge of, and ability to, implement certified organic production practices.	
INCREASED ENV	IRONMENTAL SUSTAINABILITY INTERMEDIATE OUTCO	MES	I
Did CAP programs reduce soil, surface and groundwater contamination risks?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to reducing soil, surface and groundwater contamination risks?
(ALUS)	My participation in a CAP program reduced soil, surface and groundwater contamination risks.	CAP programs reduced soil, surface and groundwater contamination risks.	
Did CAP programs increase the acreage of perennial crops and carbon in soil?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to increasing the acreage of perennial crops and carbon in the soil.

My participation in a CAP program increased the acreage of perennial crops and carbon in soil.	CAP programs increased the acreage of perennial crops and carbon in soil.	
Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to increasing the implementation of Beneficial Management Practices?
My participation in a CAP program increased my implementation of Beneficial Management Practices.	CAP programs increased the implementation of Beneficial Management Practices.	
IRONMENTAL SUSTAINABILITY INTERMEDIATE OUTCOI	MES	
Agreement Rating (1 to 5):	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate	Open-ended  What are your thoughts on the CAP programs' performance with
	of perennial crops and carbon in soil.  Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:  My participation in a CAP program increased my implementation of Beneficial Management Practices.	of perennial crops and carbon in soil.  Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:  My participation in a CAP program increased my implementation of Beneficial Management Practices.  Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:  CAP programs increased the implementation of Beneficial Management Practices.

existing and new perennial crops?	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	how much you agree or disagree with the following:	sustainability of existing, and new, perennial crops?
(PCDP)	My participation in a CAP program enhanced the sustainability of existing and new perennial crops.	CAP programs enhanced the sustainability of existing and new perennial crops.	
Did CAP programs increase knowledge and ability to implement Beneficial	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended  What are your thoughts on the CAP programs' performance with respect to increasing knowledge and ability to implement Beneficial Management Practices?
Management Practices? (ASP)	My participation in a CAP program increased my knowledge and ability to implement Beneficial Management Practices.	CAP programs increased the agriculture industry's knowledge and ability to implement Beneficial Management Practices.	
EXPAND DOMES	TIC AND INTERNATIONAL MARKETS INTERMEDIATE OU	JTCOMES	
Did CAP programs support the development of stronger and more equitable local food systems?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to supporting the development of stronger and more equitable food systems?

(CFSAA)	My participation in a CAP program supported the development of stronger and more equitable local food systems.	CAP programs supported the development of stronger and more equitable food systems.	
Did CAP programs improve consumer knowledge and attitudes toward PEI agriculture?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to improving consumer attitudes toward PEI agriculture?
(PPT)	My participation in a CAP program improved consumer knowledge and attitudes toward PEI agriculture.	CAP programs improved consumer knowledge and attitudes toward PEI agriculture.	
Did CAP programs increase new markets or expand existing markets for small and medium enterprises?	See question Matrix one questions related to expanding domestic and international markets.	See question Matrix one questions related to expanding domestic and international markets.	See question Matrix one questions related to expanding domestic and international markets.
(PMD) Did CAP	Agreement Rating (1 to 5):	On a scale of 1 to 5 where 1	Open-ended:
programs increase new commercial farm operations?	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	What are your thoughts on the CAP programs' performance with

programs		means 'strongly disagree' and 5	agic Policy and Evaluation Division
Did CAP	Agreement Rating (1 to 5):	On a scale of 1 to 5 where 1	Open-ended:
(CFSAA)	My participation in a CAP program increased the public's knowledge of, and access to, local food systems.	CAP programs increased public knowledge of, and access to, local food systems.	
Did CAP programs increase public knowledge of, and access to, local food systems?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to increasing public knowledge of, and access to, local food systems?
(BDP)	My participation in a CAP program improved my business and financial management practices.  TIC AND INTERNATIONAL MARKETS IMMEDIATE OUTCO	CAP programs improved business and financial management practices for the agriculture industry.	
Did CAP programs improve business and financial management practices?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to improving business and financial management practices?
(FFP)	My participation in a CAP program resulted in the establishment of a new commercial farm operation.	CAP programs increased new commercial farm operations.	respect to increasing new commercial farm operations?

increase strategies to improve public trust in PEI agriculture?	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	means 'strongly agree,' please rate how much you agree or disagree with the following:	What are your thoughts on the CAP programs' performance with respect to increasing strategies to improve public trust in PEI agriculture?
(PPTP)	My participation in a CAP program resulted in strategies to improve public trust in PEI agriculture.	CAP programs resulted in increased strategies to improve public trust in PEI agriculture.	
Did CAP programs increase knowledge of, and support for, product and market	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to increasing knowledge of, and support for, product and market development?
development?	My participation in a CAP program increased my knowledge of product and market development.	CAP programs increased knowledge of, and support for, product and market development.	
Did CAP programs increase the use of sound business practices among new agriculture	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to increasing the use of sound business practices among new agriculture sector entrants?
sector entrants?	As a new entrant, my participation in a CAP program increased the use of sound business practices.	CAP programs increased the use of sound business practices	

(FFP)		among new agriculture sector entrants.	
Did CAP programs increase farm business management skills and awareness?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to increasing farm business management skills and awareness?
(BCP)	My participation in a CAP program increased my farm business management skills and awareness.	CAP programs increased farm business management skills and awareness.	
IMPROVE THE A	NTICIPATION, MITIGATION AND RESPONSE TO RISKS IN	ITERMEDIATE OUTCOMES	
Did CAP programs increase implementation of recognized assurance systems?	Agreement Rating (1 to 5):  On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following statement:	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate how much you agree or disagree with the following:	Open-ended:  What are your thoughts on the CAP programs' performance with respect to increasing the implementation of recognized assurance systems?
(ASP)	My participation in a CAP program resulted in the implementation of recognized assurance systems.	CAP programs increased the implementation of recognized assurance systems.	
IMPROVE THE A	NTICIPATION, MITIGATION AND RESPONSE TO RISKS IN	MMEDIATE OUTCOMES	1
Did CAP programs increase knowledge of	Agreement Rating (1 to 5):	On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree,' please rate	Open-ended:  What are your thoughts on the CAP programs' performance with

recognized	On a scale of 1 to 5 where 1 means 'strongly disagree'	how much you agree or disagree	respect to increasing the
assurance	and 5 means 'strongly agree,' please rate how much you	with the following:	knowledge of recognized
systems?	agree or disagree with the following statement:		assurance systems?
(ASP)	My participation in a CAP program increased my knowledge of recognized assurance systems.	CAP programs increased the knowledge of recognized assurance systems.	

# **Appendix B: CAP Evaluation Client Survey**

Potato far	and melon farmir					
		ng (not including	potatoe	<del>s</del> )		
	ming					
Fruit and t	tree nut farming					
Greenhou	se, nursery and fl	oriculture product	ion			
Other crop	o farming, please	specify:				
	e ranching and far					
	e and milk produc					
	oig farming					
	d egg production					
	d goat farming					
	ctivities for animal	production				
	mal production, ple					
	ctivities for crop p					
	duct manufacturing					
	vegetable preserv		food			
	od manufacturing/		1000		1 -	
	oilseed milling	processing				
	d manufacturing/p	rocessing please	specify:			
	luct manufacturing		specify.			
Bakeries	uci manufaciumi	processing				
	duct merchant who	olocalore				
	manufacturing/pro					
	d, and thread mills					
	al machinery man					
	nal, scientific and					
	erage and tobacc	o merchant whole	35ale15			
	beverage stores	ing of forcet prod	oto			
	rseries and gather		ucts			
	dustries, please s	pecily:				
	ase specify:	··				
Not applic	able, please spec	іту:			<u>  L</u>	
Is the prima	ary commodity tha	t you are involved	d with on	a regular basis	certified organic	?
Yes	No		Not a		Not applicable	
162	INO		Not su	10	тиот аррисаріе	
	nsider yourself a be w" is defined as a t below.					
,	New Farmer	Established Far	rmer	Not Applicable	)	
	i			<del>-</del>		

Please indicate the primary commodity you are involved with on a regular basis.
 Commodity Type

