

Together, Northumberland Can Feed Northumberland:

Outcomes of the Strategic Action Planning Workshop

March 2026



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LOYALIST Applied Research
COLLEGE & Innovation Office

in partnership with the **Northumberland County Food Policy Council**

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Introduction

Northumberland County is home to a rich agricultural landscape, an active network of community food initiatives, and a growing interest in strengthening local food sovereignty. Across the county, farmers, community organizations, public health practitioners, municipal leaders, and residents have increasingly recognized that food systems influence not only agriculture and economic development, but also community health, environmental sustainability, and social wellbeing.

The *Northumberland County Food Policy Council* (NCFPC) was established in 2013 to support this work by bringing individuals, agencies, and local governments together to examine the operation of the local food system, stimulate dialogue, promote collaborative projects, and advance policy ideas that contribute to a sustainable and food-secure community.

Over time, it became clear that strengthening the local food system required renewed community engagement and broader participation beyond policy discussions alone. The work documented in this report represents a coordinated effort to re-activate county-wide dialogue and explore whether a more integrated, collaborative food system initiative could emerge.

Background: Building Momentum

The Northumberland Food Charter (2013)

The Northumberland County Food Charter (as found in **Appendix A**) was finalized in 2013 through a collaborative process involving local citizens, farmers, agencies, public health partners, and municipal representatives (Northumberland Food Policy Council, n.d.[a]). Its development occurred within a broader provincial momentum around local food systems, as communities across Ontario advanced food charters and strengthened food policy infrastructure.

Public Health agencies played an important coordinating role in this work. Building on earlier regional efforts, including the City of Kawartha Lakes Food Charter (Kirby et. al, 2023), partners in Northumberland County convened to articulate a shared vision for a vibrant, sustainable, and food-secure community. Support from Sustain Ontario and

provincial partners, including the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), contributed to education, outreach, and engagement activities during the Charter's development (Kirby et. al, 2023).

The Charter positioned food as a cross-cutting systems issue and provides a foundation for coordinated policy and program action. It is grounded in six core principles: health; environmental integrity; advocacy and education; local economic development; celebration of culture and community; and happy people (NCFPC, n.d.[b]).

Following completion of the Charter, members of the working group presented it to all seven municipalities across the county in the summer of 2013, each of which formally endorsed it. On World Food Day in October 2013, Northumberland County Council endorsed the formation of the *Northumberland County Food Policy Committee*, later renamed the *Northumberland County Food Policy Council* in 2016 to reflect its advisory and convening role within the local food system (NCFPC, 2016).

The Northumberland County Food Policy Council (2016 to Present)

Building on the foundation established through the Northumberland County Food Charter, the NCFPC adopted the following mission:

“to bring individuals, agencies, and local government together to examine the operation of the local food system, stimulate dialogue on food, promote community-based initiatives, and provide policy ideas and recommendations that enhance a sustainable local food system” (NCFPC, n.d.[c]).

Between 2016 and 2020, the NCFPC focused on establishing itself as a coordinating and advisory body within the local food landscape. Its Strategic Plan identified four primary areas of work:

1. Advocacy
2. Communication and Relationship Building
3. Sustainability and Governance
4. Education and Public Awareness

During this period, the Council worked closely with municipal and agricultural partners to strengthen policy support for local food systems. In 2019, Northumberland County, the NCFPC, and the Northumberland Federation of Agriculture jointly sponsored a comprehensive review of the eight municipal Official Plans across the county to assess how planning policy could better support local food production and food system

development. The resulting report, **Northumberland County: Food and the Official Plan** (Ross, H., 2020), provided detailed recommendations to enhance local food considerations within municipal planning frameworks and identified opportunities for future work, including zoning reviews, urban agriculture exploration, and continued support for community food initiatives.

Like many community organizations, the NCFPC experienced a period of disruption during the COVID-19 pandemic as Public Health resources were redirected toward emergency response. As in-person collaboration resumed, the Council reconvened and gradually rebuilt momentum, including renewed dialogue with local planners and participation in discussions related to updates to Northumberland County's Agricultural and Rural Official Plan in 2025.

