



## **PUBLIC TRUST PERFORMANCE METRICS**

### **FINAL REPORT**

PRESENTED TO



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## PROJECT TEAM

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**TABLE OF CONTENTS**

1. Project context and objectives.....	1
2. Measuring performance: key concepts .....	4
3. Review of activities and presentation of results.....	5
3.1 Review of the literature and of organizations using performance metrics .....	5
3.2 Development of the assessment framework .....	9
3.1 Discussion on the data collection strategy and visualization of results.....	16
4. Discussion and conclusion.....	22
Appendix 1 Public trust performance metrics questionnaire.....	24



## 1. PROJECT CONTEXT AND OBJECTIVES

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The food system is experiencing a global transformation in which environmental and social concerns are increasing for stakeholders across the food value chain. This transformation is marked by the reality that buyer and consumer demand is greatly influenced by public perception of responsible agricultural practices. Enhanced efforts and transparency are now expected from all members of the industry. In this context, the themes of sustainability, corporate responsibility, and public trust are becoming key topics within the food system.

Over the years, businesses and organizations within the Canadian agri-food industry have taken action to improve their efficiency and modernize their practices, and significant progress has been made. Among the initiatives in place, we can mention:

- The creation of the Canadian Roundtables for Sustainable Crops (CRSC) and Sustainable Beef (CRSB) whose objectives are to promote sustainability across the Canadian beef and grain industries
- The development and implementation in the livestock sector of on-farm programs providing assurance on key public-trust-related concerns (e.g. ProAction, Canadian Pork Excellence, Verified Beef Production +)
- The development and promotion of resources and the provision of extension services to farmers to support farm-level sustainability decisions and/or meet market requirements (e.g. the provincial Environmental Farm Plans, the 4R Nutrient Stewardship program, the Farm Sustainability Assessment standard, [farmsustainability.ca](http://farmsustainability.ca), [dairyfarmsplus.ca](http://dairyfarmsplus.ca), Canadian Field Print Calculator)
- The completion of several environmental life cycle assessments (LCA) to measure the footprint of commodities, identify hotspots and areas for improvement
- The publication of corporate social responsibility (CSR) reports and other communication tools (e.g. Best Food Facts, the Real Dirt on Farming, SnapAg) to demonstrate the commitments of the Canadian agri-food with respect to issues of concern for consumers and citizens
- The active work of advocacy groups—such as the Canadian Centre for Food Integrity (CCFI), Agriculture in the Classroom, Agriculture More Than Ever, and Farm & Food Care—in developing credible and balanced information about the sector.

The number and diversity of initiatives taking place today in the Canadian agri-food sector demonstrate the commitment of organizations, individually or in groups, to build and maintain the trust of their stakeholders.

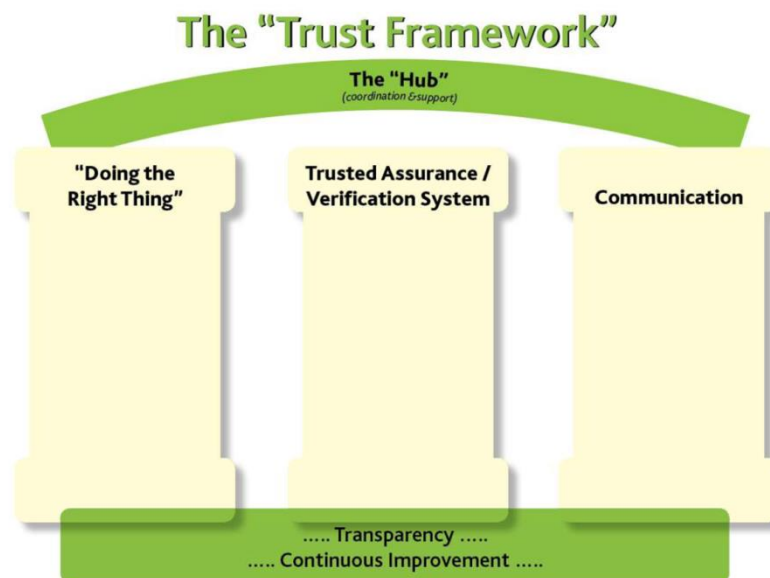
However, experience has shown that individual initiatives are a necessary, albeit insufficient, factor in building and maintaining trust over time, as the food system comprises many individual parts. While it is understandable that each works individually to achieve their own specific objectives, the entire food system, or large components of it, can be impacted by the actions of individual players, or lack thereof. To address this issue, a more collaborative, consistent, and coordinated approach is required to earn trust.

This need has clearly been identified in the report “Building Public Trust,”<sup>1</sup> which was published in August 2016 following the national discussion commonly referred to as the “Canadian Journey to Public Trust.” Through this discussion, it was established that to build and maintain trust, all players in the agri-food sector must:

- do the right thing;
- provide proof;
- communicate in a manner that builds confidence and understanding; and
- operate on a foundation of transparency, with a commitment to continuously improve.

This approach is captured by the “Trust Framework” (cf. Figure 1.1), which is meant to be used as “the building block and directional strategy for advancing public trust” in Canada.

Figure 1.1 The “Trust Framework”



While this framework provides a directional strategy for advancing public trust, it does not, in itself, help establish whether, and to what extent, trust-building activities undertaken in the industry as a whole, or in individual groups, are effective. The absence of a clear and consistent way to measure the performance of public-trust-related efforts in Canada can impede the industry’s ability to manage this issue. Conversely, having access to metrics that measure the success in gaining and enhancing public trust over time would support informed decisions, resource allocation and targeted actions.

<sup>1</sup> Building Public Trust in Canada’s Agri-Food System (AAFC, 2016)

In light of this, the Public Trust Steering Committee (PTSC) commissioned this study to recommend an approach to performance metrics to allow the agriculture and food sector, as well as the individual participants, to better understand and measure the outcomes of their public-trust-related efforts over time. The approach should provide a consistent yet flexible approach to:

- Determine whether public trust is moving forward, as well as why and where progress is occurring
- Establish how well organizations—both individually and as a system—perform in relation to the Public Trust Framework
- Report this performance in a clear and consistent manner

Various activities took place during the project to achieve this overall objective, including:

- A review of the literature on public trust measurement methodologies, and of the organizations using such metrics
- A review of how the Trust Framework is used by organizations in Canada
- The development of a set of metrics, and of an evaluation tool to measure public trust on a national, sector-wide level
- An identification of data sources that could be used to assess the sector's performance with respect to public trust
- An assessment of the feasibility of using computer- and/or web-based applications to capture and publish data

The following sections describe how these activities were carried out and present the results and findings that could be used by the PTSC and other interested parties in their efforts to demonstrate to Canadians and customers that Canada's food system is a system that they can trust to deliver healthy, safe, affordable food in a way that reflects short- and long-term sustainability, and global competitiveness.

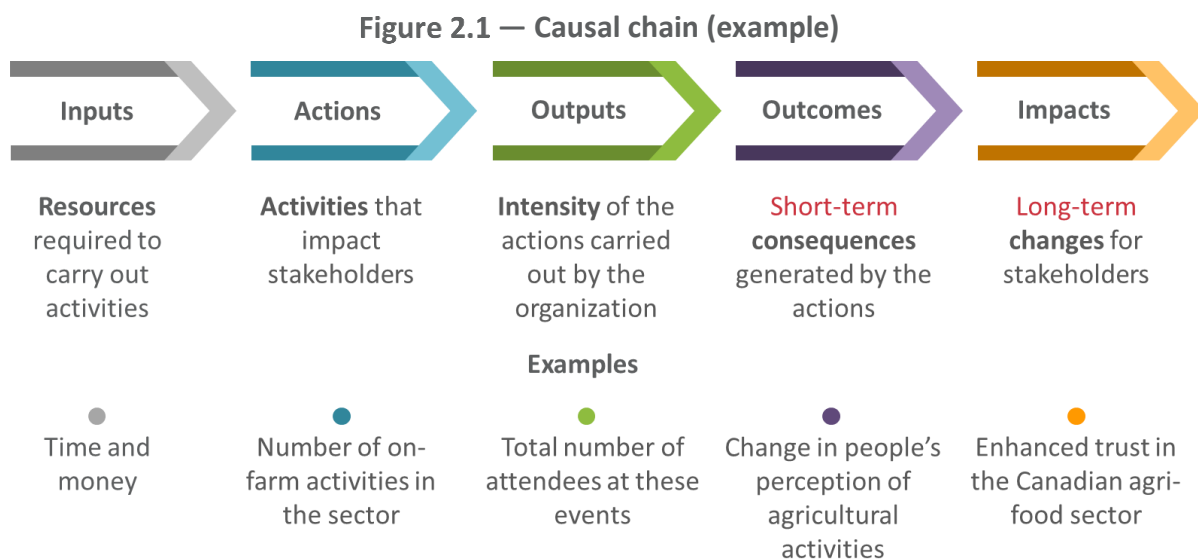
In particular, Section 2 introduces some key concepts related to impact measurement. Section 3, for its part, presents a review of activities accomplished, and the results. Finally, Section 4 provides a discussion on the expected benefits of the approach, the questions that remain, and the next steps.