Primary

**Primary** 

	Agriculture Research and Innovation Program	
	Strategic Industry Growth Initiative (SIGI)	
	Organic Industry Development Program	
	Alternative Land Use Services Program (ALUS)	
	Perennial Crop Development Program	
	Agriculture Stewardship Program	
	Community Food Security and Agriculture Awareness Program	
	Promoting Public Trust Program	
	Product and Market Development Program	
	Future Farmer Program	
	Business Development Program	
	Assurance Systems Program	
	Other, please specify:	
	Don't know/Not sure	
	None	
5.	Before today, which CAP programs were you aware of? Please check all that appl 'none'	y, or select
	Program Name	Participated
	Agriculture Research and Innovation Program	
	Strategic Industry Growth Initiative (SIGI)	
	Organic Industry Development Program	
	Alternative Land Use Services Program (ALUS)	
	Perennial Crop Development Program	
	Agriculture Stewardship Program	
	Community Food Security and Agriculture Awareness Program	
	Promoting Public Trust Program	
	Product and Market Development Program	
	Future Farmer Program	
	Business Development Program	
	Assurance Systems Program	
	Other, please specify:	
	Don't know/Not sure	
	None	Ш
	Before today, which CAP Priority Areas were you aware of? Please check all that 'none'	
	initial customic and amount of an age	
	e, research and innovation	
	added agriculture and agri-food processing	
	ts and trade	
Public		
Risk M	lanagement	
	Which Department of Agriculture and Land CAP program was identified in your inv	ritation email?
	am Name	_
	Iture Research and Innovation Program	
	Iture Stewardship Program	
	ative Land Use Services (ALUS)	<u> </u>
	ance Systems Program	<u> </u>
Busine	ess Development Program	

**Program Name** 

Participated

Community F	ood Security and	Agriculture Awarenes	s Program			
Future Farme	<u> </u>					
Organic Industry Development Program						
Perennial Crop Development Program						
Product and Market Development Program						
	blic Trust Prograr					
	stry Growth Initia	tive (SIGI)				
I did not recei	ve an email					
Agriculture Re 8. On a s how m  My particip	cale of 1 to 5 whe uch you agree or	ovation Program ere 1 means 'strongly disagree with the follo	owing statement:			
. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know	
		ere 1 means 'strongly disagree with the follo			e', please rate	

My participation in this CAP program increased my adoption of new technologies and processes.

# **Strategic Industry Growth Initiative**

**10.** On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree', please rate how much you agree or disagree with the following statement:

My participation in this CAP program supported the growth and expansion of the agriculture industryat-large.

1. Strongly	2. Disagree	3. Neither agree	4. Agree	5. Strongly	Don't know
disagree		nor disagree		agree	

**11.** On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree', please rate how much you agree or disagree with the following statement:

My participation in this CAP program supported the growth and expansion of agri-food companies.

Ctronaliz	2 Dicarres	2 Noither cares	4 4000	E Ctronolii	Don't know
. Strongly disagree	2. Disagree	3.Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how m	nuch you agree or pation in this CAP	ere 1 means 'strongly of disagree with the follow program increased pr	owing statement:		·
	Ι Π		П		ТП
□ Strongly	2. Disagree	3. Neither agree	4. Agree	5. Strongly	Don't know
disagree	Z. Disagree	nor disagree	4. Agree	agree	Don't know
Organic Indus	stry Developmen	t Program			
<b>13.</b> On a s how m	scale of 1 to 5 when the scale of 1 to 5 when the scale or contact of the scale of	ere 1 means 'strongly of disagree with the follow program increased m	owing statement:		
13. On a s how m My particip production	scale of 1 to 5 when nuch you agree or pation in this CAP or practices.	ere 1 means 'strongly of disagree with the follow program increased m	owing statement:  y knowledge of ir	mplementing certifie	d organic
13. On a show m  My particip production  Strongly disagree	scale of 1 to 5 when the nuch you agree or pation in this CAP or practices.	ere 1 means 'strongly of disagree with the followard program increased management of the strong of t	wing statement:  y knowledge of ir	mplementing certifie  5. Strongly agree	d organic  Don't know
13. On a show m  My participe production  Strongly disagree  14. On a show m  My participe practices.	cale of 1 to 5 when the nuch you agree or coation in this CAP or practices.  2. Disagree  cale of 1 to 5 when the nuch you agree or coation in this CAP	are 1 means 'strongly of disagree with the follow program increased my and a strongly of the s	wing statement:  y knowledge of in  4. Agree  disagree' and 5 nowing statement:  y ability to implement	5. Strongly agree neans 'strongly agree ment certified organi	d organic  Don't know  ee', please rate
13. On a show m  My participe production  Strongly disagree  14. On a show m  My participe practices.	cale of 1 to 5 when the nuch you agree or pation in this CAP or practices.  2. Disagree  cale of 1 to 5 when the nuch you agree or pation in this CAP	ere 1 means 'strongly of disagree with the follow program increased my and a second se	wing statement:  y knowledge of in  4. Agree  disagree' and 5 nowing statement:	5. Strongly agree neans 'strongly agree ment certified organi	Don't know
13. On a show m  My particip production  Strongly disagree  14. On a show m  My particip practices.	cale of 1 to 5 when the nuch you agree or pation in this CAP or practices.  2. Disagree  cale of 1 to 5 when the nuch you agree or pation in this CAP  2. Disagree  2. Disagree  cale of 1 to 5 when the nuch you agree or pation in this CAP	are 1 means 'strongly of disagree with the follow program increased my and a strongly of the follow program increased my disagree with the follow program increased my and a strongly of the follow program increased my and a strongly of the follow program increased my and a strongly of the follow program increased my and a strongly of the follow program increased my and a strongly of the follow program increased my and a strongly of the follow program increased my and a strongly of the following my and a strongly of the following my and the following	disagree' and 5 moving statement:  y knowledge of in  4. Agree  disagree' and 5 moving statement:  y ability to implement  4. Agree  disagree' and 5 moving statement:	5. Strongly agreement certified organical strongly agree 5. Strongly agreement certified organical strongly agreemeans 'strongly agreem	d organic  Don't know  e', please rate ic production  Don't know

<b>16.</b> On a so		Program e 1 means 'strongly disagree with the follo		neans 'strongly agree	e', please rate
My participa	ation in this CAP p	orogram reduced soil,	surface and gro	oundwater contaminat	tion risks.
Strongly disagree	2. Disagree	3.Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
My participa (BMP).  Note: For the methods, m	uch you agree or on the state of the state o	e 1 means 'strongly of lisagree with the follow program allowed me to is Evaluation, benefic ices designed to sustantive effects on the en	wing statement:  o implement Be ial management ain production w	eneficial Management practices can be und	nt Practices
					Т п
Strongly disagree	2. Disagree	3. Neither agr		5. Strongly agree	y Don't know
Agriculture Re	search and Inno	vation Program e 1 means 'strongly disagree with the follow	isagree' and 5 r	<u> </u>	
My participa (BMPs).	ation in this CAP μ	program increased my	v knowledge of b	peneficial managemei	nt practices
methods, m	neasures, or pract	is Evaluation, benefic ces designed to susta tive effects on the en	ain production w		
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
	cale of 1 to 5 wher		isagree' and 5 r	neans 'strongly agree	e', please rate

how much you agree or disagree with the following statement:

My participation in this CAP program **increased my ability to implement** beneficial management practices (BMPs).

		s designed to sustain p		5 1	
environmenta	al risks and negative	e effects on the enviro	nment.	_	
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how muc	h you agree or disa	means 'strongly disag agree with the following gram allowed me to im	g statement:		
methods, mea	asures, or practices	Evaluation, beneficial r s designed to sustain p e effects on the enviro	production while		
1. Strongly disagree	_	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
below.		nal information you wo	ould like to provid	de, please use the s	space
Perennial Crop I 21. On a scal how muc	Development Prog le of 1 to 5 where 1 h you agree or disa	,	gree' and 5 mear g statement:	ns 'strongly agree',	olease rate
Perennial Crop I 21. On a scal how muc	Development Prog le of 1 to 5 where 1 h you agree or disa	gram means 'strongly disag gree with the following	gree' and 5 mear g statement:	ns 'strongly agree',	olease rate
Perennial Crop I 21. On a scal how much	Development Progle of 1 to 5 where 1 h you agree or disaion in this CAP prog	gram means 'strongly disagingree with the following	gree' and 5 mear g statement: sstainability of exi	ns 'strongly agree',	olease rate
Perennial Crop I 21. On a scal how much  My participati  1. Strongly disagree  22. On a scal how much	Development Progle of 1 to 5 where 1 h you agree or disation in this CAP prog	gram means 'strongly disagere with the following gram enhanced the su	gree' and 5 mear g statement: stainability of exi  4. Agree  gree' and 5 mear g statement:	s 'strongly agree', listing perennial crop  5. Strongly agree agree as 'strongly agree', listing perennial crop	olease rate  os.  Don't know
Perennial Crop I 21. On a scal how much  My participati  1. Strongly disagree  22. On a scal how much	Development Progle of 1 to 5 where 1 h you agree or disation in this CAP prog	gram means 'strongly disagree with the following gram enhanced the su  3. Neither agree nor disagree means 'strongly disagree with the following	gree' and 5 mear g statement: stainability of exi  4. Agree  gree' and 5 mear g statement:	s 'strongly agree', listing perennial crop  5. Strongly agree agree as 'strongly agree', listing perennial crop	olease rate  os.  Don't know

**23.** On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree', please rate how much you agree or disagree with the following statement:

My participation in this CAP program increased the acreage of perennial crops in the province.