In Fall 2023, the NCFPC refreshed its strategic direction to reflect emerging community needs and renewed interest in food system collaboration (NCFPC, 2023). The updated strategic plan identified three areas of focus:

1. Organizational Development
2. Community Engagement and Impact
3. Networking with Current and Potential Partners

Around the same time, other local food initiatives were also working to strengthen community dialogue around the food system. One such initiative was the Local Food Solutions Think Tank, organized independently by IncrEdible Trent Hills.

Local Food Solutions Think Tank (April 2024)

In April 2024, IncrEdible Trent Hills hosted the Local Food Solutions Think Tank, bringing together approximately 70 participants from across Northumberland County. The gathering demonstrated strong local interest in advancing food system collaboration and confirmed that many organizations and residents were already working toward similar goals, often independently.

As documented in **the Local Food Solutions Think Tank Report** (2024), the event highlighted both the breadth of local food system activity already underway and the opportunity to strengthen collaboration through ongoing county-wide coordination.

NCFPC Partners with the Centre for Healthy Communities

Russ Christianson, Chair of the NCFPC, participated in the one-day *Local Food Solutions* event as both a keynote speaker and a contributor. As the scale and systems-level nature of the ideas generated became more clearly aligned with a County-wide mandate, NCFPC members—under Russ’s leadership—identified an opportunity for the Council to take a stronger coordinating role in sustaining the dialogue and advancing next steps. This transition created a natural pathway for partnership with the Centre for Healthy Communities (CFHC), whose applied research capacity and community engagement expertise could help support structured follow-up, broaden participation, and strengthen long-term strategic coordination.

Loyalist College’s Centre for Healthy Communities is an applied research centre of excellence, rooted in social innovation. It supports non-profit, health, and government organizations to strengthen their impact on the social determinants of health, in alignment with the College’s commitment to the United Nations’ Sustainable Development Goals. Pillars of the CFHC include reducing poverty, increasing good health and well-being, promoting quality education, and reducing inequalities. The CFHC has built a regional reputation of working with community partners to drive innovation for social impact, through the collection and evidence-informed community-based research.

Food Policy Council’s Vision & Strategy Initiative

Before pursuing coordinated action, members of the Northumberland County Food Policy Council recognized the importance of stepping back to ensure that participants across the food system shared a common understanding of both the opportunities and challenges ahead. While enthusiasm for local food initiatives was evident, Council members identified a need to first build collective alignment — establishing a shared vision, confirming community readiness, and fostering joint ownership of future work.

Rather than advancing isolated initiatives, the Council sought to create a process through which farmers, organizations, institutions, and residents could collectively define priorities and determine whether there is sufficient interest and capacity to move forward together. This approach emphasized collaboration, mutual learning, and broad participation as prerequisites for meaningful systems change.

In partnership with Loyalist College’s Centre for Healthy Communities, the Food Policy Council therefore designed a two-part facilitated engagement process intended to move

participants from shared vision toward collaborative action. Two facilitated gatherings followed.

Visioning Session (November 2025)

Facilitated by Russ Christianson at the Hastings Public Library in Trent Hills, participants engaged in an open-ended, creative, and mutually supportive process to explore what a sustainable local food system could look like in Northumberland County. The session focused on building shared understanding, identifying common values, and articulating long-term aspirations for the local food system. The results of this visioning process are described in the companion report, ***A Shared Vision for a Local Sustainable Food System in Northumberland County*** (2025).

Strategic Action Planning Workshop (January 2026)

Also facilitated by Russ Christianson, this session was held at Loyalist College's Port Hope campus and shifted the focus from vision-building toward implementation. Participants worked collaboratively to identify practical areas for cooperation, organize around emerging themes from the visioning process, and assess collective willingness to support next steps.

Purpose of This Report

This report documents the outcomes of the Strategic Action Planning Workshop and subsequent Interim Leadership Meeting. It serves four primary purposes:

1. To complete the convening role of the Northumberland County Food Policy Council by documenting the process and outcomes of the local food system engagement initiatives to date.
2. To document the strategic discussions that took place during the Strategic Action Planning Workshop, building on the results of the visioning process. This includes the collaborative dialogue through which participants identified priority areas for collective action, as well as the ideas and opportunities explored within breakout group discussions.
3. To describe the emergence of a broader steering committee and sub-committee model designed to support collaboration across all parts of the food system — extending beyond policy into implementation, coordination, and community participation.

