

Update to December 2022 [final] report of the Extension Task Force: RDAR's Direction and Progress

Background

The Alberta Extension Taskforce (ETF) was formed in November 2021 and worked throughout 2022. The scope of the ETF's work was to:

- Develop a model for cooperative extension in Alberta;
- Create an end-state vision and outcome measures for a model to deliver tangible outcomes; and
- Draft a plan for how the Cooperative Extension Model could be implemented.

The ETF comprised seven individuals representing a broad cross-section of the Agriculture Industry, including producers, academic researchers, government, and Applied Research Associations.

Although RDAR initiated and funded the ETF, it was operated and managed independently. The ETF selected MNP LLP to support the team and facilitate industry engagement sessions through the initiative. The ETF delivered the final report (enclosed) in January 2023.

MNP led a jurisdictional assessment of the status of agricultural extension and four overall findings:

- Extension activities are broadly moving away from the direct delivery of government;
- Connection with fundamental research and post-secondary institutions is common;
- Extension activities take a variety of forms; and
- Public funding is common, but so is industry participation from producers and processors.

The ETF defined the end-state for Cooperative Agricultural Extension as, '*a networked system focused on identifying and facilitating the application of technologies, practices, and knowledge in the pursuit of continuous improvement in the production of agricultural products.*' There are few different paradigms of extension, included in the Appendix.

A stakeholder engagement followed with sessions involving thirty-one participants representing post-secondary institutions, crop producer associations, livestock producer associations, forage associations, applied research associations and others. Stakeholders were asked questions about current extension practices, needs and opportunities, and defining future success.

Stakeholder engagement resulted in 12 *findings*.

ETF Findings

1. There are varying degrees of capacity / resources (depending on sector / region etc.) supporting extension efforts.
2. [The identity of] Who is viewed as a trusted advisor differs among stakeholders.
3. A key piece of delivering extension is a network - and it is challenging to grow and maintain such a network.
4. Measuring adoption and impact are the greatest challenges of "measuring success."
5. Producers are well recognized as key players in extension.
6. Post-secondary institutions have valuable information; however, varying capacities and mandates challenge their ability to provide extension services.

7. Stakeholders are more comfortable participating in extension activities versus an extension system.
8. There is a key difference between the "business of extension" versus the "activity of extension."
9. Stakeholders voiced concern that institutional knowledge is being lost.
10. There is currently no clear extension leader, and the system is decentralized.
11. Extension systems reflect project-based funding models.
12. Limited nostalgia existed for the previous system facilitated by the provincial government.

ETF Opportunities

Before the report was finalized, ETF felt it important to meet with RDAR to discuss the key thoughts / questions outlined below. These questions were posed to the RDAR Board for feedback, which is summarized on the following page. The ETF Chair presented a report to RDAR's Board in November 2022.

Final Recommendations

Define RDAR's role and Commitment to Extension

- 1) The ETF believes RDAR is uniquely positioned to be the convener and broker of extension activities. This role would include supporting cross-industry network development, fostering and facilitating access to specialists.
- 2) RDAR should commit to supporting the "Business of Extension" by sharing best practices housing a repository of extension materials and providing a platform to "train the trainers."

What is the Future of the Extension Taskforce?

- 3) RDAR should establish a permanent extension taskforce as a subcommittee to the RDAR advisory group to develop an implementation plan, operational strategy, and success metrics.

Importance of Program Funding

- 4) RDAR should create multi-year program-based extension delivery funding envelopes that could be accessed by post-secondaries, ARAs, industry groups, commissions, and other extension delivery agents. The funding could include a target for industry partnerships with a goal of self-sufficiency over time.

Clarifying the Role of Post Secondaries

- 5) RDAR should initiate engagement with Post Secondaries to define their role in extension. This engagement ought to include identifying solutions to funding, structural, and cultural barriers to fostering extension activities.

RDAR Board Decision and Direction

The RDAR Board did not accept any of the recommendations listed above, citing resource constraints and the requirement for mandate expansion to encompass the proposed ETF recommendations,

The Board identified role that RDAR would undertake while fulfilling its mandate. Through collaboration with its members, partners, and researchers, RDAR is focused on ensuring that project outcomes reach producers on their farms and ranches to be available for adoption.

A key partner and collaborator for extension initiatives is Alberta Agriculture and Irrigation. The ministry announced that it will lead an engagement in 2023 to explore an extension model based on collaboration. The model will aim to provide wide and efficient proliferation of best management practices by exploring a larger role in knowledge mobilization on industry and post-secondary institutions.

The following RDAR-driven initiatives show how will continue supporting extension efforts through collaboration and focusing on driving results from research.

1) Completing the "Final Mile"

- The results of previously funded research projects have not reached the farm, where they could change practices and achieve positive outcomes. RDAR is working to change this narrative by bridging gaps and mandating connection.
- These connections will be made through T4P, a transdisciplinary partnership of producers, processors and public sectors. Expertise from several disciplines is mobilized to work together and seek to reach one set of conclusions **collaboratively**. Scientific partners and producers engage directly to formulate innovative projects, increasing the likelihood that solutions are relevant to producers and will be adopted.
- RDAR will be strengthening the requirement for research project proposals to have a clear plan to complete the "final mile" from the laboratory to the farm so that producers adopt new practices.
 - The requirement will be part of the project proposal submission and reporting requirements, which will also help determine success measures and outcomes, referenced in *Finding 4*.