1. Strongly	2. Disagree	3. Neither agr	_	5. Strongly	
disagree		nor disagre	е	agree	know
how mu	ch you agree or	re 1 means 'strongly of disagree with the follo program increased the	wing statement:		e', please rate
1. Strongly disagree	2. Disagree	3. Neither agr nor disagre		5. Strongly agree	Don't know
		Agriculture Awaren	ess		
how mu	ch you agree or	disagree with the follo	wing statement:	eans 'strongly agree	
how mu	ch you agree or	disagree with the follo	wing statement:	dge of local food sys	
how mu	ch you agree or ation in this CAP	disagree with the follo	wing statement: e public's knowled	dge of local food sys	tems.
how mu	ch you agree or	disagree with the follo	wing statement:	dge of local food sys	
My participa  Strongly disagree  26. On a scan how must	ation in this CAP  2. Disagree  ale of 1 to 5 whe ch you agree or	program increased the	swing statement:  e public's knowled  4. Agree  disagree' and 5 may be wing statement:	5. Strongly agree	Don't know
My participa  Strongly disagree  26. On a sca	ation in this CAP  2. Disagree  ale of 1 to 5 whe ch you agree or	adisagree with the follow program increased the second sec	swing statement:  e public's knowled  4. Agree  disagree' and 5 may be wing statement:	5. Strongly agree	Don't know
My participa  Strongly disagree  26. On a sca	ation in this CAP  2. Disagree  ale of 1 to 5 whe ch you agree or	adisagree with the followard program increased the second	swing statement:  e public's knowled  4. Agree  disagree' and 5 may be wing statement:	5. Strongly agree	Don't know
My participal  Strongly disagree  26. On a scan how mure  My participal  Strongly disagree  27. On a scan how mure  My participal  Note: An equis a system is quality jobs	ale of 1 to 5 whe ch you agree or ation in this CAP.  2. Disagree  ale of 1 to 5 whe ch you agree or ation in this CAP.  2. Disagree  ale of 1 to 5 whe ch you agree or ation in this CAP.  guitable food system that, from farm to with living wages	3. Neither agree mor disagree with the followard of the more disagree.  The means 'strongly of disagree with the followard of the more disagree with the followard of the more disagree.  The means 'strongly of the more disagree with the followard of the more disagree.	disagree' and 5 me wing statement:  a public's knowled  4. Agree  disagree' and 5 me wing statement:  a public's access  4. Agree  disagree' and 5 me wing statement:  a development of eryone can fully pag to disposal, ensons; access to he	5. Strongly agree to local food system  5. Strongly agree to local food system  5. Strongly agree eans 'strongly agree eans 'strongly agree eans 'strongly agree earticipate, prosper, sures economic opp	Don't know  a', please rate  s.  Don't know  a', please rate  and benefit. It ortunity; high-
My participal  Strongly disagree  26. On a scan how mure  My participal  Strongly disagree  27. On a scan how mure  My participal  Note: An equis a system is quality jobs in a system is quality jobs in a system is a system	ale of 1 to 5 whe ch you agree or ation in this CAP.  2. Disagree  ale of 1 to 5 whe ch you agree or ation in this CAP.  2. Disagree  ale of 1 to 5 whe ch you agree or ation in this CAP.  guitable food system that, from farm to with living wages	3. Neither agree nor disagree with the followagree re 1 means 'strongly or disagree with the followagree with the followagree mor disagree re 1 means 'strongly or disagree with the followagree re 1 means 'strongly or disagree with the followagree with the follo	disagree' and 5 me wing statement:  a public's knowled  4. Agree  disagree' and 5 me wing statement:  a public's access  4. Agree  disagree' and 5 me wing statement:  a development of eryone can fully pag to disposal, ensons; access to he	5. Strongly agree to local food system  5. Strongly agree to local food system  5. Strongly agree eans 'strongly agree eans 'strongly agree eans 'strongly agree earticipate, prosper, sures economic opp	Don't know  a', please rate  bon't know  a', please rate  c', please rate  ams.  and benefit. It ortunity; high-

If you have any comments or additional information you would like to provide, please use the space below.

_	blic Trust Progra	am ere 1 means 'strongly o	disagree' and 5 m	eans 'strongly agre	e', please rate
		disagree with the follo		37 3	, I
My particip	ation in this CAP	program resulted in s	trategies to improv	e public trust in PE	El agriculture.
<b>Note:</b> For tagricultural other stake	activities are con	nis evaluation, public to sistent with social exp	rust can be underspectations and the	stood to be a belief values of the comr	that nunity and
. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
agriculture.		program improved co			ard PEI
Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
Product and N 30. On a se how me	Market Developm cale of 1 to 5 whe uch you agree or	ere 1 means 'strongly or disagree with the follow program increased m	disagree' and 5 mowing statement:	eans 'strongly agre	e', please rate
developm	ent best practice	<b>?S</b> .			
I. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how m	uch you agree or	ere 1 means 'strongly of disagree with the follow program resulted in a	wing statement:		·
how m	uch you agree or	disagree with the follo	wing statement:		·

HOW III	uch you agree or	disagree with the follo	wing statement:		•
• • •	eation in this CAP ess/organizations	program resulted in th	ne expansion of a	n existing market fo	r my
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how m	cale of 1 to 5 whe uch you agree or ew entrant, my pa	re 1 means 'strongly of disagree with the follower the follower that the second section in this CAF	wing statement:		
1. Strongly disagree	2. Disagree	3. Neither agr		5. Strongly	/ Don't know
1. Strongly disagree	2. Disagree	3. Neither agr		5. Strongly	/ Don't
	comments or ad	ditional information yo	u would like to pr	ovide, please use th	0.0000
<b>35.</b> On a s how m  My particip □	uch you agree or pation in this CAP	re 1 means 'strongly of disagree with the follow program increased m	wing statement:  y farm business r	nanagement skills a	e', please rate  nd awareness.
Business Dev 35. On a s how m	cale of 1 to 5 whe uch you agree or pation in this CAP	re 1 means 'strongly of disagree with the follow program increased m	wing statement: y farm business r	nanagement skills a	e', please rate
Business Dev 35. On a s how m  My particip  1. Strongly disagree  36. On a s how m	cale of 1 to 5 whe uch you agree or nation in this CAP  2. Disagree  cale of 1 to 5 whe uch you agree or	re 1 means 'strongly disagree with the folloprogram increased managed and a second sec	swing statement:  y farm business re  4. Agree  disagree' and 5 means and 5 means and 5 means are statement:	5. Strongly agree	e', please rate  nd awareness.  Don't know  e', please rate
Business Dev 35. On a s how m  My particip  1. Strongly disagree  36. On a s how m	cale of 1 to 5 whe uch you agree or nation in this CAP  2. Disagree  cale of 1 to 5 whe uch you agree or	re 1 means 'strongly of disagree with the follow program increased my and a second sec	swing statement:  y farm business re  4. Agree  disagree' and 5 means and 5 means and 5 means are statement:	5. Strongly agree	e', please rate  nd awareness.  Don't know  e', please rate

1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
If you have any below.	comments or ad	ditional information yo	u would like to p	rovide, please use t	he space
<b>37.</b> On a se		ere 1 means 'strongly o		neans 'strongly agre	ee', please rate
	, -	disagree with the follow program increased m	-	ecognized assuranc	e systems.
	П				Т
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
1. Strongly	□ 2. Disagree	□ 3. Neither agree	4. Agree	5. Strongly	Don't know
disagree		nor disagree		agree	
If you have any below.	comments or ad	ditional information yo	u would like to pi	rovide, please use t	he space
how m	cale of 1 to 5 whe uch you agree or	ere 1 means 'strongly or disagree with the follo ogram helped me to in	wing statement:	0, 0	ee', please rate
Note: For to	he purposes of the offer products an are competitive	nis survey, competitive and services that meet and provide adequat	ness can be und the quality standa	erstood to be the at ards of the local and	d world markets
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
		r '5' rticipation in a CAP pr ly from the list below:	ogram help you t	o increase your con	npetitiveness?
Supported prim			Supported con	nmercialization	

research and re Supported for t evaluation of no technologies Supported train Development of products, proce Supported for t and sustainable Developed high direct benefit to	ic-private partner	etting and/or actices and ansfer events ew or improved copment of clean processes onnel with a		activities Provided suppose Supported the products, techn Supported man processing second Other (please of the suppose	ort to carry out pilot commercialization a nologies, practices o ket development ac tor	and adoption of new or processes
If you have any below.	comments or ad	ditional information	ı you	would like to pr	ovide, please use tl	ne space
My participe  Note: For the efficiency of the Productivity	uch you agree or ation in a CAP procession the he purposes of the fa person, mach	disagree with the footgram helped me to dis survey, productive	ollow to inc vity on, etc	ving statement: erease my prod can be understo c., in converting cy.	od to be a measure inputs to useful out	of the puts.
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	•	4. Agree	5. Strongly agree	Don't know
Lif '4' of a. In what way check all the Supported pring Supported pull and research Supported for new agricultur Supported train Development products, produ	ys did your particit at apply from the mary research ional collaboration of collaboration of the demonstration all practices and the transplant of the use and development of the use a	pation in a CAP pro- list below:  n oration for research n and/or evaluation echnologies ransfer events new or improved es elopment of clean a cesses onnel with a direct	h n of	Supported Supported moderniza Provided Supported of new proprocesses Supported the food p	crease your production described investment ation activities support to carry out the commercialization ducts, technologies	s for plant  pilot projects tion and adoption s, practices or ent activities for
Supported put facilities	olic-private partne	erships for innovativ	ve			