4. To outline the transition to the next phase of work, including a forthcoming Environmental Scan and Asset Mapping initiative led by the Centre for Healthy Communities in partnership with Community Power and regional partners.

Strategic Action Planning Workshop

The Strategic Action Planning Workshop was held on January 28, 2026, bringing together farmers, community organizations, municipal representatives, food system advocates, educators, and residents from across Northumberland County. Nineteen participants attended (including facilitators), ten of whom were new to the conversation – invited through word-of-mouth from previous participants or through outreach later in the planning process.

The full-group sessions at the beginning and end of the day were facilitated by Russ Christianson, Chair of the Northumberland County Food Policy Council (NCFPC). Note-taking and breakout group facilitation were supported by three staff members from the Centre for Healthy Communities (CFHC) and one staff member from Lakelands Public Health, who has seconded hours to support the work of the NCFPC as needed.

Participants received the workshop agenda (see **Appendix B**) and the previously completed Visioning Session Report in advance, allowing the day to focus on translating the shared vision into practical areas for collaboration.

Opening Conversation

The workshop began with roundtable introductions and an overview of the work completed to date. Russ Christianson framed the gathering as the next step in an ongoing community process, building on earlier conversations about whether Northumberland County possesses the land, knowledge, and community capacity required to strengthen its local food system.

As part of the opening discussion, Christianson shared reflections and external input received from local farmer Glen Young, who was unable to attend in person. Young's message emphasized a key insight from farm-level experience: the primary challenge facing local food systems is not production capacity, but demand — specifically how modern purchasing habits, institutional procurement systems, and consumer routines shape the viability of local food markets (Young, 2026).

This perspective helped ground the discussion in practical realities while reinforcing an emerging shared belief expressed throughout earlier sessions: “Northumberland Can Feed Northumberland”.

Participants reflected on this idea not as a statement of certainty, but as a guiding question — if the region has the land and expertise to feed itself, what conditions must change to make that possible?

Reviewing the Visioning Report and Identifying Priorities

Following the opening discussion, participants revisited themes identified during the November 2025 Visioning Session. Rather than beginning from scratch, the group worked collectively to interpret the vision report through an action-oriented lens.

Discussion focused on how previously identified priorities related to one another and whether they could be organized into practical areas of work. Participants noted that food systems challenges operate simultaneously across physical, social, political, and economic systems, and that progress would require collaboration rather than isolated initiatives. Through facilitated dialogue, participants agreed to consolidate themes into a smaller number of interconnected priority areas that could support immediate collaboration.

Breakout Group Formation

An open process was used to determine breakout groups. Participants self-selected into areas where they felt their experience, interest, or organizational role could contribute most effectively.

Based on the identified strategic priorities, four working areas emerged:

- Land Access and Stewardship
- Food Hub Development and Local Infrastructure
- Communications and Community Engagement
- Policy Reform and Political Engagement

Across groups, discussion consistently returned to a shared realization: many initiatives already exist within Northumberland County, but they often operate independently, without sufficient coordination or shared communication structures.

Land Access and Stewardship

Participants explored farmland affordability, succession planning, shared land-use models, and municipal planning decisions that influence whether agricultural land remains available for food production. Conversations emphasized that protecting and activating farmland is foundational to any future local food system.

Food Hub and Infrastructure

The food hub discussions focused on production aggregation, processing, distribution, and retail access. Participants highlighted the need for intermediary infrastructure capable of making local food accessible within modern purchasing routines while supporting viable farm operations.

Communications and Community Engagement

This group examined how to build public participation and cultural connection around local food. Participants emphasized storytelling, education, community gatherings, and new communications approaches capable of reconnecting residents with food, land, and local identity. The phrase *Northumberland Can Feed Northumberland* was identified as a potential unifying narrative for public engagement.