2) Establish Sector Research Tables

- In 2023, RDAR will establish Sector Research Tables (SRT) to enhance the focus and research recommendations developed previously by the External Advisory Committee.
- The SRTs are intended to accelerate sector-specific result delivery to the farm – from understanding priority and market issues – to complete the final mile.
- SRT membership is balanced between sector commissions, associations, producers, and processors across the value chain and leaders from academia and fields such as technology, sustainability, supply chain and consumer research. This model uses the same form of cross-sector involvement that worked well for the ETF.
- Applying a T4P approach to these tables is intended to apply multiple perspectives to the issues challenging the industry and shape the direction for RDAR's focus and potential calls for proposals.
- The chosen focus sectors are aligned with the latest Census of Alberta Agriculture and Statistics Canada's reports that identify the sectors making the most significant contributors to Alberta's farm cash receipts and exports (i.e., beef, pork, poultry, four (4) major crops (wheat, barley, canola, pulses), irrigation, feed & forage).
- RDAR's focus in these areas will drive the greatest impact – focus on key sectors to derive the greatest benefit to producers and to the economy.

3) Funding RDAR Researchers in Post-Secondary Institutes

- In 2020 Alberta Agriculture and Irrigation (AAI) transitioned eleven senior Principal Investigator (PI) positions to post-secondary institutes (PSIs). The scientists were offered three (3) year contracts during which their programs would be relocated, and time granted to re-establish their research and seek further funding to support their research in the long term.
- The transferred PIs have been identified as leaders in their field, managing research and extension programs that are producer-led, outcome-driven, and industry-supported, filling a much-needed gap in the agri-food research ecosystem.
- RDAR evaluated the strategic capacity to accelerate innovation and profitability of Alberta producers and the agriculture industry to determine which PIs should continue to receive program funding. After a thorough evaluation of new grants awarded and the research results achieved, RDAR committed \$7M in 2023 - 2024 to fund RDAR professors for between 1-5 years.
- These RDAR Scientists will be accountable for delivering on producer, industry and RDAR priorities, including completing the final mile.
- This activity partially addresses *Recommendation #4*.

4) Post-Secondary Institute (PSI) Role in Extension

- Education belongs to the PSIs. Educating producers, interested parties and other "trainers" serves a role in the "business of extension," referred to in recommendation #1.
- Lethbridge College has stepped forward to lead initiatives to strengthen PSI's delivery of extension, notably in teaching (including continuing education) and training program delivery. RDAR and the Department of Agriculture and Irrigation have received briefings on the Lethbridge College initiative, and RDAR received a formal funding proposal on in December 2022, titled "Building and piloting a cooperative agriculture extension system at Lethbridge College. RDAR will support this work as appropriate.
- Additionally, as part of the On-Farm Climate Action Fund (OFCAF) Program, Olds and Lakeland Colleges are delivering micro-credential courses in three beneficial management practices (BMP): nitrogen management, cover cropping, and rotational grazing. Some of RDAR's funded research projects have also covered these practices. By offering micro-credentialled courses in targeted practice areas, the PSIs serve an essential extension role.

The RDAR Board is grateful for the ETF's work and respects the independence of the review and recommendations. RDAR believes that through the four initiatives described above, together with the work Alberta Agriculture and Irrigation will lead, producers will learn about project results and focus on the issues that matter most. Alberta's agriculture industry will be stronger for these collaborative efforts.

APPENDIX

FOUR PARADIGMS OF AGRICULTURAL EXTENSION [[Wikipedia](#)]

Any particular extension system can be described in terms of both how communication takes place and why it takes place. It is not the case that paternalistic systems are always persuasive, nor is it the case that participatory projects are necessarily educational. Instead, there are four possible combinations, each of which represents a different extension paradigm, as follows:

- **Technology transfer** (persuasive + paternalistic): This paradigm was prevalent in colonial times and reappeared in the 1970s and 1980s when the "Training and Visit" system was established across Asia. *Technology transfer involves a top-down approach that delivers specific recommendations to farmers about the practices they should adopt. [Plot2Farm; Plot-to-Field]*
- **Advisory work** (persuasive + participatory): This paradigm can be seen today where government organizations or private consulting companies *respond to farmers' inquiries* with technical prescriptions. It also takes the form of projects managed by donor agencies and NGOs *that use participatory approaches to promote predetermined packages of technology.*
- **Human resource development** (educational + paternalistic): This paradigm dominated the earliest days of extension in Europe and North America, when universities gave training to rural people who were too poor to attend full-time courses. It continues today in the outreach activities of colleges around the world. Top-down teaching methods are employed, but students are expected to make their own decisions about how to use the knowledge they acquire.
- **Facilitation for empowerment** (educational + participatory): This paradigm involves methods such as experiential learning and farmer-to-farmer exchanges. Knowledge is gained through interactive processes and the participants are encouraged to make their own decisions. The best known examples in Asia are projects that use Farmer Field Schools (FFS) or participatory technology development (PTD).

There is some disagreement about whether the concept and name of 'extension' really encompasses all four paradigms. Some experts believe that the term should be restricted to persuasive approaches, while others believe it should only be used for educational activities. Paulo Freire has argued that the terms 'extension' and 'participation' are contradictory. There are philosophical reasons behind these disagreements. From a practical point of view, however, **communication processes that conform to each of these four paradigms are currently being organized under the name of extension** in one part of the world or another. Pragmatically, if not ideologically, all these activities are considered to be represented in agricultural extension.