	If you have any below.	comments or ad	ditional information yo	u would lik	e to pr	ovide, please use th	ne space
	below.						
							<u>'</u>
			re 1 means 'strongly o			eans 'strongly agre	e', please rate
	how m	uch you agree or	disagree with the follo	wing state	ment:		
					<b></b>		
	му рапісір	ation in a CAP pr	ogram helped me to ir	ncrease m	/ prom	ability.	
	Note: For t	he nurnoses of th	is survey, profitability	can be un	derstoo	nd to be the state or	condition of
			jain. It is often measu				CONTRICTION OF
1.	Strongly	2. Disagree	3. Neither agree	4. Agre	e	5. Strongly	Don't know
	disagree		nor disagree	)		agree	
	<b>⊨</b> If '4' c	-					
			pation in a CAP progr	am help yo	ou to <i>in</i>	crease your profita	bility? Please
		at apply from the	list below:		_		
		mary research				orted commercializa	
		gional collaboratio				orted capital investm	nents for plant
			oration for research a	_		rnization activities	. a. it milat music sta
	research prior	, ,	n and/or evaluation of	:		led support to carry orted the commercia	
Ш		al practices and t		Ш		on of new products	
		ining/knowledge t				ces or processes	s, teermologies,
			new or improved produ	ıcts 🗆			pment activities for
	processes or processes		iew of improved prode	<i>i</i> oto, □		od processing sector	
			elopment of clean and			(please describe)	
		chnology and pro				7	
			onnel with a direct be	nefit			
	to the Sector				Do no	t know/do not reme	ember
	Supported pul	blic-private partne	erships for innovative				
	facilities						
							41
	space below.	nave any commer	its or additional inform	lation you	would I	ike to provide, piea	se use the
	space below.						
	<b>42.</b> On a so	cale of 1 to 5 whe	re 1 means 'strongly o	disagree' a	nd 5 m	eans 'strongly agre	e', please rate
	how m	uch you agree or	disagree with the follo	wing state	ment:		
					_		_
	My particip	ation in a CAP pr	ogram helped me to ir	ncrease <b>er</b>	vironn	nental sustainabili	ity.
	Note: For t	ho nurnosco of th	ic avaluation anviron	montal acc	tainah:	lity oan ha undaret	and to be the
			is evaluation, environ and practices that cont				
	term basis.		ina pradudos triat dont		io quali	ty of the crivilorinie	an a long
1.	Strongly	2. Disagree	3. Neither agree	4. Agre	e	5. Strongly	Don't know
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b. In what wa	ys did your partici	pation in a CAP prog	ıram help yo	u to	expand domestic man	kets? Please
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Performance, Re	levance and	<b>Impact</b>
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Please answer the following questions based on your most recent experience participating in a CAP program.

**46.** On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree', please rate how much you agree or disagree with the following statement:

The CAP program effectively **responded to a need** of my farm/business/organization.

1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
		gram did not effective	ly respond to a ne	eed of your	
If you have any below.	comments or ad	ditional information yo	u would like to pro	ovide, please use th	e space
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disagree	or '2'	nor disagree		agree	
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implement	a project, purchas	se equipment, etc.			ioi you to
implement	a project, purchas	se equipment, etc.			Tor you to
		se equipment, etc.	u would like to pro	ovide, please use th	
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If you have any below.  48. On a so	comments or add		disagree' and 5 m	<u> </u>	e space
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Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	agree	Don't knov
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d. Tiodsc do.	bonbe now the pro	ogram dia not noip you		rgariization to donii	eve a goal.
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		ere 1 means 'strongly		eans strongly agre	e, please rate
how m	nuch you agree or	disagree with the follo	owing statement:		
The progra	am helped my fari	m/business/organizatio	on to increase the	public's trust in agi	riculture.
□ Strongly	2. Disagree	3. Neither agree	4. Agree	□ □ 5. Strongly	Don't know
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<b>50.</b> Did yo time o	our participation in r part-time basis? For the purposes u in the context of	a CAP program allow of this survey, employ an employer-employer	rees can be underse relationship. Th	nployee or employ stood to be person is includes person	yees on a full- s who worked s who worked
50. Did yo time o  Note: for you for wa service	our participation in r part-time basis? For the purposes u in the context of ges, salaries, cones rather than mo	a CAP program allow of this survey, employ an employer-employenmissions, tips, pieceney). This does not in	rees can be unders be relationship. Th rates, or payments aclude working owr	nployee or employ stood to be person is includes person s 'in kind' (payment ners of incorporate	yees on a full- s who worked s who worked is in goods or d businesses
50. Did yo time o  Note: for you for wa service	our participation in r part-time basis? For the purposes u in the context of ges, salaries, cones rather than mo	a CAP program allow of this survey, employ an employer-employenmissions, tips, piece-	rees can be unders be relationship. Th rates, or payments aclude working owr	nployee or employ stood to be person is includes person s 'in kind' (payment ners of incorporate	yees on a full- s who worked s who worked is in goods or d businesses
50. Did yo time o  Note: for you for wa service even t	our participation in r part-time basis? For the purposes u in the context of ges, salaries, cones rather than mo	a CAP program allow of this survey, employ an employer-employenmissions, tips, pieceney). This does not in	rees can be unders be relationship. Th rates, or payments aclude working owr	nployee or employ stood to be person is includes person s 'in kind' (payment ners of incorporate	yees on a full- s who worked s who worked is in goods or d businesses
50. Did yo time o  Note: for you for wa service even t kind'.	our participation in r part-time basis? For the purposes u in the context of ges, salaries, con es rather than mo hough they may r	of this survey, employ an employer-employer piece-iney). This does not in ecceive wages, salaries	rees can be unders be relationship. Th rates, or payments include working own s, commissions, tip	stood to be person is includes person is 'in kind' (payment pers of incorporate os, piece-rates or p	yees on a full- s who worked s who worked is in goods or d businesses payments 'in
50. Did yo time o  Note: for you for wa service even t kind'.  Yes Lif 'yes	For the purposes in the context of ges, salaries, cones rather than mo hough they may resident.  By a signal of the context of ges, salaries, cones rather than mo hough they may resident.	a CAP program allow of this survey, employ an employer-employer missions, tips, pieceney). This does not in eceive wages, salaries	rees can be understee relationship. The rates, or payments aclude working owns, commissions, tip Not sure	stood to be person is includes person is 'in kind' (payment ners of incorporate os, piece-rates or part of hire? (drop down of hire? (drop down)	yees on a full- s who worked s who worked is in goods or d businesses bayments 'in  able
Note: for you for wa service even t kind'.  Yes  If 'ye	For the purposes in the context of ges, salaries, cones rather than mo hough they may resident.  By a signal of the context of ges, salaries, cones rather than mo hough they may resident.	a CAP program allow of this survey, employ an employer-employen missions, tips, piece- ney). This does not in eceive wages, salaries  No  any part-time employed any full-time employed	rees can be understee relationship. The rates, or payments aclude working owns, commissions, tip Not sure	stood to be person is includes person is 'in kind' (payment ners of incorporate os, piece-rates or part of hire? (drop down of hire? (drop down)	yees on a full- s who worked s who worked is in goods or d businesses bayments 'in  able
50. Did yo time o  Note: for you for wa service even t kind'.  Yes LIf 'ye	For the purposes in the context of ges, salaries, cones rather than mo hough they may resident.  By a signal of the context of ges, salaries, cones rather than mo hough they may resident.	a CAP program allow of this survey, employ an employer-employen missions, tips, piece- ney). This does not in eceive wages, salaries  No  any part-time employed any full-time employed	rees can be understee relationship. The rates, or payments aclude working owns, commissions, tip Not sure	stood to be person is includes person is 'in kind' (payment ners of incorporate os, piece-rates or part of hire? (drop down of hire? (drop down)	yees on a full- s who worked s who worked is in goods or d businesses bayments 'in  able
50. Did yo time o  Note: for you for wa service even t kind'.  Yes LIf 'yes If you have an below.	For the purposes in the context of ges, salaries, cones rather than mo hough they may resident it. How may resident it. How may resident it.	a CAP program allow of this survey, employ an employer-employen missions, tips, piece- ney). This does not in eceive wages, salaries  No  any part-time employed any full-time employed	rees can be underste relationship. The rates, or payments aclude working owns, commissions, tip Not sure  res were you able to be would like to produce to the results of t	stood to be person is includes person is 'in kind' (payment ners of incorporate os, piece-rates or part of hire? (drop down of	yees on a full- s who worked s who worked is in goods or d businesses bayments 'in  able