## 2. MEASURING PERFORMANCE: KEY CONCEPTS

Given the project’s objective of developing performance metrics to measure the success of organizations over time in gaining and enhancing public trust, it is important to start by discussing the concepts of “**impacts**” and “**causal chains**,” and how they can be used at the organization level.

Broadly speaking, an “**impact**” can be defined as the portion of the total changes that occurred as a result of a particular activity. In the context of public trust, an impact can be seen as an end-point contribution on the level of people’s trust toward the Canada agri-food system resulting from a particular ‘causal chain,’ or pathway (cf.).

Causal chains are used in impact assessment literature to represent the cause-effect relationship between an organization’s actions and their impacts. The figure presented below (cf. Figure 2.1) illustrates how a causal-chain may be used to link an organization’s activities to the assessment of its impacts on public trust. Following this approach, performance can be measured at each stage to inform the efforts made (upstream), and the changes induced (downstream).



The concept of causal chain and its components (inputs—actions—outputs—outcomes—impacts) is instrumental in the way organizations’ performance should be understood. This concept is referred to throughout the report to ensure consistency in the way the proposed metrics and measurement methodologies are defined. Using this typology will help clarify what is to be measured, and how.



### 3. REVIEW OF ACTIVITIES AND PRESENTATION OF RESULTS

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#### 3.1 REVIEW OF THE LITERATURE AND OF ORGANIZATIONS USING PERFORMANCE METRICS

##### DESCRIPTION OF TASKS

The aim of the first step of the project was to identify relevant examples of approaches and tools used by organizations to measure public trust performance at the “system” or overall industry level. The objective was to consider existing material and experiences that could be leveraged in developing the public trust metrics system for the Canadian agri-food system.

To do so, the following activities were conducted:

- Review of the literature on public trust measurement methodologies
- Listing of the organizations using metrics and report cards on public trust performance
- Assessment of how effectively current models apply to the agriculture and food sector in Canada

##### APPROACH AND METHODOLOGY

Based on previous work conducted by the CCFI to document how organizations are dealing with public trust at a sector or system level<sup>2</sup>, very few, if any, relevant examples of approaches and tools were expected to be identified. However, different organizations from various industries and regions were identified and contacted to validate this assumption.<sup>3</sup>

The table presented below (cf. Table 3.1) lists the organizations that were contacted as part of this activity. Specific attention was paid to organizations facing public trust issues, but operating in sectors outside the agri-food industry, to document experiences that were different from those that are known within the Canadian agri-food industry.

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<sup>2</sup> This work includes an agri-food thought leader study conducted through Farm Food and Care Canada; ongoing CCFI member survey; work for the Grain Value Chain Roundtable.

<sup>3</sup> Given that the CCFI has been commissioned by the PTSC to develop a library of research related to public trust in agriculture and food. In general, little time was spent as part of this project to review the literature on this topic.

**Table 3.1 — Organizations contacted for validation**

Canadian agri-food organizations	American and European agri-food organizations	Organizations from other industries
Dairy Farmers of Canada (DFC)	Centre for Food Integrity	Quebec Business Council on the Environment (CPEQ)
Canadian Sphagnum Peat Moss Association (CSPMA)	U.S. Farmers and Ranchers Alliance	Canadian Association of Petroleum Producers
Canadian Chicken Farmers (CFC)	U.S. Soybean Board	Quebec Mining Association
Alberta Canola	IFIP—Institut du porc	Forestry Producers Association of Canada
		Canadian Plastics Industry Association
		Ministère des Forêts, de la Faune et des Parcs du Québec
		Forest Products Association of Canada (FPAC)

Some of these organizations declined the invitation to comment on their approach to address public trust issues. However, many (10) did provide insights on their experience. During the interviews, the representatives were asked to:

- Detail their strategic approach with respect to public trust
- Provide information on their initiatives and how they implemented them
- Discuss if and how they enforce the adoption of those initiatives, and check for compliance
- Comment on if and how they approach communications on public trust issues

## RESULTS

Overall, two main observations can be made from these interviews:

1. While few organizations measure and track public trust performance at the sector level in a consistent and standardized manner, many do so informally by establishing committees in charge of monitoring industry practices and addressing issues if necessary
2. Many organizations are considering developing such a system in the near future (and showed much interest in PTSC's work)

The interviews also enabled the documentation of examples of structured and consistent initiatives being undertaken in some industries to build and maintain public trust. The example of the Canadian sphagnum peat moss industry is described in Box 1 below. However, similar efforts were made in the Canadian mining industry with the *Towards Sustainable Mining* initiative, which is a mandatory, third-party-verified certification program covering several sustainability criteria.<sup>4</sup> Industry members are also required to report their performance annually for each site.

<sup>4</sup> Towards Sustainable Mining—Progress Report 2018 (The Mining Association of Canada, 2018)

Likewise, the Forest Products Association of Canada (FPAC) requires its members to gain certification from one of the three independent certification programs (Canadian Standards Association (CSA), the Forest Stewardship Council (FSC), or the Sustainable Forestry Initiative (SFI)) and communicates<sup>5</sup> information on the total area (in hectares) in Canada certified under a forest management certification program.

Beyond these specific examples, the interviews allowed the identification of certain key trends on how to measure public trust at the system or sector level:

- In keeping with the corporate social responsibility (CSR) perspective, what is measured, tracked and verified are the activities engaged by organizations, rather than their specific outcomes.
- Most initiatives are based on the same pillars as those used in the Trust Framework: promoting the adoption of best practices, providing some sort of verification, and supporting credible communication. Similarly, many interviewees highlighted the importance of collaboration, transparency and continuous improvement to ensure success.
- While some organizations have developed formal “assurance systems” to ensure compliance in certain areas (e.g. Towards Sustainable Mining, Veriflora®, ProAction), some of the organizations interviewed refer to the involvement of stakeholders and third parties as another way to validate their efforts.

A key difference between these initiatives and the one undertaken by the PTSC is that these approaches are sector-specific, and apply to the same types of organizations (e.g. mining companies, peat moss producers). In this project, the objective is to develop a metrics system that could apply to all types of organizations operating in the Canadian agri-food sector, regardless of their activity, size or location. Nevertheless, this first activity provided useful insights and guidance that were used in the development of the public trust metrics system, which is described in the following section.

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<sup>5</sup> Forest Management Certification in Canada—2018 Year-End Status Report (FPAC, 2018)

**BOX 1—The CSPMA example**

Challenged in the beginning in the 1980s for the environmental impact of its operations, the Canadian sphagnum peat moss industry committed time and significant financial resources to become a recognized leader for its sustainable practices.

To do so, the Canadian Sphagnum Peat Moss Association (CSPMA), which represents Canadian peat moss producers, accomplished the following activities:

- Working with universities and government agencies, they invested more than \$5 million CAD over the past 20 years to investigate techniques designed to accelerate the restoration of peatlands, and the return of their ecological functions.
- The CSPMA took a step further by engaging with the Veriflora® certification, which represents a standard of excellence in responsible management for peat moss production. Today, at least 65% of the peat harvested in Canada is certified.
- The industry has also conducted social and environmental life cycle assessments (S-LCA, E-LCA) that identified impacts generated by the sector and helped guide future actions. This baseline, which takes into account the environmental footprint of peat moss production, as well as the extent to which the businesses adopt sound management practices with respect to sustainability, was updated in 2017.
- In 2014, the CSPMA published its first Industry Social Responsibility (ISR) Report. Through this initiative, the CSPMA established commitments in four key dimensions (Governance; Environmental stewardship; Economic performance; Workers and harmonious cohabitation) to be achieved within a specific timeframe.
- In 2018, the CSPMA embedded public trust and sustainability as part of their strategic plan and established a clear action plan to engage its members and stakeholders on these topics (incl. public consultation, workshops on sustainability, training opportunities).
- Committees were set up to share information and resources, set priorities, and align efforts to ensure the industry can maintain the level of trust it earned over the years.

The CSPMA considers that their approach to sustainability and public trust, which is based on principles of cohesion and collaboration between member organizations, was effective in addressing the issues faced by the industry. However, the CSPMA acknowledges that insufficient efforts have been made so far to communicate these efforts and achievements to outside audiences.