MNP
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Results Driven Agriculture Research

Developing a Cooperative Extension System
Final Report

Extension Task Force

21/12/2022

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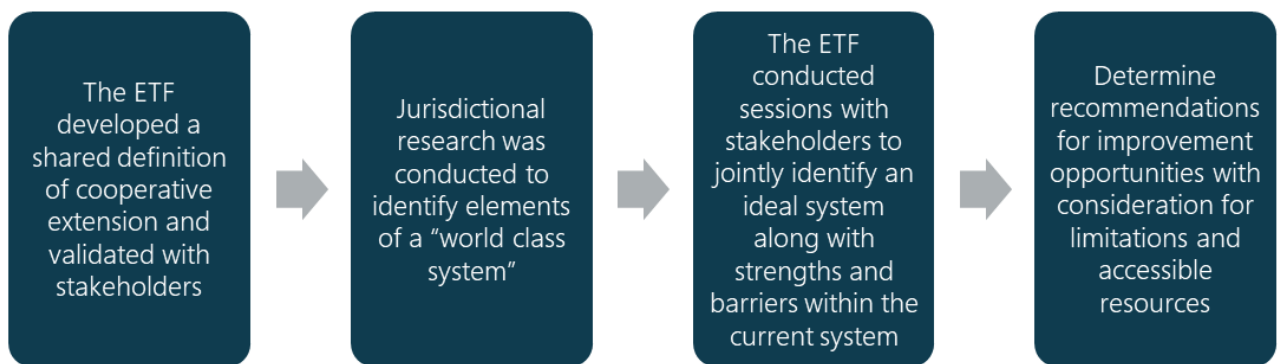
EXECUTIVE SUMMARY

Our Objective

Results Driven Agriculture Research (RDAR) has developed an Extension Task Force (ETF) to support the establishment of a coordinated, cooperative and compelling extension model for Agriculture in Alberta. The work of the Task Force focused on understanding and building on the current practices and existing capacity of the extension model as well as examining future needs.

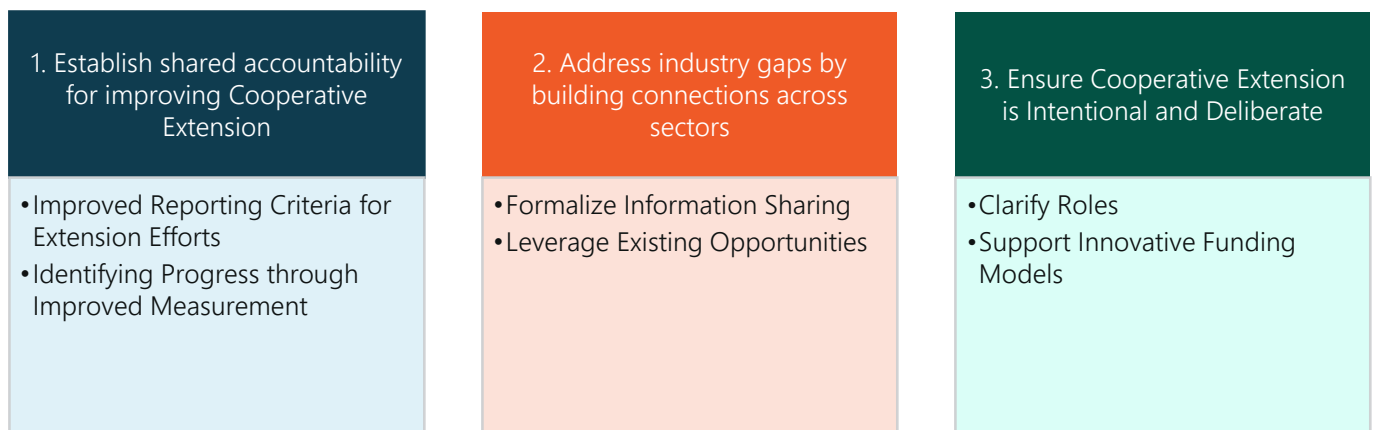
The Process

The ETF worked through the below four project phases to complete this task. Each phase built off the knowledge and understanding gained along the way. To further guide this project, the ETF met regularly to convene around results of each activity ensuring that the next phase leveraged and was informed by previous findings.



Opportunities for Improvement

The project resulted in the identification of three main opportunities for improvement for the current extension system within Alberta. These are further defined within pages 6- 12 of this report.



PROJECT OBJECTIVE

The Request for Proposals (RFP) from RDAR provided the following direction for the scope of this work:

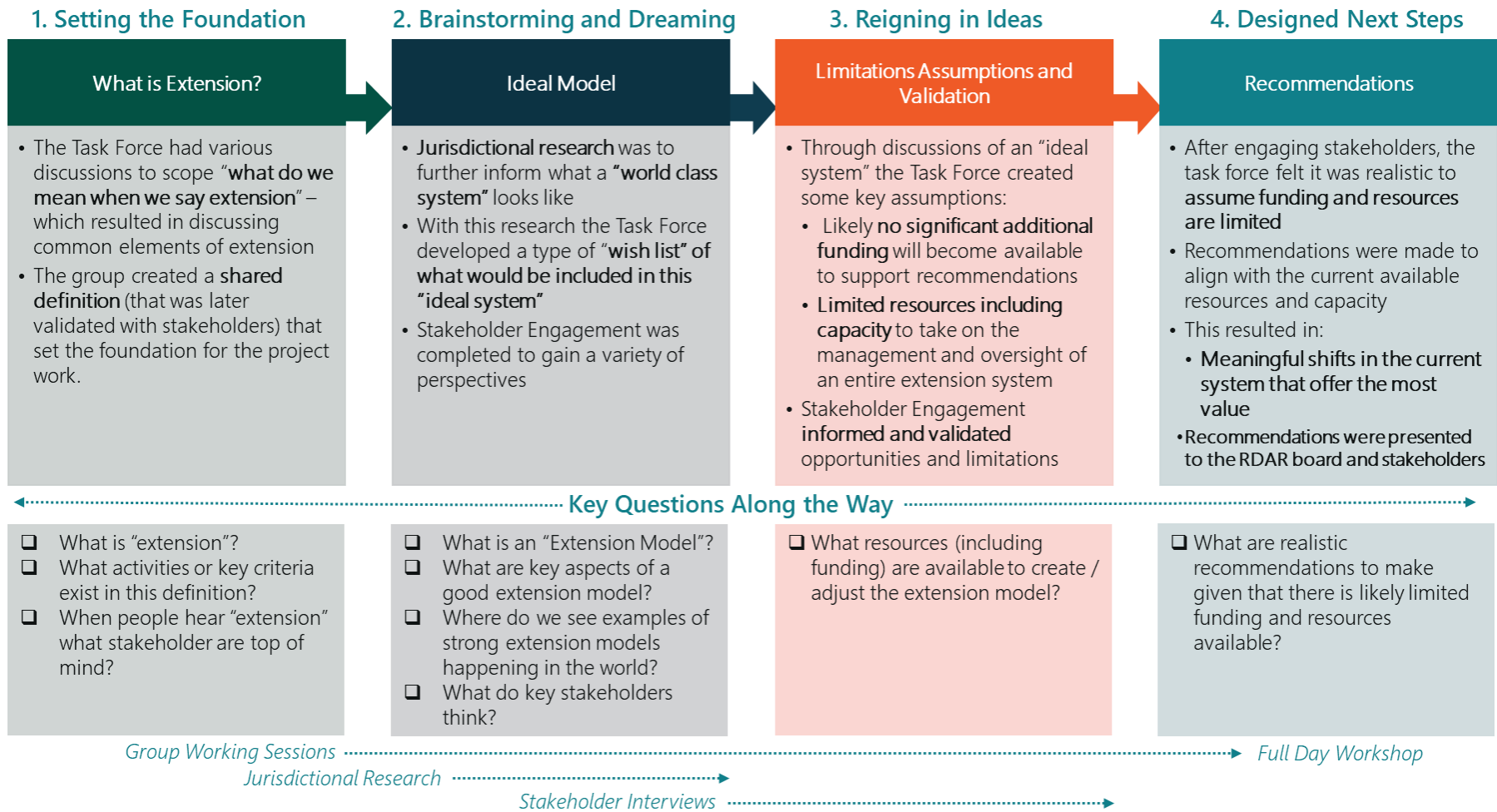
1. Task Force seek external expertise to assist the Task Force's work researching, facilitating, compiling and recommending considerations for a Cooperative Extension Model for Agriculture in Alberta
2. Facilitating the creation of an "end-state" vision of agriculture extension in Alberta, and what outcomes need to be delivered through "extension" to advance agriculture through the tangible delivery of increased farm gate revenues and growth of the agriculture and agri-food value-added sector
3. Drafting a plan for how the Cooperative Extension Model could be implemented once the end-state vision is complete

Appreciating the complexity of this scope of work and wanting to ensure the project was approached with thoughtfulness and clear intentions, the ETF met to discuss the following questions:

- What exists elsewhere?
- What would stakeholders like to see?
- What is working well with our current system?
- What are we missing?

A summary of the process, conversations and steps taken are provided in the following page.

Project overview: Journey and Discussions Along the Way



JURISDICTIONAL RESEARCH

Jurisdictional Research Results

MNP conducted desktop research on four (4) jurisdictions, as identified by the ETF. Overall, the results proved that extension practices vary across jurisdictions, include participation from a diverse set of stakeholders, and include a range of extension practices and activities. The main takeaway from the completed research is that there is no one size fits all approach to an extension model.

A brief summary of each of the jurisdictions reviewed is included in the table below:

Jurisdiction	Key Takeaways
US Department of Agriculture	<ul style="list-style-type: none"> Complex organization that leverages local offices and >100 Land Grant Universities. Institutionally driven extension with board mandates.
Nova Scotia	<ul style="list-style-type: none"> Province 'outsources' extension services to Perennia. Industry representation on Perennia board. Extension Activities complemented by NSFA, NS Agriculture, and NS Fisheries.
Western Grains Research Foundation	<ul style="list-style-type: none"> Leverages funding to invest in/support third-party extension activities. Farmer-led. Expects 'extension activities' through their Research Funding Policy – though definition is unclear.
Poultry Innovation Partnership	<ul style="list-style-type: none"> PIP Is not a legal entity. Network of interested partners. Funds extension activities (referred to as Knowledge Management and Technology Transfer).
The Netherlands	<ul style="list-style-type: none"> Combination of Private providers and WUR Extension in the Netherlands is very focused on commercialization Clear connection with PSI

Overall Findings

Key themes from this research included:



Extension activities are broadly moving away from the direct delivery of government



Connection with fundamental research and post-secondary institutions is common



Extension activities take a variety of forms



Public funding is common, but so is industry participation from producers and processors

These findings directly informed the stakeholder engagement approach, identifying key areas to further explore, and in later stages, informed the opportunities for improvement.

STAKEHOLDER ENGAGEMENT SUMMARY

Stakeholder Engagement: Approach

Before conducting the engagement sessions, key focus areas and associated discussion questions were developed in alignment with the assessment criteria and goals to frame the conversations and utilize stakeholders time efficiently.