	Yes		No	Not sure	Not applica	ble
If you ha below.	ave any c	comments or add	ditional information yo	u would like to pro	ovide, please use the	e space
52.	Did your	participation in	a CAP program help y	ou to improve the	quality of a product	or service?
	Yes		No No	Not sure	⊔ Not applica	ble
If you ha below.	ave any o	comments or add	ditional information yo	u would like to pro	ovide, please use the	e space
53.	Did your	participation in	a CAP program help y	ou to improve pro	oduction capacity?	
	Yes		No	Not sure	Not applica	ble
ogiow						
54.			a CAP program help t	o increase your fa	ırm/business/organiz	zation's annual
54.	Did your gross rev		a CAP program help t	o increase your fa	ırm/business/organiz	zation's annual
54.						
<b>54.</b> If you ha	gross rev	venue?		□ Not sure	□ Not applica	ble
If you habelow.  CAP Ad Please aprogram	gross rev Yes  Awe any continuation of the con	comments or add	No ditional information yo	Not sure u would like to pro	Not application	ble e space n a CAP
54.  If you habelow.  CAP Ad Please aprogram  55.	gross reverse Yes  Awe any compared to the second of the s	exemue?  exemments or add  ation  ne following que	No  ditional information your stions based on your strongly of disagree with the follows:	Not sure  u would like to promost recent experdisagree' and 5 me	Not application	ble e space n a CAP
54.  If you habelow.  CAP Ad Please aprogram  55.	gross reverse Yes  Awe any compared to the second of the s	ecomments or add	No  ditional information your stions based on your strongly of disagree with the follows:	Not sure  u would like to promost recent experdisagree' and 5 me	Not application	ble e space n a CAP

		ere 1 means 'strongly disagree with the follo		neans 'strongly agre	ee', please rate
I was provided	enough assistan	ce with the application	process.		
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how m	uch you agree or	ere 1 means 'strongly disagree with the follo	owing statement:	neans 'strongly agre	ee', please rate
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
	documents (e.g.,	disagree with the follo	· ·	orm, etc.) were con	cise and easy
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how m		ere 1 means 'strongly disagree with the follow paperwork.		neans 'strongly agre	ee', please rate
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
please  Communication 61. How of	e describe below (	ations for how the adn e.g., application proce	ess, claim proces	s, etc.).	
	· / ·				
	of Agriculture and	Land staff			
Other Govern		<u> </u>	·	<del></del>	
∆ariculture ar					
	nd Agri-Food Cana				
Department of	nd Agri-Food Cana of Agriculture and	Land e-newsletter			
Department of	nd Agri-Food Cana	Land e-newsletter			

I elevision	Ш
Newspaper	
Industry association newsletter or other communication from association	
A company selling products or services	
PEI Government website	
Word of mouth from other program clients	
Other, please specify:	
Do not remember	
<b>62.</b> What is your preferred method of communication with respect to Department of Agriculture a Land programming? You may choose only one (1) from the list below.	
Department of Agriculture and Land staff	
Other Government of PEI staff	
Agriculture and Agri-Food Canada staff	
Department of Agriculture and Land e-newsletter	
Department of Agriculture and Land Twitter	
Radio	
Television	
Newspaper	
Industry association newsletter or other communication from association	
A company selling products or services PEI Government website	
Word of mouth from other program clients	
Other, please specify:	H
Other, please specify.	
Business Profile The following questions will allow the Department to understand the business profile of survey respondents.  63. What is your type of business or organization? You may choose only one (1) option from the below  Business/Organization Type	e list
Individual Proprietorship	
Incorporated Company	
Partnership	
Registered Charitable Organization/Not-for-profit	
Other, please specify:	
<ul><li>64. How many employees do you regularly employ on a full-time basis throughout the year (exc yourself)?</li><li>Note: for the purposes of this survey, employees can be understood to be persons who wor</li></ul>	
for you in the context of an employer-employee relationship. This includes persons who wo	

**65.** How many employees do you regularly employ on a part-time basis throughout the year (excluding yourself)?

kind'.

**Note**: for the purposes of this survey, employees can be understood to be persons who worked for you in the context of an employer-employee relationship. This includes persons who worked

for wages, salaries, commissions, tips, piece-rates, or payments 'in kind' (payments in goods or services rather than money). This does not include working owners of incorporated businesses even though they may receive wages, salaries, commissions, tips, piece-rates or payments 'in

for wages, salaries, commissions, tips, piece-rates, or payments 'in kind' (payments in goods or services rather than money). This does not include working owners of incorporated businesses even though they may receive wages, salaries, commissions, tips, piece-rates or payments 'in kind'.

**66.** What was your business/organization's gross revenue in 2018 and 2019?

	2018	2019
Less than \$10,000		
\$10,000 to \$49,999		
\$50,000 to \$99,999		
\$100,000 to \$249,999		
\$250,000 to \$499,999		
Over \$500,000		

## **Demographic Profile**

Your voluntary response to the following questions will assist the Department in understanding the demographic profile of survey respondents.

Do you identify as	□ Man		☐ Gender not	☐ Prefer not
Do you identify as	□ IVIAII	Woman		
		vvoillali	listed	to say
Are you a senior (age 65 or older)?	☐ Yes		□ No	□ Prefer not
				to say
Are you a youth (age 29 or under)?	☐ Yes		□ No	☐ Prefer not
. , ,				to say
Do you identify as a person with a disability?	☐ Yes		□ No	☐ Prefer not
, , , , , , , , , , , , , , , , , , ,				to say
What is your first language?			□ Other	□ Prefer not
3.19.	English	French		to say
Are you proficient in languages other than	☐ Yes		□ No	☐ Prefer not
English or French?				to say
Do you identify as a member of the Island's	☐ Yes		□ No	□ Prefer not
Acadian community?				to say
Do you identify as a member of an Indigenous	☐ Yes		□ No	□ Prefer not
group?				to say
Do you identify as a newcomer to Canada?	☐ Yes		□ No	☐ Prefer not
. , ,				to say
Do you identify as part of another under-	□ Yes		□ No	☐ Prefer not
represented group?				to say
i 9 1				

# Appendix C: CAP Evaluation Stakeholder Group Survey

**1.** What is the name of your organization?

2. Which of the Department of Agriculture and Land's Canadian Agricultural Partnership programs have you participated in since April 2018? Please check all that apply

Program Name	Participated
Agriculture Research and Innovation Program	
Strategic Industry Growth Initiative (SIGI)	
Organic Industry Development Program	
Alternative Land Use Services Program (ALUS)	
Perennial Crop Development Program	
Agriculture Stewardship Program	
Community Food Security and Agriculture Awareness Program	
Promoting Public Trust Program	
Product and Market Development Program	
Future Farmer Program	
Business Development Program	
Assurance Systems Program	
Other, please specify:	
Don't know/Not sure	
None	

**3.** Before today, which CAP programs were you aware of? Please check all that apply, or select 'none'

Program Name	
Agriculture Research and Innovation Program	
Strategic Industry Growth Initiative (SIGI)	
Organic Industry Development Program	
Alternative Land Use Services Program (ALUS)	
Perennial Crop Development Program	
Agriculture Stewardship Program	
Community Food Security and Agriculture Awareness Program	
Promoting Public Trust Program	
Product and Market Development Program	
Future Farmer Program	
Business Development Program	
Assurance Systems Program	
None	

**4.** Before today, which CAP Priority Areas were you aware of? Please check all that apply, or select 'none'

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**Immediate and Intermediate CAP Outcomes** 

<b>5.</b> On how	a scale of 1 to 5 wh much you agree o	ere 1 means 'strongly r disagree with the fo	/ disagree' and 5 r llowing statement:	means 'strongly agree	e', please rate
CAP pro	ograms increased k	nowledge of new tecl	nnologies and prod	cesses for the agricul	lture sector.
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how	much you agree o	ere 1 means 'strongly r disagree with the fol the adoption of new to	llowing statement:	0. 0	•
					Т
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
1. Strongly disagree	□ 2. Disagree	3. Neither agree	4. Agree	5. Strongly agree	Don't know
CAP pro	ograms supported to	he growth and expan	sion of agri-food c	ompanies.	Т
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how	n much you agree of ograms increased p	ere 1 means 'strongly r disagree with the fol product and market de	lowing statement:		·
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how	n much you agree o	ere 1 means 'strongly r disagree with the fol nowledge of, and abi	llowing statement:	0, 0	