## 3.2 DEVELOPMENT OF THE ASSESSMENT FRAMEWORK

### DESCRIPTION OF TASKS

The key activity for this project was the development of the assessment framework. Initially, it was expected that no “one-size-fits-all” method for measuring performance with respect to public trust could be developed. Consequently, it was proposed to develop guidelines listing different options and recommendations to ensure organizations could adopt a measurement system that would meet their particular needs while ensuring consistency in the way performance is assessed throughout the industry and across organizations. From this, a set of metrics and an evaluation tool to measure public trust on a national, sector-wide level would be established.

However, this approach was reassessed from the onset based on preliminary work and discussion. Given the project’s goal and scope, the decision was instead made to develop a single metrics system that would meet the following criteria:

- Performance and progress need to be conveyed on various scales—from individual businesses to the overall Canadian food system
- Performance and progress need to be assessed at a high level, in a consistent yet flexible way, and using a simple, efficient and cost-effective approach

These two criteria informed the methodological decisions required to develop the system. They are described below. The system, whose key features are presented in the Key findings section below, is available in Appendix 1.

### APPROACH AND METHODOLOGY

The development of the metrics system involved answering two key questions:

- What needs to be measured?
- How can the performance be assessed?

To answer the first question, it is useful to refer to the concept of causal chain presented in the figure above (cf. Figure 2.1). In keeping with this representation, two main measurement approaches can be considered:

1. A **practice-based** approach, which focuses on which organizations and how
2. An **outcome-based** approach, which focuses on the short-term outcomes and potential long-term impacts of what organizations do.

The practice-based approach is by far the most widely used when it comes to assessing the performance of organizations. For instance, most certification programs used in the agri-food sector (e.g. organic, HACCP, ProAction, ISSC+, CanadaGAP, FSA), as well as the main reporting guidelines used in the field of corporate social responsibility (e.g. Global Reporting Initiative), look at how organizations are run, and if best practices are in place.<sup>6</sup>

Adopting a practice-based approach to assess the performance of organizations has many benefits. On the one hand, activities conducted by organizations (and their corresponding inputs and outputs) rely on factual, objective, and readily available information to perform the assessment. This information is easy to gather, aggregate, compare and track over time. Activities are also what organizations have the most control over in the short term, irrespective of external factors. Lastly, it is usually assumed that doing the right thing (i.e. adopting best practices) likely leads to the right outcomes over time. For these reasons, practice-based frameworks are effective tools to measure current performance and guide future improvements by identifying which actions should be taken next in order to achieve long-term goals.

Outcomes and impacts can also be measured using different approaches. However, the causal relationship between what organizations do and the results of these activities is usually difficult to establish, as many external factors come into play.<sup>7</sup> For this reason, outcome-based approaches are usually used to assess the performance on a macro level. The CFFI Public Trust Research data results provide a good example of how outcome-based indicators inform on the performance of the Canadian food system with respect to public trust.

As such, it was decided for this project to develop the metrics system following a practice-based approach. In other words, the proposed system is focused on evaluating how organizations are managing public trust through their operations, which may involve looking at whether and how the outcomes of their activities are measured.

While this approach is considered to be the most practical, consistent and efficient way of measuring the performance of organizations with respect to public trust, it is also complementary of the work conducted by the CFFI in monitoring the outcomes of efforts made by the food system as a whole to build and maintain trust over time.

There are numerous ways to measure whether and how well organizations are managing public trust. Given the need to develop a framework that can convey performance on different scales and in a consistent, simple and cost-effective way, three key principles were established to determine what indicators should be considered. Specifically, indicators needed to be:

- **Balanced:** indicators should be generic enough to apply to most organizations operating in the Canadian agri-food sector, while being specific enough to provide meaningful insights on what organizations are actually doing.

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<sup>6</sup> Note that the term “impact” is sometimes used for these tools in situations where what is actually measured are “actions” and “outputs.”

<sup>7</sup> Changes can take place over a long period. Also, other factors need to be taken into consideration, including deadweight (i.e. what would have happened anyway), attribution (i.e. what proportion of the outcome was caused by other factors) and drop-off (i.e. how long the outcome of activities lasts).

- **Comparable:** Performance needs to be measured in a standardized way across sectors and organizations to allow for the aggregation and comparison of results.
- **Trust-building:** Indicators must be associated with practices that can significantly contribute to maintaining and building trust.

The intent was to develop a framework that could capture the current efforts and initiatives engaged by organizations within the Canadian food system, while guiding future improvements by informing organizations about what they can do to build and maintain trust over time. However, the need to account for activities conducted by different types of organizations of varying sizes and operating in a range of sectors and regions requires the framework to remain generic in scope. As such, the framework was designed so that specific organizations (e.g. associations, value chain roundtables) could adapt indicators to their own stations.

A top-down, iterative approach was used to identify the proposed list of indicators. Specifically, an initial list was developed based on expert opinions and work already fulfilled by Groupe AGÉCO and the CFFI with respect to public trust, sustainability and corporate social responsibility. Discussions also took place with some Canadian agri-food organizations<sup>8</sup> to document how public trust was being handled in various contexts. Finally, findings from the other projects commissioned by the PTSC were considered whenever possible to ensure alignment.

Thus, the list of proposed indicators, summarized below and described in detail in Appendix 1, should be considered as a work document. The number, scope and wording of these indicators are subject to change as organizations from various spheres will be invited to apply them to their own specific contexts.

The second question to address is how performance is to be assessed. Given the project's goal and scope, two key parameters were identified to guide the recommended approach:

- **Aggregation:** Results must be assessed in a consistent, standardized way to ensure that they can be aggregated between organizations, and across sectors and regions.
- **Simplicity:** The scoring system must be as straightforward as possible to ensure that results can be easily understood and communicated. A simple, straightforward scoring system also ensures transparency, and provides more flexibility in the way results are being evaluated.

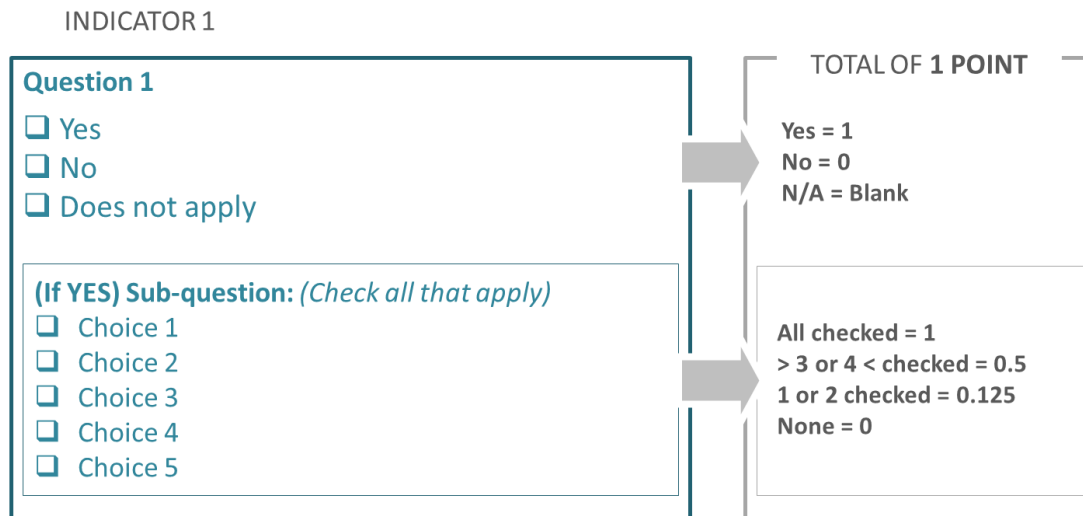
In keeping with these parameters, the decision was made to assess the performance of organizations with respect to public trust based on their adoption rate of “best practices,” as defined in the framework. In other words, the proposed approach aims to evaluate the degree to which organizations operating with the Canadian agri-food sector manage public trust through their activities. The more involved the organization is, the higher its score.

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<sup>8</sup> Interviewed organizations include the Dairy Farmers of Canada, the Chicken Farmers of Canada, Alberta Canola, the Government of Saskatchewan, Farm & Food Care SK, Farm & Food Care ON, Ag in the Classroom Canada, and Ag More than Ever. Specific was paid to “amplifier” groups, given the specific nature of their activities.

Specifically, each indicator identified in the framework is associated with a particular best practice or expected activity. Performance is assessed by asking organizations whether, and to what extent, they have engaged actions in this respect. The more their activities correspond to those considered in the framework, the higher their score. Below is an example of how this system works (cf. Figure 3.1).

**Figure 3.1 — Scoring system: an example**



Note that each indicator and question can be weighted differently depending on their relative importance. For instance, it could be decided that the weight of each indicator is standardized to '1'. Conversely, certain practices (or questions) could be given higher importance if they are considered more impactful in building and maintaining trust. The proposed metrics system, presented in Appendix 1, provides a first set of recommendations in this respect, where the weight of all questions and indicators is standardized to '1', irrespective of their scope and number (i.e. certain indicators are related to more than one question). The PTSC will have the opportunity to review this weighting system based on their priorities.