Policy Reform and Political Engagement

Participants discussed the importance of municipal leadership, zoning decisions, and stronger collaboration between food system practitioners and local decision-makers. The concept of an intermunicipal food system task force emerged as a potential mechanism for aligning policy efforts across the county.

Full-Group Discussion and Emerging Direction

Following breakout discussions, participants reconvened to share insights and identify common themes emerging across the priority areas.

Several conclusions became clear:

- Northumberland County possesses significant agricultural capacity, community knowledge, and organizational expertise.
- Many food system initiatives are already underway across the region.
- The primary challenge is not a lack of activity, but fragmentation and limited coordination among existing efforts.
- Sustained progress would require a structure capable of maintaining communication and collaboration across sectors.

Participants also acknowledged that, while the workshop brought together a diverse cross-section of stakeholders, many voices and perspectives within the broader food system were not yet fully represented. Farmers, institutions, businesses, community organizations, and residents engage with the food system in different ways, and expanding participation was identified as essential to building a truly county-wide initiative.

For this reason, participants identified asset mapping and network coordination as a critical next step. Developing a clearer understanding of who is involved in Northumberland County's food system — including existing initiatives, relationships, assets, and gaps — was seen as necessary both to strengthen collaboration among current participants and to invite additional partners into the conversation.

The group further recognized the need for continuity beyond a single workshop. As a result, participants agreed to establish an interim leadership group to guide next steps, support coordination, and help expand engagement as the initiative moved forward. Based on participation, a leadership group was chosen and would meet to discuss next steps and continue carrying the convening process.

The day closed with optimism, high levels of participant satisfaction, and a clear commitment to continue working together toward a coordinated local food system effort.

Leadership Meeting Outcomes and Transition to Implementation

Following the Strategic Action Planning Workshop, an interim leadership group convened on February 19, 2026, to confirm next steps and establish a structure capable of sustaining momentum generated through the community engagement process. The meeting followed the agenda outlined in the Interim Leadership Team Follow-Up Meeting materials.

The leadership group consisted of representatives from organizations positioned to support coordination across the broader food system: Tony Walker, *Community Power Northumberland*; Joe Heenan, *IncrEdible Trent Hills*; Alicia Vandine, *Northumberland United Way*; Amanda Solmes, *Centre for Healthy Communities, Loyalist College*.

The group met virtually to clarify governance, coordination roles, and implementation priorities emerging from the January workshop discussions.

Establishing a Steering Committee

Participants confirmed that ongoing coordination would be supported through the creation of a Northumberland Local Food Steering Committee.

Rather than forming a new formal organization, the group intentionally chose to remain a grassroots collaborative entity during this early stage. The Steering Committee was envisioned as a facilitative body whose primary role is to:

- connect individuals and organizations working across the food system,
- maintain communication among participants,
- support collaboration between working groups,
- recruit additional partners and participants, and
- provide a unified voice for shared communications and future advocacy efforts.

Membership in the Steering Committee will consist of:

- the chair or co-chairs of each subcommittee (action group), and
- representatives of community-wide organizations able to contribute infrastructure, resources, and regional connections

Community Power Northumberland and United Way were identified as key partners.

Subcommittees and Working Structure

The leadership group reaffirmed the four priority action areas that emerged from the Strategic Action Planning Workshop:

1. Land Access and Stewardship
2. Food Hub and Infrastructure Development

3. Communications and Community Engagement

4. Policy Reform and Intermunicipal Alignment

Subcommittees will operate as action-oriented working groups responsible for advancing practical initiatives aligned with these themes.

To support sustainability and avoid volunteer burnout, participants agreed that subcommittees would initially aim to:

- meet approximately quarterly, and
- identify at least one achievable action within a 90-day period.

The Steering Committee will serve as the coordinating body linking these efforts and ensuring information flows across groups.

Asset Mapping as a Central Coordinating Activity

A major outcome of the leadership meeting was agreement that asset mapping and network coordination should serve as the central organizing activity for the next phase of work.

Rather than functioning as a separate subcommittee, asset mapping will be led by the Steering Committee itself, with contributions from all working groups. Participants emphasized that understanding existing assets — organizations, producers, initiatives, infrastructure, skills, and community leadership — is essential before large-scale system changes can occur.