1. Understanding Current Extension Practices

- 1.a. What are the key elements that drive successful cooperative extension?
- 1.b. Who do you see as the leader or leaders of extension in the province?



2. Identifying Opportunities and Needs

- 2.a. What does a world class cooperative extension system look like to you?
- 2.b. What are the opportunities for greatest impact in an improved cooperative extension system?



3. Defining Future Success

- 3.a. How would you measure the success of collaborative extension?

Key Stakeholder Findings

Overall, 31 participants attended the engagement sessions, with representation from post secondary institutions, crop producer associations, livestock producer associations, forage associations, applied research associations and a few others. The results of this engagement highlighted the following 12 key themes and findings which then directly informed the identification of improvement opportunities.

1. There are varying degrees of capacity / resources (depending on sector / region etc.) supporting extension efforts.
2. Who is viewed as a trusted advisor differs amongst stakeholders.
3. A key piece of delivering extension is having a network – and it is challenging to grow and maintain with such a network.
4. Measuring adoption and impact are the greatest challenges of “measuring success”.
5. Producers are well recognized as key players in extension.
6. Post secondary institutions have valuable information, however varying capacity and mandates challenge their ability to provide extension services.
7. Stakeholders are more comfortable participating in extension activities versus an extension system.
8. There is a key difference between the “business of extension” versus the “activity of extension”.
9. Stakeholders voiced concern that institutional knowledge is being lost.
10. There is currently no clear extension leader, the system is decentralized.

11. Extension systems reflect project-based funding models.
12. Limited nostalgia existed for the previous system facilitated by provincial government.

Opportunities and Next Steps

Finalized Definition

Using the stakeholder engagement feedback, ETF developed the below, **finalized and agreed upon definition of Cooperative Agriculture Extension.**

“Cooperative Agricultural Extension is a networked system focused on identifying and facilitating the application of technologies, practices, and knowledge in the pursuit of continuous improvement in the production of agricultural products.”

Priority Focus Areas to Improve Collaborative Extension

It should be noted that as a result of stakeholder engagement and ETF discussions, ETF concluded that the **existing extension model has many strengths and should be leveraged, not remade**, to foster future improvements and success. With that in mind, the below three opportunities for improvement were identified. Detailed context for each of these is provided throughout the following pages.

01

How does the agriculture industry in Alberta establish shared accountability for improving cooperative extension?

02

How does the agriculture industry in Alberta address industry gaps by building connections across sectors?

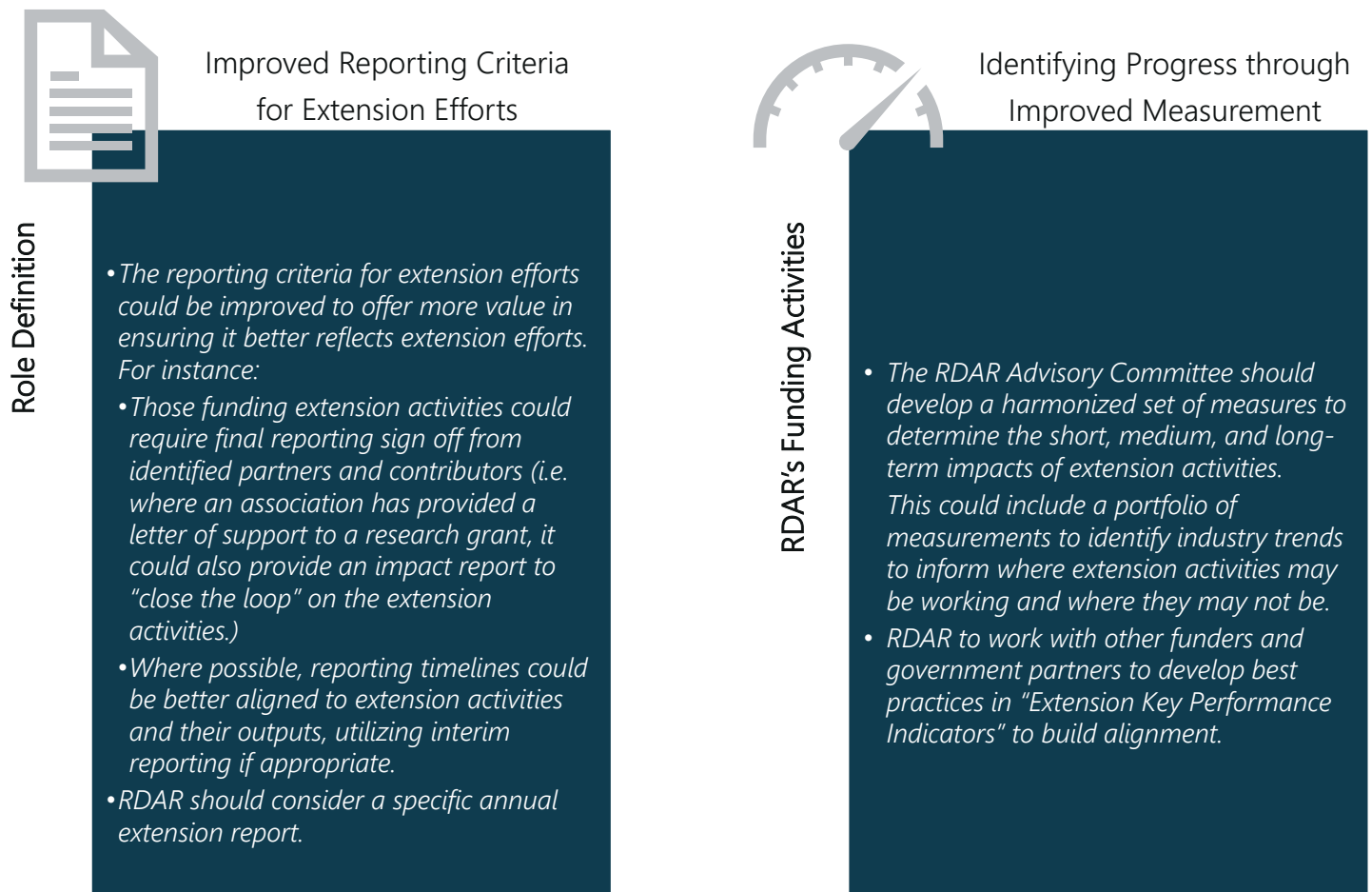
03

How does the agriculture industry in Alberta ensure cooperative extension is intentional and deliberate?