Once the scores are measured for each indicator on an individual organization level, the performance can then be assessed on various scales. In this project, the scales include the following:

- The Canadian food system as a whole (i.e. all players in each of the components listed below)
- The Canadian Value Chain Roundtables
- The amplifier groups (i.e. key industry advocates, including Agriculture in the Classroom, Agriculture More Than Ever, Farm & Food Care, and the Canadian Centre for Food Integrity)
- Per province/region
- Individual businesses (i.e. individual farms, food processors, retailers, food service)

The proposed scoring system allows results to be aggregated per group and/or per indicator in order to measure an average performance of the system with regard to public trust. Again, weighting factors could be considered at this level as well.



## RESULTS

Similar to the Trust Framework, the framework was designed to document whether, and to what extent, organizations do the right thing, provide proof of their claims, communicate in a manner that enhances confidence and understanding, and operate on a foundation of transparency and with a commitment to continuous improvement. Specifically, the framework comprises three sections:

- **Overall strategic approach:** This section documents how public trust is handled by organizations through strategies and decision-making processes.
- **Doing the right thing:** This section documents what is being done to address public trust issues, prove claims, and improve performance over time within organizations.
- **Communicate with results:** This section documents how efforts and achievements are coordinated and communicated within and outside the organizations.

Note that the “trusted assurance / verification system” pillar in the Trust Framework was reviewed in this framework to capture a broader array of actions organizations can take to provide proof of their claims. For instance, organizations can involve third-party experts in their activities to ensure that what they do and say is objective and credible.

The table below (cf. Table 3.2) presents an overview of the indicators listed in the framework, available in Appendix 1. Note that each indicator can be associated with more than one question.

**Table 3.2 — Public trust performance metrics indicators**

Overall strategic approach
Awareness of regulations and industry requirements
Risks assessment / Due diligence
Stakeholder identification and consultation
Awareness of, and alignment with, public trust initiatives
Access to knowledge and expertise
Strategy and action plan
Roles and responsibilities
Doing the right thing
Identification of new/innovative practices
Development and/or contribution to the development of tools
Capacity building
Compliance check
Review of performance
Crisis management
Communicate with results
Communication plan
Development of key messages
Alignment and consistency
Communication delivery and impact assessment
Marketing strategy

As previously mentioned, specific attention was paid to developing a set of indicators that would apply to most organizations, irrespective of their type, sector, size, or location. To that end, generic terms and concepts were used to capture, in a consistent and standardized way, the context in which organizations run their operations. Below is an example of such a question (cf. Figure 3.2). Likewise, answers were designed so that organizations could provide information that applies to their own situation, and exclude any irrelevant information (e.g. an organization in the grain sector will have the ability to check N/A for questions related to animal care/health).

Some of the proposed indicators listed in the table above (cf. Table 3.2) are specific to certain organizations. For instance, farms and food businesses (e.g. processors, food service providers, retailers) are asked if and how they remain up-to-date on current and impending regulations and industry requirements, whereas other types of organizations are not. Similarly, only associations, food businesses and farmers are asked if their marketing strategy is designed to build trust within the food system.

Figure 3.2 — An example of proposed indicator and related question

**INDICATOR: CAPACITY BUILDING**

<b>Expected action</b>	Provide resources (e.g. training, programs, extension services, funding opportunities) to support the adoption of trust-building practices					
<b>Examples of measures</b>	Training; Programs; Funding opportunities; Extension services					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 14:**

Do you provide resources (e.g. participation in training or events, programs, extension services, funding opportunities) to support the adoption of trust-building practices within your organization/sector in the following areas?

*Answer 'Does not apply' if you think a topic is not relevant to your operations or those of your sector*

Topics	Yes	No	Does not apply	Do not know
Score*	1	0	Blank	Blank
Public trust in general				
Sustainability in general				
Environmental management				
Sourcing practices				
Food waste/waste management				
Worker health/safety/labour relations				
Community relations				
Food safety/quality				
New technology (incl. GMO)				
Food fraud/integrity				
Transparency (e.g. reporting, labelling)				
Nutrition				
Animal care/health				
Business ethics				

\* Score = Total points / All answered excluding 'Does not apply & Do not know' (max 1 point)

In addition to the list of indicators and questions proposed to measure performance with respect to public trust, the framework includes “Profile questions,” as well as questions on respondents’ “Impressions” regarding how the Canadian agri-food system performs with respect to public trust.

Profile questions are designed to provide background information on respondents (e.g. type of organization, sector, location, level of familiarity with the concept of public trust). This information is used to contextualize and interpret the results. Questions on respondents’ impressions, which are subjective by nature, are not meant to be used in the assessment, but rather, to document and track the perception of organizations toward the sector’s overall performance. Note that many of these questions are based on those developed and used by the CCFI in the context of their research.

Listing them as part of the framework allows them to be documented alongside the activities, while allowing individual organizations to use them in their own activity.

### 3.1 DISCUSSION ON THE DATA COLLECTION STRATEGY AND VISUALIZATION OF RESULTS

#### DESCRIPTION OF TASKS

The final activity involved identifying potential data sources and assessing the feasibility of using computer and mobile applications to gather and publish data. This activity, which refers to how the framework is rolled out, how data is gathered and results are communicated, is also closely related to the question of how performance can be represented using a visual dashboard.

Note that piloting the framework, gathering data, measuring performance, and providing a final visualization of results did not fall under the scope of this project. Instead, the project focused on developing recommendations on the data collection strategy, as well as the various options to present results once the data has been collected.

#### APPROACH AND METHODOLOGY

To determine the right data collection strategy and the most suitable results visualization tool, two interconnected yet different sets of questions must be addressed.

The following questions must be addressed regarding the data collection strategy:

- Which types of data must be gathered (quantitative vs. qualitative vs. semi-quantitative)?
- Which data sources are available (primary vs. secondary data)?
- How often should data be gathered?
- How should confidentiality be managed?
- How representative should data be?
- Who should be in charge of gathering, entering and validating data (e.g. survey vs. self-assessment)?

The answers to these questions will partly inform the choice of the most appropriate data collection tool. **Erreur ! Source du renvoi introuvable.** below outlines the various options to consider from the perspective that primary data may need to be gathered to measure the performance of organizations. As the table illustrates, each option has its own benefits and limitations. The right approach will depend of a range of factors, the most critical of which relate to:

- The development and operational **costs**
- The **data validation** process (i.e. if and how data should be reviewed before their use in the assessment)
- The capacity to **customize** the content and layout of the questionnaire/output

Another key difference between these options relates to the level of interaction with respondents. While Excel- and online-based tools allow respondents to access their results directly after completing the questionnaire, paper-based and online questionnaires require manipulating data to assess performance, which can then be communicated back to respondents.

**Table 3.3 — Overview of various data collection methods**

Methods	Description	Benefits	Limitations
<b>Hardcopy questionnaire / phone interviews</b>	Each respondent provides data that must be entered by the survey administrator Feedback to the respondent is not automated	No programming required (Excel, webpage) Very flexible Data are validated upon entry into the database	Very time consuming Significant delays between the time data is provided and feedback is given to respondents
<b>Excel-based tool</b>	A custom tool is sent to respondents who are asked to return it to the survey administrator to build the database Feedback to the respondent is automated (self-assessment)	Limited programming costs Flexible and potentially user-friendly Allow for a structured, consistent data collection Data can be assessed (embedded formulas using macros) Respondents can see results once they have completed the questionnaire	Incompatibility of Excel versions Require some advanced skills in Excel to program an effective, user-friendly platform Entering data into the global database may take time Expected delays between the time data is provided and feedback is given to respondents
<b>Online survey</b>	Respondents can provide their answers by completing an online questionnaire. Answers are automatically entered into the database	Limited programming costs Questionnaire could be customized (respondents receive their own link to the questionnaire) Very flexible Overall results available as respondents complete the questionnaire	Data must still be validated by the administrator Depending on the tool used, design can be more or less customizable (questions and outputs) May require exporting data into another tool for data assessment / visualization (cf. online dashboard)
<b>Online dashboard</b>	An interactive dashboard displaying performance results using customizable figures	Limited programming costs User-friendly Very flexible	Customizing figures may be time consuming Not a data collection tool—must be updated manually Expected delays between the time data is provided and feedback is given to respondents
<b>Web-based platform</b>	An online questionnaire and assessment tool that allows respondents and the administrator to access data and results in real time	User-friendly Results available in real time	Costly and requires diverse and solid expertise to develop Data must still be validated by the administrator

## RESULTS

The question of data collection was taken into consideration throughout the development of the metrics system described above, as data availability—and the conditions under which they are available (e.g. cost, representativeness, accessibility, periodicity)—are critical to the usefulness of the measurement system itself.