1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Ag	ree 5.	Strongly agree	Don't know
				1		1
how	much you agree o	ere 1 means 'strongly r disagree with the fol ertified organic produ	lowing sta	atement:	'strongly agree	', please rate
		Ι π		<del>-</del> -		
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Ag	ree 5.	Strongly agree	Don't know
how	much you agree o	ere 1 means 'strongly r disagree with the fol il, surface and ground	lowing sta	atement:	0, 0	', please rate
					Π	П
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	_	ree 5.	Strongly agree	Don't know
how	much you agree o	ere 1 means 'strongly r disagree with the fol he agriculture industry	lowing sta	atement: dge of Benefic		·
4.00					<u> </u>	D
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Ag	ree 5.	Strongly agree	Don't know
<b>14.</b> On a how	much you agree o	ere 1 means 'strongly r disagree with the fol he agriculture industry	lowing sta	atement:	'strongly agree	·

1. Strongly disagree 2. Disagree nor disagree 2. Disagree nor disagree 2. Disagree nor disagree 2. Disagree nor disagree 2. Disagree 3. Neither agree 2. Disagree 3. Neither agree 3. Neither agree 3. Neither agree 4. Agree 3. Disagree 3. Neither agree 4. Agree 3. Disagree 3. Neither agree 4. Agree 3. Disagree 3. Disagree 3. Neither agree 4. Agree 3. Disagree 3. Dis

methods, measures, or practices designed to sustain production while minimizing or preventing

environmental risks and negative effects on the environment.

Note: For the purposes of this Evaluation, beneficial management practices can be understood to be

		nere 1 means 'strongly or disagree with the fo			e', please rate
CAP pro	ograms enhanced t	the sustainability of ex	risting perennial c	rops.	
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how	much you agree o	nere 1 means 'strongly or disagree with the fo the planting of new pe	llowing statement		e', please rate
		Т	П		Т
6. Strongly disagree	7. Disagree	8. Neither agree nor disagree	9. Agree	10. Strongly agree	Don't know
		or disagree with the fo	-	: 	Т
1. Strongly	2. Disagree	3. Neither agree	4. Agree	5. Strongly	Don't know
disagree	Z. Disagree	nor disagree	T. Agree	agree	DOI! ( KIIOW
how CAP pro	much you agree o	nere 1 means 'strongly or disagree with the fo the amount of carbon	llowing statement		
					<u> </u>
6. Strongly disagree	7. Disagree	8. Neither agree nor disagree	9. Agree	10. Strongly agree	Don't know
below.  19. On how	a scale of 1 to 5 wh much you agree c	nere 1 means 'strongly or disagree with the fo	/ disagree' and 5	means 'strongly agred :	
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly	Don't know
		noi disagree		agree	

CAP pro	grams increased th	ne public's access to l	ocal food systems		
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how CAP pro <b>Note:</b> Al is a syst quality jo	much you agree or ograms supported to equitable food system that, from farm obs with living wage	ere 1 means 'strongly' disagree with the following development of most of the development of most of the totable, from processes; safe working condonmental sustainability	lowing statement:  ore equitable food  everyone can fully sing to disposal, er itions; access to he	systems. participate, prosper, sonsures economic opp	and benefit. It ortunity; high-
<ol> <li>Strongly disagree</li> </ol>	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
CAP pro <b>Note:</b> Fo agricultu	ograms resulted in i	r disagree with the folencreased strategies to his evaluation, public nsistent with social ex	o improve public tr	rstood to be a belief t	hat
<ol> <li>Strongly disagree</li> </ol>	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how CAP pro	much you agree or	ere 1 means 'strongly' disagree with the fol	lowing statement:  nd attitudes towar	d PEI agriculture.	', please rate
⊔ 1. Strongly	 2. Disagree	☐ 3. Neither agree	4. Agree	5. Strongly	Don't know
disagree	z. Dioagice	nor disagree	T. Agico	agree	Don't Know
how	much you agree or	ere 1 means 'strongly' disagree with the fol nowledge of, and sup	lowing statement:		•
	<del>_</del>	<u> </u>	<u> </u>		<u> </u>

**20.** On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree', please rate how much you agree or disagree with the following statement:

1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how	much you agree o	ere 1 means 'strongly r disagree with the fol	lowing statement:		·
CAP pro	ograms increased ti	he use of sound busin	ess practices amo	ng new agriculture s	sector entrants.
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
how	much you agree o	ere 1 means 'strongly r disagree with the fol new commercial farm o	lowing statement:	neans 'strongly agre	e', please rate
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
	, -	r disagree with the fol	_	vareness.	Т п
1. Strongly disagree	2. Disagree	3. Neither agree	4. Agree	5. Strongly agree	Don't know
how CAP pro	much you agree o	ere 1 means 'strongly r disagree with the fol usiness and financial	lowing statement:		ure industry.
⊔ 1. Strongly disagree	2. Disagree	3. Neither agree	4. Agree	5. Strongly agree	Don't know
If you have a below.  29. On a how	a scale of 1 to 5 wh much you agree o	ere 1 means 'strongly r disagree with the fol	disagree' and 5 m lowing statement:	rovide, please use the	
<ol> <li>Strongly disagree</li> </ol>	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know

		the implementation of		-	
□ Strongly Iisagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
31. On how CAP pri	a scale of 1 to 5 w w much you agree of cograms effectively For the purposes of ss to offer products	here 1 means 'strongle or disagree with the for support the agriculture this survey, competities and services that measure and provide adequive	y disagree' and 5 llowing statement e sector to increas veness can be un	means strongly agre :: se competitiveness. iderstood to be the al	e, please rate bility of a d world markets
iii prod	doing thom.				
trongly	2 Disagree	3 Neither agree		5 Strongly	Don't know
Strongly lisagree If you have	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
If you have below.  32. On how CAP properties.	a scale of 1 to 5 w much you agree or ograms effectively for the purposes of cy of a person, man	3. Neither agree nor disagree	4. Agree  you would like to purely disagree' and 5 llowing statement as sector to increase ity can be understout, etc., in converting	5. Strongly agree provide, please use to the means strongly agree: see productivity.	Don't know  he space  e, please rate
isagree  If you have below.  32. On how CAP produce. Froduce.	any comments or a scale of 1 to 5 w much you agree or ograms effectively for the purposes of cy of a person, martivity is a critical de	3. Neither agree nor disagree additional information here 1 means 'strongl' or disagree with the for support the agriculture this survey, productive thine, factory, system terminant of cost efficient	4. Agree  you would like to purely disagree' and 5 llowing statement e sector to increase ity can be understoute, etc., in converting ency.	5. Strongly agree provide, please use to means strongly agree:: see productivity. tood to be a measure g inputs to useful out	Don't know  he space  e, please rate  e of the touts.
If you have below.  32. On how CAP pr  Note: Fefficien	any comments or a scale of 1 to 5 w much you agree or ograms effectively for the purposes of cy of a person, maintivity is a critical de	3. Neither agree nor disagree additional information here 1 means 'strongl' or disagree with the for support the agriculture this survey, productive chine, factory, system terminant of cost efficience.	4. Agree  you would like to purely disagree' and 5 llowing statement e sector to increase ity can be understoners, etc., in converting ency.	5. Strongly agree provide, please use to the means strongly agree: see productivity.	Don't know  he space  e, please rate

		or disagree with the fo support the agriculture	•		e, please rate
		this survey, profitability gain. It is often meas			condition of
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
If you space below	•	ents or additional info	mation you would	l like to provide, pleas	se use the
hov CAP progra <b>Note:</b> For the	w much you agree of the supposes of this	nere 1 means 'strongly or disagree with the fo port the agriculture sec evaluation, environme d practices that contrib	llowing statement: ctor to increase en ental sustainability	: nvironmental sustaina r can be understood t	o be the
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
35. On how CAP pr	a scale of 1 to 5 who we will be a scale of 1 to 5 who we will be a scale of the control of the	nere 1 means 'strongly or disagree with the formes this survey, expanding	/ disagree' and 5 illowing statement:	means strongly agreed:  e agriculture sector.  ts is understood to be	e, please rate
1 Strongly	2 Disagree	2 Noither agree	4 Agree	5 Strongly	Don't know
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
••	a scale of 1 to 5 wh	nere 1 means 'strongly	/ disagree' and 5 i	means strongly agree	
hov	v much you agree o	or disagree with the fo	llowing statement:		•

Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
If yo	ou have any comm	ents or additional infor	mation you would	I like to, please use t	he space
how CAP pro	much you agree o	here 1 means 'strongly or disagree with the fol help the agriculture se this evaluation, risks o	lowing statement	: mitigate, and/or res	pond to risks.
happeni	ng that will impact e, extreme weather	the achievement of the revents, pests, marke	e objectives of bu	siness/organizationa chain interruption, e	al objectives (for tc.).
l Ctronaly	O Diagram	2 Naithar agree	4 4	C Otronolis	<b>B</b> 14 1
1. Strongly disagree  If you have a below.	2. Disagree	3. Neither agree nor disagree	4. Agree /ou would like to ր	5. Strongly agree	Don't know
disagree  If you have a below.  38. On a how	any comments or a	nor disagree	vou would like to possible to	agree  provide, please use to the second sec	he space
disagree  If you have a below.  38. On a how	any comments or a	nor disagree additional information y here 1 means 'strongly or disagree with the fol	vou would like to possible to	agree  provide, please use to the second sec	he space
disagree  If you have a below.  38. On a how  CAP pro  Strongly disagree	any comments or a scale of 1 to 5 who much you agree congrams effectively a congrams effectively a congrams effectively a congrams effectively a congram congr	nor disagree additional information y here 1 means 'strongly or disagree with the following	vou would like to possible to	means 'strongly agree':	he space
disagree  If you have a below.  38. On a how  CAP pro  Strongly disagree  Lif 'a. Plea	any comments or a scale of 1 to 5 who much you agree of a comment of the comment	nor disagree  additional information y  here 1 means 'strongly or disagree with the following responded to a need of the second	disagree' and 5 lowing statement of farms/businesse 4. Agree	means 'strongly agree': es/organizations.  5. Strongly agree	he space ee', please rate

how	much you agree or	disagree with the fol	lowing statement:		
		vided an adequate le	vel of financial sup	port to implement a p	roject,
purchas	e equipment, etc.				
1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4. Agree	5. Strongly agree	Don't know
a. Plea a pr If you space below 40. On a	oject, purchase equote by have any comme v.	ograms do not provic	mation you would would would would would would would would be would would would be would be would would be would would be would b	el of financial support	e use the
,					
1. Strongly disagree	2. Disagree	3. Neither agree	4. Agree	5. Strongly agree	Don't know
<b>L</b> If '1' or '2'				_	, І
goa	I.	ograms do not help fa			·
If you space below		nts or additional infor	mation you would	like to provide, please	e use the
how	much you agree or	ere 1 means 'strongly disagree with the folousinesses/organizati	lowing statement:		
1. Strongly	□ 2. Disagree	☐ 3. Neither agree	☐ 4. Agree	5. Strongly	Don't know

nor disagree

disagree

**39.** On a scale of 1 to 5 where 1 means 'strongly disagree' and 5 means 'strongly agree', please rate

agree

<b>12.</b> Do you believe the basis?	hat CAP programs have allowed CAP	clients to hire an employee(s) on a full-time
for you in the cor for wages, salari services rather the	ntext of an employer-employee relation es, commissions, tips, piece-rates, or man money). This does not include wo	be understood to be persons who worked nship. This includes persons who worked payments 'in kind' (payments in goods or orking owners of incorporated businesses issions, tips, piece-rates or payments 'in
Yes	□ No	Not sure
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for wages, salari	es, commissions, tips, piece-rates, or	nship. This includes persons who worked
		orking owners of incorporated businesses issions, tips, piece-rates or payments 'in
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even though they kind'.  Pes  If you have any one below.	y may receive wages, salaries, commi	orking owners of incorporated businesses issions, tips, piece-rates or payments 'in  Not sure  u would like to provide, please use the
even though they kind'.  Pes  If you have any one below.	y may receive wages, salaries, commi	orking owners of incorporated businesses issions, tips, piece-rates or payments 'in  Not sure  u would like to provide, please use the
even though they kind'.  Pes  If you have any one below.	y may receive wages, salaries, commi	orking owners of incorporated businesses issions, tips, piece-rates or payments 'in  Not sure  u would like to provide, please use the
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even though they kind'.	may receive wages, salaries, commission was receive wages, salaries, commission was allowed comments or additional information you hat CAP programs have allowed CAP No	orking owners of incorporated businesses issions, tips, piece-rates or payments 'in  Not sure  u would like to provide, please use the  clients to sell more products?  Not sure
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	v much you agree o	or disagree with the fol	nowing statement.		, prodes rate
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ace belov		Sitto of additional lines	mation you would	into to provide, pied	
		ents or additional info	rmation you would		se use the
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46 Do	vou boliovo that CA	AP programs helped C	`AD alianta ta impr	ave production cond	noity?

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1. Strongly disagree	2. Disagree	3. Neither agree nor disagree	4.	Agree	5.	Strongly agree	Don't know
		tion first become awa 1) option from the list			nent (	offered CAP pro	grams? You
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	wspaper						
A	company selling pro	ducts or services					
PE	I Government web	site					
		ther program clients					
	her, please specify:						
Do	not remember						
		on's preferred method					
		rogramming? You ma	y cho	ose only one	(1) fr	om the list below	
		ture and Land staff					
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		ture and Land e-news	letter				
שם	Partificiti di Agricul	tare and Land E-news	ייטננטו				

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The following questions will allow the Department to understand the business profile of survey respondents.

**1.** What is your type of business or organization? You may choose only one (1) option from the list below

Business/Organization Type	
Individual Proprietorship	
Incorporated Company	
Partnership	
Registered Charitable Organization/Not-for-profit	
Other, please specify:	

- **2.** How many people does your organization regularly employ on a full-time basis throughout the year?
- **3.** How many people does your organization regularly employ on a part-time basis throughout the year?

Your voluntary response to the following questions will assist the Department in understanding the demographic profile of survey respondents.

Do you identify as	□ Man	□ Woman	☐ Gender not listed	☐ Prefer not to say
Are you a senior (age 65 or older)?	☐ Yes		□ No	□ Prefer not to say
Are you a youth (age 29 or under)?	☐ Yes		□ No	□ Prefer not to say
Do you identify as a person with a disability?	☐ Yes		□ No	□ Prefer not to say
What is your first language?	□ English	□ French	☐ Other	☐ Prefer not to say
Are you proficient in languages other than English or French?	□ Yes		□ No	☐ Prefer not to say
Do you identify as a member of the Island's Acadian community?	□ Yes		□ No	☐ Prefer not to say
Do you identify as a member of an Indigenous group?	☐ Yes		□ No	☐ Prefer not to say
Do you identify as a newcomer to Canada?	☐ Yes		□ No	□ Prefer not to say
Do you identify as part of another under- represented group?	□ Yes		□ No	☐ Prefer not to say

### **Appendix D: Key Informant Interview Questions**

1. What CAP programs are you involved with? In what capacity? (i.e., program administration, adjudication committee, etc.)

Program Name	Program	Adjudication	Other
	Lead	Committee	
Agriculture Research and Innovation Program			
Applied Research Sub-Program			
Innovative Technologies Sub-Program			
Industry Research Coordination Sub-Program			
Technology and Science Adoption Sub-Program			
Strategic Industry Growth Initiative (SIGI)			
Pollination Expansion Project			
COVID-19 Mitigation: Strategic Fund for Agriculture Project			
Dairy Beef Cross Calf Pilot Project			
Soil Health Analysis Project			
Organic Industry Development Program			
Certified Land Development Sub-Program			
Implementation of Strategic Initiatives Sub-Program			
Increasing Market Development Sub-Program			
Specialized Equipment Sub-Program			
Alternative Land Use Services Program (ALUS)			
Perennial Crop Development Program			
Agriculture Stewardship Program			
Beneficial Management Practices Sub-Program			
PEI Clean Technology Innovation Sub-Program			
Community Food Security and Agriculture Awareness Program			
Agriculture Awareness Sub-Program			
Community Food Security Sub-Program			
Promoting Public Trust Program			
Product and Market Development Program			
Future Farmer Program			
Business Development Program			
Assurance Systems Program			
On-Farm Assurance Sub-Program			
Post-Farm Assurance Sub-Program			
Surveillance and Emergency Management Sub-Program			
None			

#### **CAP LONGTERM OUTCOMES**

- 1. What are your thoughts on the CAP programs' performance with respect to supporting the sector in increase its competitiveness?
- 2. What are your thoughts on the CAP programs' performance with respect to supporting the sector in increase its productivity?
- 3. What are your thoughts on the CAP programs' performance with respect to supporting the sector in increase its profitability?