Opportunity 1: *How does the Agriculture Industry in Alberta establish shared accountability for improving Cooperative Extension?*

The Cooperative Extension task force identified that a significant gap exists with reporting and the ultimate delivery of extension in Alberta. In addition, in order to know the Cooperative Extension system is "improving" requires a benchmark understanding of where we are starting from; without these measures the full potential of the cooperative extension system might not be realized.

Tactics to support this opportunity are outlined in the graphic below.



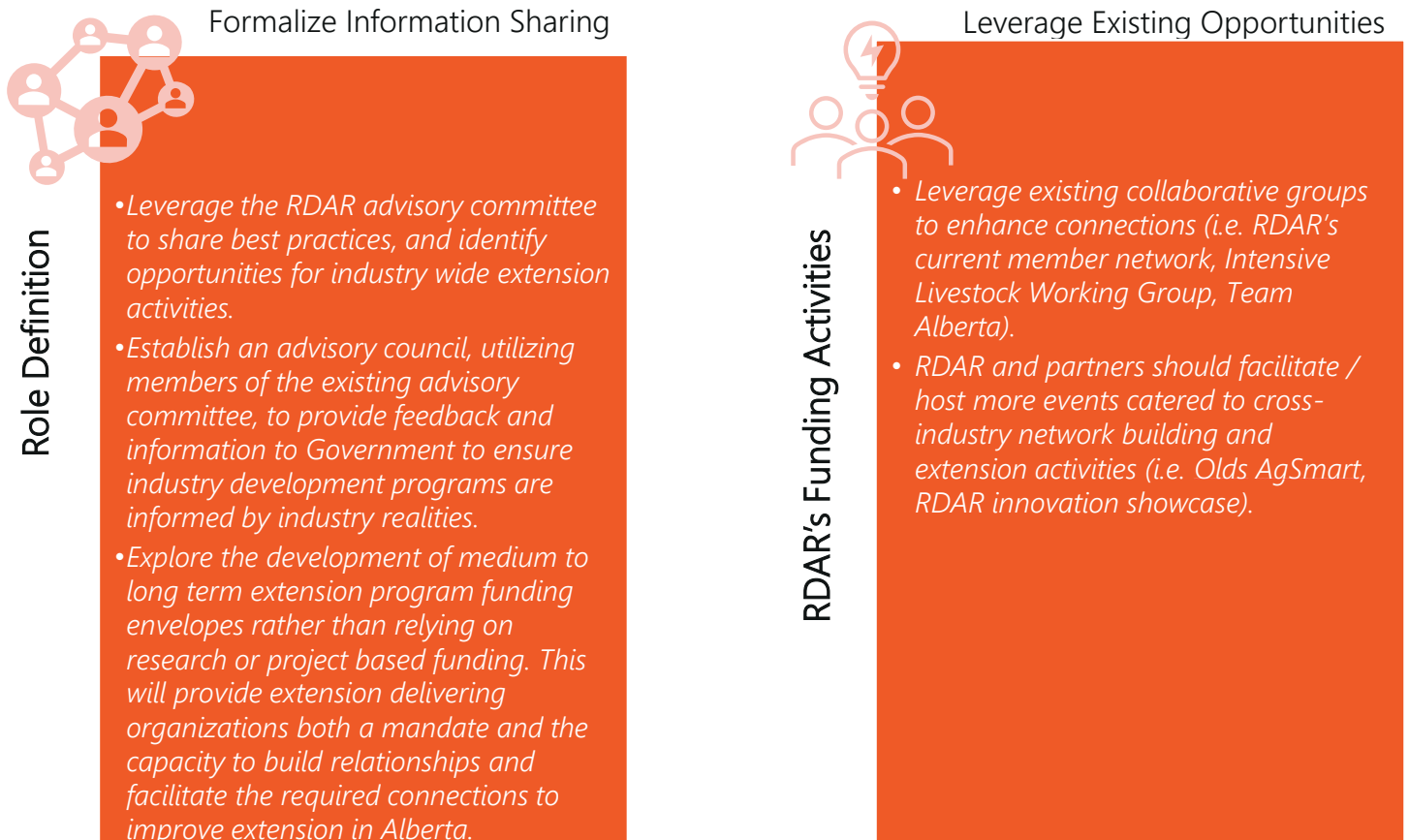
Pursuing this opportunity is expected to address the following gaps within the current extension system:

- Maximizing the ROI on the "investments being made" activity of extension
- Ensuring extension efforts are more prominent and intentional

Opportunity 2: How does the Agriculture Industry in Alberta address industry gaps by building connections across sectors?

A key component of an improved extension system for Alberta is focused is cross-sector collaboration. With the withdrawal of the Alberta Government from this role, the industry has lost a formal body to convene and develop the industry networks as well as the feedback loop for the Government.