As described above, the recommended approach to assess performance is based on measuring if and how organizations handle public trust, and is meant to be applicable to all types of businesses, irrespective of their type, size, location, or sector. Given this, it is recommended that the data collection strategy be focused on gathering primary data at the organization level.

The reason for this is that there are few, if any, sources of information reviewing and describing organizations' practices with respect to the topics outlined in the framework. In some cases, this information could be gathered from annual reports, websites and specific publications. However, it would be partial and lead to an incomplete assessment. In contrast, a primary data collection strategy would allow information to be gathered in a consistent manner. The framework, which comprises indicators associated with one or several questions, was designed to achieve this.

While the framework was designed to be used by any organization, a structured data collection strategy targeting a specific “population” is required to collect data and assess a performance representative of the current situation in Canada.

Based on the framework's objective and the structure of the Canadian agri-food system, our recommendation is to measure performance by calling on the following groups to participate<sup>9</sup>:

- **Canadian Value Chain Roundtables**—as organizations bringing together federal/provincial/territorial policy makers with industry leaders from across the value chain, including input suppliers, producers, processors, food service industries, retailers, traders and associations
- **Individual members** of the Canadian Value Chain Roundtables—which include government representatives (federal, provincial, agencies, boards and crowns), producer associations, agribusinesses, processors, food companies, retail and food service
- Amplifier groups

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<sup>9</sup> We recommend this list as a base to start the process.

Collaborating with VCRTs to collect data from organizations would offer several benefits:

- Over 400 representatives of approximately 300 organizations are members of the 18 Canadian VCRTs. Collecting information from this vast array of organizations would provide a good overview of the performance of the Canadian agri-food system with respect to public trust
- VCRTs are an existing structure that could act as a relay to distribute the questionnaire and promote the participation of their members

For instance, VCRTs and their members could be asked to complete the survey once a year during a designated timeframe. This would ensure that performance is measured and tracked over time, and that action is taken if necessary. Nevertheless, the questionnaire could be made available online at all times, and free for anyone to use.

Once gathered, data is translated into results—from individual organizations and the system as a whole.

Various options can be considered at this point depending on the platform used to gather data, as discussed above. However, some basic requirements should be met:

- The platform should be **secure**, in other words, the performance of individual organizations should remain confidential, and only aggregated data should be communicated to other participants (for benchmarking purposes).
- The platform should be available **online** to ensure easy access to all organizations, and to facilitate data collection.
- The platform should provide **individual scorecards** for participants, while providing access to the administering organization of a **global dashboard** to monitor the performance of the Canadian agri-food system and its components.
- The platform should be **user-friendly**, both for respondents and the organization in charge of administering it. In particular, the platform needs to be flexible enough for the administering organization to adapt the questions and visual representation of results as needed.
- If possible, the proposed framework and questionnaire should be integrated within a platform already in use by the administering organization, if any. This would help avoid redundancies, additional costs, and help ensure greater consistency.<sup>10</sup>

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<sup>10</sup> For instance, the CFFI is using Qualtrics (<https://www.qualtrics.com>), a platform that is also used by many organizations in the Canadian agri-food sector.



The PTSC will also need to establish which information to present in the individual scorecards and the global dashboard. It is recommended that respondents be able to view their performance and compare it to that of the industry (at the sector and/or national and regional levels). The global dashboard could include the same information, and provide the opportunity to navigate results at various levels based on the profile questions listed in the questionnaire. However, the features of this scorecard and dashboard will depend on the chosen platform, as discussed above.

#### 4. DISCUSSION AND CONCLUSION

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The objective of this project was to provide a recommended approach to performance metrics to allow the agriculture and food sector, as well as the individual participants, to better understand and measure the outcomes of their efforts over time with respect to public trust. Specifically, the approach was to provide a consistent yet flexible approach to:

- Determine whether public trust is moving forward, as well as why and where progress is occurring
- Establish how well organizations—both individually and as a system—perform in relation to the Public Trust Framework
- Report this performance in a clear and consistent manner

The proposed framework was developed in keeping with existing performance assessment methodologies, and building on work already undertaken by organizations in the field. The framework also leverages existing knowledge and expertise in the field of public trust to allow the PTSC to assess performance and progress on various scales using a simple, efficient and cost-effective approach.

Once rolled-out, the framework is expected to yield various benefits by:

- Establishing a baseline to understand who does what, where and how with respect to public trust, to compare performance and provide feedback to participating organizations
- Providing a framework for public-trust-related action, and develop a more consistent vision of what should be accomplished to build and maintain trust over time
- Offering an opportunity to streamline efforts and foster alignment within the agri-food system, and across sectors and organizations
- Proposing a roadmap to set priorities, guide actions, and promote continuous improvement

The framework was developed iteratively by building on the best available knowledge. However, it remains a work document that needs to be piloted<sup>11</sup> and adapted to become fully operational. Remaining questions requiring validation from users include the following:

- On the **questionnaire** side:
  - Are any relevant indicators missing?
  - Is the wording clear and unambiguous for all organizations?
  - Are indicators relevant to all organizations? Should the framework include more sector- and organization-specific questions?
  - Are the actions expected too technical—or insufficient?

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<sup>11</sup> Three organization representatives were asked to review a draft version of the framework, and two provided feedback that was taken into consideration for the final version.

- On the **scoring system** side:
  - Should all indicators/questions be weighted the same way?
- On the **data collection** side:
  - Should data be gathered through questionnaires or in-depth interviews?
  - How should data be gathered (who, when and using which tools)?
  - To what extent are the representatives of VCRTs able to answer on behalf of their organizations regarding the topics under consideration?
  - How should performance be measured (data input and validation)?
- On the **data visualization** side:
  - What platform should be used to present results (customized, existing)?

To answer these questions, we recommended piloting the framework with representatives of the various VCRTs. Doing so would provide an opportunity to answer these questions, and ensure the framework and questionnaire fully meet their objectives.

## **APPENDIX 1**

### **PUBLIC TRUST PERFORMANCE METRICS QUESTIONNAIRE**

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## PROFILE AND CONTEXT QUESTIONS

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**FIRST NAME:** *(editable field)*

**LAST NAME:** *(editable field)*

**EMAIL ADDRESS:** *(editable field)*

**TITLE/POSITION :** *(editable field)*

**NAME OF YOUR ORGANIZATION:** *(editable field)*

**TYPE OF ORGANIZATION YOU REPRESENT** *(Multiple choices below / Can only select 1)*

- **VALUE CHAIN ROUNDTABLE**
  - Bee Health
  - Beef
  - Industrial Bioproducts
  - Food Processing
  - Grains
  - Horticulture
  - Organics
  - Pork
  - Poultry
  - Pulses
  - Seafood
  - Seed
  - Sheep
  - Special Crops
- **SUPPORT / AMPLIFIER GROUP / ACADEMIA**
  - Agriculture More Than Ever
  - Farm & Food Care (SK, PEI, ON)
  - Agriculture in the Classroom Canada
  - Canadian Centre for Food Integrity
  - Academia and Research
  - Other
- **ASSOCIATION**
  - Producers Association
  - Food processors Association
  - Distributors / Retailers Association
  - Restaurant / Food service Association
  - Other
- **COMPANY**
  - Farm
  - Food processors
  - Distributors / Retailers
  - Restaurant / Food service
  - Other
- **GOVERNMENT**
  - Ministry
  - Department and agency
- **OTHER**
  - Please specify

**PLEASE SELECT THE SECTOR YOU WILL BE THINKING OF WHEN ANSWERING THESE QUESTIONS** *(Multiple choices below / Check all that apply)*

- ☐ **BEEF CATTLE**
- ☐ **DAIRY**
- ☐ **HOGS AND PIGS**
- ☐ **POULTRY**
- ☐ **EGGS**
- ☐ **AQUACULTURE**
- ☐ **SHEEP AND GOATS**
- ☐ **HORSES AND OTHER EQUINE PRODUCTION**
- ☐ **APICULTURE**
- ☐ **CROPS AND OILSEEDS**
- ☐ **HORTICULTURE**
- ☐ **MAPLE PRODUCTS**
- ☐ **GENERAL**
- ☐ **NOT APPLICABLE**

**WHAT IS THE GEOGRAPHICAL SCOPE OF YOUR ACTIVITIES?** *(Multiple choices below / Check all that apply)*

- ☐ **NATIONAL**
- ☐ **ALBERTA**
- ☐ **BRITISH COLUMBIA**
- ☐ **MANITOBA**
- ☐ **NEW BRUNSWICK**
- ☐ **NEWFOUNDLAND AND LABRADOR**
- ☐ **NORTHWEST TERRITORIES**
- ☐ **NOVA SCOTIA**
- ☐ **NUNAVUT**
- ☐ **ONTARIO**
- ☐ **PRINCE EDWARD ISLAND**
- ☐ **QUEBEC**
- ☐ **SASKATCHEWAN**
- ☐ **YUKON**