- 4. What are your thoughts on the CAP programs' performance with respect to supporting the sector to increase environmental sustainability?
- 5. What are your thoughts on CAP programs' performance with respect to supporting the sector to expand domestic and international markets?
- 6. What are your thoughts on CAP programs' performance with respect to supporting the industry to anticipate, mitigate, and respond to risks?

#### CAP IMMEDIATE/INTERMEDIATE OUTCOMES

## **Agriculture Research and Innovation Program**

- 1. What are your thoughts on the CAP programs' performance with respect to increasing the adoption of new technologies and processes?
- 2. What are your thoughts on the CAP programs' performance with respect to increasing knowledge of new technologies and processes?

# **Strategic Industry Growth Initiative (SIGI)**

- 1. What are your thoughts on the CAP programs' performance with respect to supporting the growth and expansion of the agriculture industry at large?
- 2. What are your thoughts on the CAP programs' performance with respect to increasing product and market development opportunities for industry-at-large?

# **Organic Industry Development Program**

- 1. What are your thoughts on the CAP programs' performance with respect to increasing certified organic production capacity?
- 2. What are your thoughts on the CAP programs' performance with respect to increasing knowledge of, and ability to, implement certified organic practices?

### **Alternative Land Use Services (ALUS)**

- 1. What are your thoughts on the CAP programs' performance with respect to reducing soil, surface and groundwater contamination risks?
- 2. What are your thoughts on the CAP programs' performance with respect to increasing the implementation of Beneficial Management Practices?

#### **Perennial Crop Development Program**

- 1. What are your thoughts on the CAP programs' performance with respect to increasing the acreage of perennial crops and carbon in the soil?
- 2. What are your thoughts on the CAP programs' performance with respect to enhancing the sustainability of existing, and new, perennial crops?

### **Agriculture Stewardship Program**

- 1. What are your thoughts on the CAP programs' performance with respect to increasing the implementation of Beneficial Management Practices?
- 2. What are your thoughts on the CAP programs' performance with respect to increasing knowledge and ability to implement Beneficial Management Practices?

## **Community Food Security and Agriculture Awareness Program**

- 1. What are your thoughts on the CAP programs' performance with respect to supporting the development of stronger and more equitable food systems?
- 2. What are your thoughts on the CAP programs' performance with respect to increasing public knowledge of, and access to, local food systems?

## **Promoting Public Trust Program**

- 1. What are your thoughts on the CAP programs' performance with respect to improving consumer attitudes toward PEI agriculture?
- 2. What are your thoughts on the CAP programs' performance with respect to increasing strategies to improve public trust in PEI agriculture?

# **Product and Market Development Program**

1. What are your thoughts on the CAP programs' performance with respect to increasing knowledge of, and support for, product and market development?

# **Future Farmer Program**

- 1. What are your thoughts on the CAP programs' performance with respect to increasing new commercial farm operations?
- 2. What are your thoughts on the CAP programs' performance with respect to increasing the use of sound business practices among new agriculture sector entrants?

## **Business Development Program**

- 1. What are your thoughts on the CAP programs' performance with respect to increasing farm business management skills and awareness?
- 2. What are your thoughts on the CAP programs' performance with respect to improving business and financial management practices?

#### **Assurance Systems Program**

- 1. What are your thoughts on the CAP programs' performance with respect to increasing the implementation of recognized assurance systems?
- 2. What are your thoughts on the CAP programs' performance with respect to increasing the knowledge of recognized assurance systems?

#### PERFORMANCE, RELEVANCE AND IMPACT

- 1. How effectively do you think CAP programs respond to the need of farms/businesses/organizations?
- 2. How adequate do you think the levels of financial support provided through the CAP are with respect to implementing a project, purchasing equipment, etc.?
- 3. How do CAP programs help farms/businesses/organizations to achieve a goal?
- 4. What are your thoughts on CAP programming's impact/support of increasing the public's trust in agriculture?
- 5. What, if any, unintended outcomes were produced as a result of CAP programs?

#### **CAP ADMINISTRATION**

- 1. With respect to delivering CAP programs, what does the Department do well?
- 2. With respect to delivering CAP programs, what does the Department not do well?

#### Annex A Schedule 1: Canada - Prince Edward Island Activities and Expenditures Plan Part B: Planned Expenditures for Designated Programs

	CANADA'S CONTRIBUTION TO PROGRAMS									PRINCE E	DWARD ISLAND	'S CONTRIBUTION	TO PROGRAMS	
Program	Program Name	2018-19	2019-20	2020-21	2021-22	2022-23	Total	Total	2018-19	2019-20	2020-21		2022-23	
	T Togram I vanie	2010-18	2018-20	2020-21	2021-22		1		2018-19	12019-20	2020-21	2021-22	2022-23	Program Name
	Community Food Security and	150,000	150,000	150,000	150,000	150,000	250,000	1,923,500	384,700	384,700	384,700	384,700	384,700	Community Food Security and
1.1	Agriculture Awareness Program Future Farmer Program	0	0	0	0	0	0	502.000	100,400	100,400	100,400	100,400	100,400	Agriculture Awareness Program Future Farmer Program
1.2	Business Development Program	350,000	350,000	350,000	350,000	350,000	1,750,000	528,000	-					
1.3		500,000	<del>                                     </del>				ļ	<u> </u>	105,600	105,600	105,600	105,600	105,600	Business Development Program
	Sub-Total	500,000	500,000	500,000	500,000	500,000	2,500,000	2,953,500	590,700	590,700	590,700	590,700	590,700	Sub-Total
	Agriculture Research and Innovation		1	T		, ,	SEARCH AND IN					T	1	Agriculture Research and
2.1	Program	975,000	975,000	975,000	975,000	975,000	4,875,000	959,000	191,800	191,800	191,800	191,800	191,800	Innovation Program
	Sub-Total	975,000	975,000	975,000 .	975,000	975,000	4,875,000	959,000	191,800	191,800	191,800	191,800	191,800	Sub-Total
						RISP	MANAGEMENT							
3.1	Assurance Systems Program	300,000	300,000	300,000	300,000	300,000	1,500,000	250,000	50,000	50,000	50,000	50,000	50,000	Assurance Systems Program
	Sub Total	300,000	300,000	300,000	300,000	300,000	1,500,000	250,000	50,000	50,000	50,000	50,000	50,000	Sub-Total
	-				ENVIRO	NMENTAL SUST	AINABILITY AND	CLIMATE CHAN	IGE					
4.1	Alternative Land Use Services Program	0	0	0	0	0	0	4,145,000	829,000	829,000	829,000	829,000	829,000	Alternative Land Use Services Program
4.2	Agriculture Stewardship Program	1,075,000	1,075,000	1,675,000	1,075,000	1,075,000	5,375,000	2,913,500	582,700	582,700	582,700	582,700	582,700	Agriculture Stewardship Program
4.3	Perennial Crop Development Program	125,000	125,000	125,000	125,000	125,000	625,000	250,000	50,000	50,000	50,000	50,000	50,000	Perennial Crop Development Program
	Sub Total	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000	7,308,500	1,461,700	1,461,700	1,461,700	1,461,700	1,461,700	Sub-Total
				VA	LUE-ADDED A	GRICULTURE AN	ID AGRI-FOOD P	ROCESSING						
5.1	Organic Industry Development Program	0	0	0	0	0	0	1,050,000	210,000	210,000	210,000	210,000	210,000	Organic Industry Development Program
5.2	Product and Market Development Program	125,000	125,000	125,000	125,000	125,000	625,000	286,500	57,300	57,300	57,300	57,300	57,300	Product and Market Development Program
5.3	Strategic Industry Growth Initiative	579,500	579,500	579,500	579,500	579,500	2,897,500	1,867,500	373,500	373,500	373,500	373,500	373,500	Strategic Industry Growth Initiative
	Sub Total	704,500	704,500	704,500	704,500	704,500	3,522,500	3,204,000	640,800	640,800	640,800	640,800	640,800	Sub Total
						PUBLIC TRU	ST							
6.1	Promoting Public Trust Program	150,000	150,000	150,000	150,000	150,000	750,000	125,000	25,000	25,000	25,000	25,000	25,000	Promoting Public Trust Program
	Sub Total	150,000	150,000	150,000	150,000	150,000	750,000	125,000	25,000	25,000	25,000	25,000	25,000	Sub Total
	Federal Attributed Programs	610, 500	610, 500	610, 500	610, 500	610, 500	3,052,500							Federal Attributed Programs
	GRAND TOTAL	4,440,000	4,440,600	4,440,000	4,440,000	4,440,000	22,200,000	14,800,000	2,960,000	2,960,000	2,960,000	2,960,000	2,960,000	GRAND TOTAL
	The control of the co													

<sup>\*</sup>Designated Program allocations are estimates. Annual totals of Designated Program allocations are to be regarded as maximums except as amended or as adjusted pursuant to clause 6.1.1 of this Bilateral Agreement.