Tactics to support this opportunity are outlined in the graphic below.



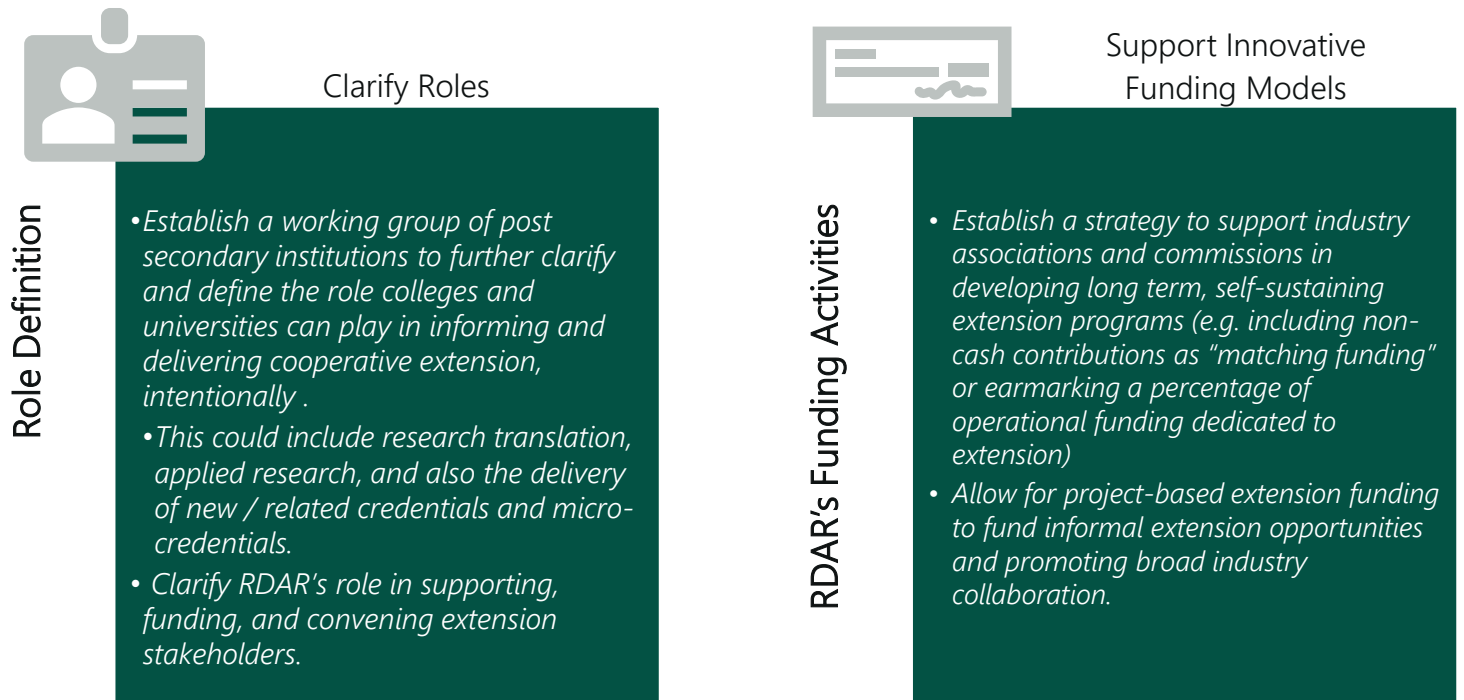
Pursuing this opportunity is expected to address the following gaps within the current extension system:

- Opportunity to “train the trainer” – and share best practices
- Misalignment of reporting expectations and what is actually reasonable within the extension process
- Desire to share information across sectors / geographical regions
- Existing groups have established relationships and trust that can be extended to extension practices
- Maximizing the ROI on the investments being made” activity of extension
- Majority of content being deliver through extension is being “pulled for” or “driven” by the producers, not being “pushed down” by subject matter experts
- Potential gap in producers “not knowing what they do not know”

Opportunity 3: *How does the Agriculture Industry in Alberta ensure Cooperative Extension is Intentional and Deliberate?*

A main focus area for the ETF and stakeholders was determining “who should be funding and / or facilitating extension?”. The two tactics outlined below aim to avoid duplication of efforts, ensure maximum ROI on funding efforts and co-investing where there is mutual benefit.

Tactics to support this opportunity are outlined in the graphic below.



Pursuing this opportunity is expected to address the following gaps within the current extension system:

- There is a wealth of knowledge in PSIs, but not necessarily the capacity to support extension activities (currently demand for their subject matter experts to share information is greater than the time they can provide)
- Shortage of trusted advisors in the system
- Majority of content being deliver through extension is being “pulled for” or “driven” by the producers, not being “pushed down” by researchers / other subject matter experts
- Potential gap in producers “not knowing what they do not know”

FINAL RECOMMENDATIONS

Opportunities and Next Steps: Finalized Definition

The Task Force felt that it was important for RDAR to discuss the key thoughts / questions (outlined below) before moving forward with the recommendations and model improvements. These questions were posed to the RDAR Board for feedback, which is summarized on the following page.

Define RDAR's Role and Commitment in Extension

1. The Taskforce believes RDAR is uniquely positioned to be the convener and broker of extension activities. This would include supporting cross industry network development, fostering and facilitating access to specialists.
2. RDAR should commit to supporting the "Business of Extension" by sharing best practices, housing a repository of extension materials, and providing a platform to "train the trainers"

What is the Future of the Extension Task Force?