**HOW FAMILIAR ARE YOU WITH THE CONCEPT OF PUBLIC TRUST?**

Unsure / Don't know	1 (Not familiar)	2	3	4	5	6	7	8	10 (Very familiar)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**HOW FAMILIAR ARE YOU WITH THE PTSC'S TRUST FRAMEWORK (I.E. DO THE RIGHT THING, PROVE IT, AND COMMUNICATE IT)?**

Unsure / Don't know	1 (Not familiar)	2	3	4	5	6	7	8	10 (Very familiar)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**WHAT LEVEL OF PRIORITY DOES YOUR ORGANIZATION GIVE TO THE FOLLOWING PUBLIC-TRUST-RELATED TOPICS?**

Answer 'Does not apply' if you think a topic is not relevant to your operations or those of your sector

Topics	High priority	Medium priority	Low Priority	I do not know	Does not apply
Public trust in general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability in general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sourcing practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food waste/waste management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Worker health/safety/labour relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food safety/quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New technology (incl. GMO)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food fraud/integrity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transparency (e.g. reporting, labelling)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nutrition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Animal care/health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business ethics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**IS YOUR ORGANIZATION CERTIFIED UNDER ANY INDUSTRY (E.G. PROACTION) OR VOLUNTARY/MARKET-DRIVEN PROGRAM (E.G. ORGANIC)?**

Answers
Yes
No
Do not know

**IS YOUR ORGANIZATION MANAGING A CERTIFICATION PROGRAM THAT ADDRESSES TOPICS RELATED TO PUBLIC TRUST (E.G. FOOD SAFETY)?**

Answers
Yes
No
Do not know

## SECTION 1 – OVERALL STRATEGIC APPROACH

THIS SECTION DOCUMENTS HOW PUBLIC TRUST IS HANDLED BY ORGANIZATIONS THROUGH STRATEGIES AND DECISION-MAKING PROCESSES

### INDICATOR: AWARENESS OF REGULATIONS AND INDUSTRY REQUIREMENTS

<b>Expected action</b>	Remain informed about current and upcoming regulations and industry requirements					
<b>Examples of measures</b>	N/A					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

#### QUESTION 1:

Are there any mechanisms in place (e.g. access to professional services, membership, staff function) to remain up-to-date, and ensure your activities are in compliance with legislation, government inspection systems and/or industry requirements (e.g. assurance programs)?

Answers	Score
Yes, formal mechanisms are in place	1
Yes, informally (compliance is checked occasionally, or as needed)	0.5
Yes, informally with no compliance checks	0.25
No	0
Do not know	



**INDICATOR: RISK ASSESSMENT / DUE DILIGENCE**

<b>Expected action</b>	Assess the risks and opportunities related to public trust and underlying issues					
<b>Examples of measures</b>	Strategic plan; Materiality Analysis; SWOT analysis; Industry/sectorial benchmarking; Review of literature; Life Cycle Assessment (LCA)					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 2:**

Have you formally assessed the public-trust-related risks and opportunities with regard to your activities and/or those of your sector (e.g. using a SWOT analysis, industry benchmarking or review of literature)?

Answers	Score
Yes, through a formal assessment	1
Yes, informally or in part	0.5
No	0
Do not know	

**QUESTION 3:**

Do you formally and regularly monitor the activities in your sector and in your industry overall to identify potential issues that could affect your operations with regard to public trust (e.g. by consulting publications and/or participating in events)?

Answers	Score
Yes, formally and regularly	1
Yes, occasionally	0.5
No	0
Do not know	

**INDICATOR: IDENTIFICATION AND CONSULTATION OF STAKEHOLDERS**

<b>Expected action</b>	Map the stakeholders, monitor their expectations, and understand how they relate to the activities of the organization or the sector					
<b>Examples of measures</b>	Stakeholder analysis/mapping; Review of literature (e.g. CFFI publications), Focus groups; Surveys; Participation in committees and events					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 4:**

Have you identified the stakeholders in your activities or those of your sector?

Answers	Score
Yes, through of formal identification process	1
Yes, informally or in part	0.5
No	0
Do not know	

**QUESTION 4.1:**

(If Yes to 4) Do you document your stakeholders' concerns and expectations regarding your activities or those of your sector?

Answers	Score
Yes, actively through formal activities (e.g. surveys, focus groups, review of third-party publications)	0.5
Yes, indirectly through our day-to-day activities (e.g. participation in events and meetings)	0.25
No, we do not document our stakeholders' expectations	0
Do not know	

**QUESTION 4.2:**

(If Yes to 4) Have you mapped the stakeholders according to their relevance with regard to your activities or those of your sector (e.g. influence, credibility, impact)?

Answers	Score
Yes	0.5
No	0

**INDICATOR: AWARENESS OF AND ALIGNMENT WITH PUBLIC TRUST INITIATIVES**

<b>Expected action</b>	Remain up-to-date on public-trust-related initiatives in food and the food system, and align your strategy accordingly					
<b>Examples of measures</b>	Review of Canadian Centre for Food Integrity publications; Participation in initiatives/events					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 5:**

Do you rely on specific resources (e.g. memberships, newsletters, participation in events) to remain up-to-date on public-trust-related initiatives in your sector and/or industry?

Answers	Score
Yes, we actively remain up-to-date	1
Yes, resources are considered occasionally	0.5
No	0
Do not know	

**QUESTION 6:**

Do you actively reach out to other organizations and/or stakeholders (e.g. business partners, NGOs, regulators) to achieve a mutual understanding of your respective activities, priorities, challenges, objectives, etc. with regard to public trust?

Answers	Score
Yes, actively through formal activities (e.g. meetings, consultations)	1
Yes, indirectly through our day-to-day activities (e.g. participation in events and meetings)	0.5
No, we do not reach out to other organizations	0
Do not know	

**INDICATOR: ACCESS TO KNOWLEDGE AND EXPERTISE**

<b>Expected action</b>	Identify the relevant knowledge and expertise required to handle public trust and underlying issues					
<b>Examples of measures</b>	Identification of key sources of information/informants (e.g. amplifier groups, experts)					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 7:**

Have you identified relevant sources of information and/or reached out to experts (e.g. professionals, academics) who are easily available to help you deal with the following issues:

*Answer 'Does not apply' if you think a topic is not relevant to your operations or those of your sector*

Topics	Yes fully identified	No but we are working on it	No research engaged yet	Does not apply	Do not know
Score*	1	0.5	0	Blank	Blank
Public trust in general					
Sustainability in general					
Environmental management					
Sourcing practices					
Food waste/waste management					
Worker health/safety/labour relations					
Community relations					
Food safety/quality					
New technology (incl. GMO)					
Food fraud/integrity					
Transparency (e.g. reporting, labelling)					
Nutrition					
Animal care/health					
Business ethics					

\* Score = Total points / All answered excluding 'Does not apply & Do not know' (max 1 point)

**INDICATOR: STRATEGY AND ACTION PLAN**

<b>Expected action</b>	Develop a strategy and/or action plan that formally and specifically addresses public trust and related issues					
<b>Examples of measures</b>	Strategic planning; Action planning;					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 8:**

Does your organization have a strategy that formally and specifically addresses the issue of public trust and how it should be managed?

Answers	Score
Yes, public trust is addressed in detail in our overall strategic plan	1
Yes, public trust is addressed in detail as a specific strategy/agenda	1
Yes, public trust is mentioned in our strategic plan	1
No, our strategy does not refer to public trust	0
No strategic plan	0
Do not know	

**QUESTION 8.1:**

(If Yes to 8) Does your strategy define specific outcomes or targets your organization wants to achieve with regard to public trust (e.g. improve the organization's environmental footprint; increase the share of inputs sourced sustainably; have all members sign a code of conduct)?

Answers	Score
Yes	1
No	0
Do not know	

**QUESTION 8.2:**

(If Yes to 8) Is your strategy integrated into a formal action plan that identifies objectives, actions, timelines and responsibilities?

Answers	Score
Yes	1
No	0
Do not know	

**QUESTION 8.3:**

(If Yes to 8) Is there a senior executive or manager who is accountable for the implementation of this strategy and/or action plan?

Answers	Score
Yes	1
No	0
Do not know	

**QUESTION 8.4:**

(If Yes to 8) Do you regularly review the level of implementation of your strategy and/or action plan, and make adjustments to meet your objectives if necessary?

Answers	Score
Yes	1
No	0
Do not know	

**QUESTION 8.5:**

(If Yes to 8) Do you inform your key stakeholders (e.g. customers, suppliers, government agencies) about your public trust strategy and/or action plan?

Answers	Score
Yes, we keep our key stakeholders actively informed	1
No, but we communicate about our strategy publicly (e.g. on our website)	0.5
No, we do not communicate about our strategy	0
Do not know	

**INDICATOR: ROLES AND RESPONSIBILITIES**

<b>Expected action</b>	Document the roles and responsibilities regarding the management of public trust and underlying issues					
<b>Examples of measures</b>	N/A					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 9:**

Is there someone or a group (e.g. a committee) in charge of public trust within your organization?

Answers	Score
Yes, formally	1
Yes, informally	0.5
No	0
Does not apply	
Do not know	

**QUESTION 9.1:**

(If Yes to 9) Does that person or group have any authority over the organization's decision-making process?

Answers	Score
Yes	1
No	0
Do not know	

**QUESTION 10:**

Have you identified within your supply chain (upstream/downstream) or among the organizations with whom you interact in your activities the individuals/groups in charge of public trust?

Answers	Score
Yes	1
In part	0.5
No	0
Does not apply	
Do not know	

## SECTION 2 – DOING THE RIGHT THING AND PROVING IT

THIS SECTION DOCUMENTS WHAT IS BEING DONE TO ADDRESS PUBLIC TRUST ISSUES, PROVE CLAIMS, AND IMPROVE PERFORMANCE OVER TIME WITHIN ORGANIZATIONS

### INDICATOR: IDENTIFICATION OF NEW/INNOVATIVE PRACTICES

<b>Expected action</b>	Explore new and/or innovative ways to improve the organization's (or the sector's) performance with regard to public trust and related issues					
<b>Examples of measures</b>	Literature review; Industry watch; Business trips; Industry benchmarking; Contribution to R&D; Participation in pilot projects					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

#### QUESTION 11:

Does your organization keep up-to-date on the new technologies, processes, methods and practices available in your or other sectors to help you handle public trust issues (i.e. by attending conferences, subscribing to publications or resources, by seeking advice from experts, conducting industry benchmarking)?

Answers	Score
Yes, we actively remain up-to-date	0.5
Yes, specific resources are considered on occasion	0.25
Yes, indirectly through our day-to-day activities	0.125
No	0
Do not know	

#### QUESTION 12:

Does your organization invest time or money to research new and/or innovative ways to improve your performance with respect to public trust, or that of your sector?

Answers	Score
Yes, directly (e.g. by funding R&D projects, investing time in R&D projects)	0.5
Yes, indirectly (e.g. through partnerships with research centres, by supporting the research agenda)	0.25
No	0
Does not apply	
Do not know	



**INDICATOR: DEVELOPMENT AND/OR CONTRIBUTION TO THE DEVELOPMENT OF TOOLS**

<b>Expected action</b>	Develop/contribute to the development and implementation of tools to address public trust issues and improve performance over time					
<b>Examples of measures</b>	Guidelines; Standards; Procedures; Codes; Policies; Websites; Extension resources					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 13:**

Is your organization involved in the development and/or implementation of tools (e.g. guidelines, standards, procedures, codes, policies, extension resources, etc.) to help address public trust issues within your organization/sector in the following areas?

*Answer 'Does not apply' if you think a topic is not relevant to your operations or those of your sector*

Topics	Yes	No	Does not apply	Do not know
Score*	1	0	Blank	Blank
Public trust in general				
Sustainability in general				
Environmental management				
Sourcing practices				
Food waste/waste management				
Worker health/safety/labour relations				
Community relations				
Food safety/quality				
New technology (incl. GMO)				
Food fraud/integrity				
Transparency (e.g. reporting, labelling)				
Nutrition				
Animal care/health				
Business ethics				

\* Score = Total points / All answered excluding 'Does not apply & Do not know' (max 1 point)

**QUESTION 13.1:**

(If at least one box YES to 13) Do you seek alignment with other public trust initiatives with respect to your activities or those of your sector when developing and/or implementing your tools?

Answers	Score
Yes, alignment is sought whenever possible and appropriate	1
Yes, but only occasionnally	0.5
No	0
Does not apply	
Do not know	

**QUESTION 13.2:**

(If at least one box YES to 13) Do you usually seek the input of experts, third parties and/or key stakeholders when developing your tools?

Answers	Score
Yes, whenever possible and appropriate	1
Yes, but only occasionally	0.5
No	0
Does not apply	
Do not know	

**QUESTION 13.3:**

(If at least one box YES to 13) Do you set objectives or targets your organization hopes to achieve with these tools (e.g. achieve compliance, increase awareness), and prepare a plan to achieve them?

Answers	Score
Yes, the intention is defined, and a plan is systematically prepared when developing and/or implenting tools	1
Yes, but only occasionnally	0.5
No	0
Does not apply	
Do not know	

**INDICATOR: CAPACITY BUILDING**

<b>Expected action</b>	Provide resources (e.g. training, programs, extension services, funding opportunities) to support the adoption of trust-building practices					
<b>Examples of measures</b>	Training; Programs; Funding opportunities; Extension services					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 14:**

Do you provide resources (e.g. participation in training or events, programs, extension services, funding opportunities) to support the adoption of trust-building practices within your organization/sector in the following areas?

*Answer 'Does not apply' if you think a topic is not relevant to your operations or those of your sector*

Topics	Yes	No	Does not apply	Do not know
Score*	1	0	Blank	Blank
Public trust in general				
Sustainability in general				
Environmental management				
Sourcing practices				
Food waste/waste management				
Worker health/safety/labour relations				
Community relations				
Food safety/quality				
New technology (incl. GMO)				
Food fraud/integrity				
Transparency (e.g. reporting, labelling)				
Nutrition				
Animal care/health				
Business ethics				

\* Score = Total points / All answered excluding 'Does not apply & Do not know' (max 1 point)

**INDICATOR: COMPLIANCE CHECK**

<b>Expected action</b>	Check adoption of, participation in, and/or compliance with tools addressing public trust issues					
<b>Examples of measures</b>	First-/Second-/Third-party audits/assessments/inspections; Denunciation mechanisms					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 15:**

Have you developed plans, processes and/or protocols to check the adoption of, participation in, and/or compliance with tools that address public trust issues within your organization/sector in the following areas?

*Answer 'Does not apply' if your organization is not involved in the development and/or implementation of tools in these any of these areas*

Topics	Yes, a third-party verification mechanism is in place	Yes, a second-party verification mechanism is in place	Yes, adoption and/or participation is documented but not verified	No verification is made	Does not apply	Does not apply
<b>Score*</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>Blank</b>	<b>Blank</b>
Public trust in general						
Sustainability in general						
Environmental management						
Sourcing practices						
Food waste/waste management						
Worker health/safety/labour relations						
Community relations						
Food safety/quality						
New technology (incl. GMO)						
Food fraud/integrity						
Transparency (e.g. reporting, labelling)						
Nutrition						
Animal care/health						
Business ethics						

\* Score = Total points / All answered excluding 'Does not apply & Do not know' (max 1 point)

**INDICATOR: REVIEW OF PERFORMANCE**

<b>Expected action</b>	Assess and maintain and/or increase the effectiveness of measures (programs, tools, legislation) with regard to public trust					
<b>Examples of measures</b>	Regulation benchmarking; Stakeholder consultation; Government working group; Advisory committee					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 16:**

Are there any formal mechanisms in place (e.g. data analytics, sector benchmarking, review panel, consultation) to assess the effectiveness of your organization's efforts to build public trust with respect to your operations or those of your sector?

Answers	Score
Yes, formal mechanisms are in place to review performance	1
Yes, performance is reviewed informally (e.g. by reviewing published data)	0.5
No, we do not assess the effectiveness of our efforts	0
Do not know	

**QUESTION 16.1:**

(If Yes to 16) Do you provide feedback to your key stakeholders (e.g. members, customers, business partners) to inform them of your performance and find ways to improve it if necessary?

Answers	Score
Yes, actively through formal activities (e.g. meetings, consultations)	1
Yes, indirectly through our day-to-day activities (e.g. participation in events and meetings)	0.5
No, we do not reach out to other stakeholder	0
Does not apply	
Do not know	

**INDICATOR: CRISIS MANAGEMENT**

<b>Expected action</b>	Establish a crisis management system to handle non-compliance, events or other factors that could erode trust					
<b>Examples of measures</b>	N/A					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 17:**

Is there a formal crisis management system in place within your organization to handle public-trust-related issues?