3. RDAR should establish a permanent extension taskforce as a subcommittee to the RDAR advisory group to develop an implementation plan, operational strategy and success metrics.

Importance of Program Funding

4. RDAR should create multi-year program-based extension delivery funding envelopes that could be accessed by post-secondaries, ARAs, industry groups, commissions and other extension delivery agents. This could include a target for industry partnerships with a goal to self-sufficiency over time.

Clarifying the Role of Post Secondaries

5. RDAR should initiate engagement with Post Secondaries to define their role in extension. This engagement ought to include identifying solutions to funding, structural, and cultural barriers to fostering extension activities.

FEEDBACK FROM THE RDAR BOARD

Following a presentation of the above results to the RDAR Board, the ETF was provided with the following comments regarding each of the final recommendations.

Define RDAR's role and commitment to extension

- In establishing research priorities, the RDAR Board approved the establishment of Advisory Tables for specific agricultural sectors.
 - *The design of the Tables is underway, and we anticipate adopting the same cross-sector composition that worked so well for the Extension Task Force.*
 - *RDAR will encourage cross-table activities to enhance industry network development (question 1).*
 - *RDAR will also convene an annual event that brings all sectors together and meet as the AgriVerse.*
- In the future, RDAR is open to reviewing proposals to support the development of beneficial management practices (BMPs) and initiatives to develop Rancher Researchers and Producer and Community Engagement Research (PaCERS), as well as broadening Plot-to-Farm activities that encourage adopt and adapt activities.
- RDAR's commitment to extension is also demonstrated by the On-Farm Climate Action Fund (OFCAF) program, funding producer adoption of BMPs.
- RDAR will continue to advocate for other programs, for example, Living Labs and Resilient Agriculture Landscape Fund (RALP).

What is the future of the Extension Task Force?

- RDAR will establish Advisory Tables that will provide recommendations to the RDAR Board on opportunities and metrics aligned to RDAR's Ministry-directed outcome measures.

Importance of Program Funding

- RDAR currently has an open call for research projects available to post-secondary institutes, ARAs, industry groups, commissions and other extension agents aligned with RDAR's mandate. Projects eligible for Sustainable
- CAP funding may be multi-year and run until the end of March 2028.

- It is expected that the work of the Advisory Tables will lead to the announcement of targeted calls, the submissions of which will need to encompass the principles of T4P and knowledge mobilization.

Clarifying the Role of Post Secondaries

- RDAR supports the role of engagement within the funded programs transitioned to the post-secondary institutes, including universities and colleges, for example, poultry, beekeeping, and livestock health and welfare.
- The cultural and inner, psychological barriers to change with technology and BMP adoption is an area of interest to RDAR. We have initiated talks with the Simpson Centre at the University of Calgary to address this issue.

APPENDIX A: STAKEHOLDER FEEDBACK

Agricultural Service Board Provincial Committee

The ASBs support a Cooperative Extension Model and recognize the need for a way to coordinate regular, predictable engagements for networking, collaboration, and communication of outcomes and impacts from funded projects and activities.

The ASB agenda is for a long-term stable environment that supports farmer's ability to produce safe affordable food for all Canadians now and forever. Production research that addresses current diseases, pests, and conservation methods are important to all ASBs. However, a 'stable environment' is a holistic concept that encompasses more than just innovative production practices. Also important to ASB Extension efforts are broader topics that aren't the result of recent research. Examples of ASB extension work are:

- emissive legislation/regulations,
- farm/home security,
- safety,
- business management acumen,
- farm transition/succession,
- mental health,
- market access and assurance,
- rural development

1. How can RDAR refine their role and commitment in extension?

A formalized process such as an Extension Advisory Committee with representation from organizations or associations that are farmer lead or have direct farmer engagement like the ASBs and ARAs. This Committee should be small with a frequent turn over to accommodate good feedback gathering and maximize ability for organizations to be involved. ASB's are important stakeholders in agriculture extension work and need to be represented.

A formalized regular open forum stakeholder engagement(s) organized around extension and impacts is also necessary. These activities have historically been organized by the GOA, and have slowly reduced over the past couple of decades or moved to be industry lead with reduced participation. An organized plan with inclusive annual predictable events could build momentum for collaboration and engagement on extension.

2. What role should the Extension Task Force have in the future?

The Extension Task Force is positioned to be a good two way conduit of information and feedback between RDAR and farmer engaged extension organizations like ASBs and the ARA/FAs. Perhaps they could move into an Extension Advisory Committee?

3. What would stakeholders like to see from RDAR regarding program funding?

Project funding does not provide the operational stability needed for farmer engaged extension organizations. To get good honest and complete feedback from farmers on the impact of RDAR funded research projects, a robust community of engagement with farmers needs to be supported that can disseminate new innovations and ideas, collect impact information, and provide feedback to researchers and research programs on current issues and concerns. It takes time, money and people to build and nurture the relationships needed to bridge gaps between research and application in order for the public to get the maximum benefit out of any agriculture research investment.

Stable and predictable funding and clear expectations for the level of community engagement needed to collect the data and stories AND present them in a way that is meaningful to funders, researchers, and the public needs to be part of the funding equation.

4. How do we clarify the role of Post Secondaries?

Post-secondaries should be included as part of the collaborative extension model and required to adjust their policies around how they spend project funding to allow them to fully participate in collaborative extension. They must connect with farmer engaged organizations and need to communicate how their expertise and programs can benefit producers.

The ASB Provincial Committee working to clarify the roles of ASBs in agriculture extension and create a position statement on agriculture extension that will help to inform how ASBs as whole can and should participate in a cooperative extension model.