Answers	Score
Yes	1
No	0.5
Does not apply	
Do not know	

**QUESTION 17.1:**

(If Yes to 17) Which of the following apply to your system: (Check all that apply\*)

Answers	
Roles and responsibilities are clearly defined	<input type="checkbox"/>
An incident assessment plan is in place	<input type="checkbox"/>
An action and contingency plan is prepared	<input type="checkbox"/>
A crisis communication plan is in place	<input type="checkbox"/>
The crisis management plan includes the risks identified in the strategy	<input type="checkbox"/>

\* All checked =1

Partly checked = 0.5

None = 0

## SECTION 3 - COMMUNICATION

THIS SECTION DOCUMENTS HOW EFFORTS AND ACHIEVEMENTS ARE COORDINATED AND COMMUNICATED WITHIN AND OUTSIDE THE ORGANIZATIONS

### INDICATOR: COMMUNICATION PLAN

<b>Expected action</b>	Develop a communication plan/strategy that identifies key target audiences, and the appropriate tools/channels					
<b>Examples of measures</b>	Communication plan					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

#### QUESTION 18:

Has your organization developed a formal communication plan/section of your plan to specifically handle public trust?

Answers	Score
Yes	1
No	0.5
Does not apply	
Do not know	

#### QUESTION 18.1:

(If Yes to 18) Does that plan take into consideration: (Check all that apply\*)

Answers	
Overall vision/goals	<input type="checkbox"/>
Communication objectives	<input type="checkbox"/>
Specific target audiences	<input type="checkbox"/>
Key messages	<input type="checkbox"/>
Tactics	<input type="checkbox"/>
Communication channels/media	<input type="checkbox"/>
Public trust assets (values and concerns you share with the audience)	<input type="checkbox"/>
Timelines	<input type="checkbox"/>
Expected outcomes	<input type="checkbox"/>

\* All checked =1

]4- 8]Partly checked = 0.75

[1- 4] Partly checked = 0.25

None = 0

**QUESTION 18.2:**

(If Yes to 18) Is there someone in charge of implementing the plan?

Answers	Score
Yes	1
No	0
Do not know	

**QUESTION 18.3:**

(If Yes to 18) Have you involved reliable third parties (e.g. experts, professionals, stakeholders) in the development of the communication plan?

Answers	Score
Yes, reliable third parties were directly involved	1
Yes, but indirectly (e.g. by using existing resources)	0.5
No	0
Do not know	

**QUESTION 19:**

Are the allocated resources sufficient to execute the plan?

Answers	Score
Yes to the full extent	1
Yes to some extent	0.5
No	0
Do not know	



**INDICATOR: DEVELOPMENT OF KEY MESSAGES**

<b>Expected action</b>	Develop key messages which are balanced, accurate, reliable, consistent and value based					
<b>Examples of measures</b>	Q/A documents, media kit, testimonials, case studies, talking points, proof points					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 20:**

Has your organization developed or does it have access to key messages on public trust and related issues that can be used in your communication strategy?

Answers	Score
Yes	1
No	0
Does not apply	
Do not know	

**QUESTION 20.1:**

(If Yes to **Erreur ! Source du renvoi introuvable.**) Have you involved third parties (e.g. experts, professionals, stakeholders) in the development of, or when accessing to, the messages to ensure that they are balanced, accurate, reliable, consistent and value based?

Answers	Score
Yes, directly	1
Yes, indirectly	0.5
No	0
Do not know	

**QUESTION 20.2:**

(If Yes to 20) In developing and/or selecting messages, do you make sure to use consistent terminology/language from the industry?

Answers	Score
Yes, whenever possible and appropriate	1
Yes, occasionally	0.5
No	0
Do not know	

**INDICATOR: ALIGNMENT AND CONSISTENCY**

<b>Expected action</b>	Align and partner with other initiatives to leverage effectiveness and reach					
<b>Examples of measures</b>	Collaborative programs; Funding models; Messaging; Positioning					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**QUESTION 21:**

When you create and deliver communications on public trust, do you seek alignment and collaboration with other initiatives related to your activities or those of your sector?

<b>Answers</b>	<b>Score</b>
Yes, whenever possible and appropriate	1
Yes, occasionally	0.5
No	0
Does not apply (no communication)	
Do not know	

**INDICATOR: COMMUNICATION DELIVERY AND IMPACT ASSESSMENT**

<b>Expected action</b>	Adopt the most appropriate strategy to engage with the public, deliver messages effectively to earn trust, and monitor the impact of your communication and overall trust efforts					
<b>Examples of measures</b>	Communication delivery: Tactics plans; Conferences; Hiring expertise; Reviewing literature/research Performance assessment: Quantitative methods (Measure reach through social media, presentations, attendance, content; Measure attitudes, impressions and levels of concern); Qualitative methods (Feedback forms, focus groups, identify recurring themes & issues)					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 22:**

Do you explore new and/or innovative ways to enhance public engagement, message reach and delivery?

Answers	Score
Yes, whenever possible and appropriate	1
Yes, occasionally	0.5
No	0
Does not apply (no communication)	
Do not know	

**QUESTION 22.1:**

(If Yes to 22) Do you assess the impact of your messages and approach to communications after delivering them (e.g. the number of consumers to reach, costs of such actions, etc.)?

Answers	Score
Yes, whenever possible and appropriate (e.g. through social media reach, event reach and feedback, focus groups)	1
Yes, occasionally	0.5
No	0
Does not apply (no communication)	
Do not know	

**INDICATOR: REPORTING**

<b>Expected action</b>	Report on a regular basis, in a consistent and rigorous manner about your strategy and activities on issues that matter most to the stakeholders, as well as their outcomes.					
<b>Examples of measures</b>	Annual report; Global Reporting Initiative (GRI); Integrated reporting					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 23:**

Does your organization publicly report on its activities and their outcomes with respect to public trust?

<b>Answers</b>	<b>Score</b>
Yes, explicitly and formally (e.g. through the annual report, a corporate social responsibility report, a website)	1
Yes, indirectly through our general communication activities	0.5
No reporting is done	0
Do not know	

**INDICATOR: MARKETING STRATEGY**

<b>Expected action</b>	Adopt and/or promote a marketing and labelling strategy that helps build trust.					
<b>Examples of measures</b>	Certifications; Logos; Branding					
<b>Targeted Groups</b>	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

**QUESTION 24:**

Do you involve reliable third parties (e.g. experts, professionals, stakeholders) in the development and delivery of your marketing strategies to ensure they help build trust in your products and organization, without undermining those of the industry in general?

Answers	Score
Yes, explicitly and formally	1
Yes, indirectly (e.g. by referring to third-party publications)	0.5
No	0
Does not apply (no marketing)	
Do not know	

## SECTION 4 – CONCLUSION & YOUR IMPRESSIONS

How well you think the industry performs with respect to public trust

### INDICATOR: IMPRESSION ON THE DEGREE OF REGULATION

Targeted Groups	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

#### QUESTION 25:

Do you consider that more or less government and/or industry regulation is needed in the following areas to build and maintain trust?

Topics	More regulation	Less regulation	Current level of regulation is appropriate
Public trust in general			
Sustainability in general			
Environmental management			
Sourcing practices			
Food waste/waste management			
Worker health/safety/labour relations			
Community relations			
Food safety/quality			
New technology (incl. GMO)			
Food fraud/integrity			
Transparency (e.g. reporting, labelling)			
Nutrition			
Animal care/health			
Business ethics			

**INDICATOR: OVERALL IMPRESSION OF THE INDUSTRY'S PERFORMANCE WITH RESPECT TO PUBLIC TRUST**

Targeted Groups	VC Roundtable	Association	Processor / Retailer / Food service	Farm	Amplifier	Government
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**QUESTION 25:**

In general, do you think the food system in this country is moving in the right direction, or is it on the wrong track?

Answers
Right Direction
Wrong Track
Unsure

**QUESTION 26:**

Please indicate your overall impression of Canadian agriculture overall

Answers
Very Positive
Somewhat positive
Neither positive nor negative
Somewhat negative
Very negative
Do not know

**QUESTION 27:**

Please indicate your overall impression of Canadian food system overall

Answers
Very Positive
Somewhat positive
Neither positive nor negative
Somewhat negative
Very negative
Do not know

**QUESTION 28:**

Please indicate how well each of the following groups are doing at providing OPEN and TRANSPARENT information about how your food is grown or produced so that you can make informed food choices.

Groups	1 (Very poorly)	2	3	4	5	6	7	8	10 (Very well)
Farmers/Producers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food processors/Food manufacturers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grocery stores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government or government agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scientific/Academic researchers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your own organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your own sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**QUESTION 29:**

With respect to the Canadian food system, how would you rate your trust in the following groups?

[0-10 scale, label tails] 0=Low level of trust, 10=High level of trust

Groups	1 Low level of trust)	2	3	4	5	6	7	8	10 (High level of trust)
Farmers/Producers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food processors/Food manufacturers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grocery stores	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government or government agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scientific/Academic researchers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your own organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your own sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>