With pre-approval from the Centre for Healthy Communities at Loyalist College, Amanda Solmes proposed that CFHC could lead the technical implementation of the asset mapping process, provided the work was conducted in partnership with a community organization.

Community Power Northumberland agreed to serve as the official community partner for this initiative, enabling the project to proceed as a community-driven applied research collaboration.

Future Gatherings and Timeline

Meeting participants agreed that the next phase of work should prioritize organizing subcommittees and advancing asset mapping before reconvening the broader network.

Rather than scheduling frequent large gatherings, the group proposed:

- subcommittees forming and beginning work in Spring 2026,
- ongoing Steering Committee coordination throughout the year, and
- a county-wide gathering in Fall 2026 (anticipated November) to:
 - present preliminary asset mapping findings,
 - share progress from subcommittees, and
 - collectively determine next steps for long-term food system collaboration.

This future gathering is intended to mark the transition from exploration toward coordinated implementation.

Conclusion

The process documented in this report represents the culmination of a multi-stage community effort to explore the future of a local sustainable food system in Northumberland County.

Through its convening role, the Northumberland County Food Policy Council created space for dialogue, collaboration, and relationship-building among sectors that do not often work together. Rather than producing a single prescriptive plan, the process resulted in the establishment of a collaborative Steering Committee and subcommittee structure designed to support ongoing coordination and community participation.

The next phase of work will focus on strengthening relationships across the food system and expanding participation beyond those already engaged. Subcommittees will begin advancing practical actions aligned with identified priority areas, supported by a Steering Committee responsible for coordination and communication.

A county-wide gathering is anticipated for Fall 2026 to share findings of the environmental scan and asset mapping initiative, highlight progress of sub-committees, and determine next steps for long-term collaboration.

This report therefore marks a transition: from convening to coordination, and from vision toward implementation. The work ahead will continue to evolve through shared leadership, open participation, and ongoing learning across the community.

Recommendations and Immediate Next Steps

1. Activate subcommittees through open community invitation and participation.
2. Establish regular Steering Committee coordination meetings.
3. Conduct the Northumberland County Food System Environmental Scan and Asset Mapping initiative, with support from Loyalist College's Centre for Healthy Communities.
4. Maintain transparent communication with the broader food community network (including those not on sub-committees).
5. Reconvene the community in Fall 2026 to review findings and determine future collaborative action.

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Appendix A

WHY A FOOD CHARTER?

The primary goal of the Northumberland County Food Charter is for individuals, agencies, and local governments to work together to build a vibrant, sustainable, food-secure community. To do this, we need to examine the operation of the local food system, stimulate and lead a dialogue on food, promote projects in the community, and provide policy ideas and recommendations that enhance a sustainable food system.

A Northumberland County Food Charter will focus on land use planning, agriculture, emergency food distribution, food retail access, community health, waste management, environmental management, and community economic development. Integrating food decisions into these areas of municipal jurisdiction will strengthen a whole system approach in the delivery of services. Best practices can improve energy efficiency, decrease pollution, conserve water, and reduce and redirect waste.

THE IMPORTANCE OF AGRICULTURE

Agriculture in Canada is bountiful, enabling this Country to be one of the largest producers and exporters in the world. Northumberland County alone has reported over 97,481 acres of farmland in use by 974 farms throughout the County (Source: Statistics Canada, 2011 Canadian Census of Agriculture). It is estimated that Northumberland County agricultural production is responsible either directly or indirectly for employing approximately 6000 individuals and has a \$247 million direct & indirect impact on the County (Northumberland County Economics of Agriculture Study, 2001).

Farming and agriculture is the foundation of a healthy sustainable food system and an extremely important economic driver in Northumberland County. The 2012 Local Food Business Retention and Expansion project revealed that if every household in Northumberland County spent just \$10.00 per week on local food we could add \$16.4 million into the local economy.

The Northumberland Food Charter was developed by local citizens and stakeholder groups:

Burnham Family Farm

Concerned Citizens

Food 4 All Warehouse

Ganaraska Region Conservation Authority

Haliburton Kawartha Pine Ridge District Health Unit

Local Farmers

100 Mile Diet - Grafton

Municipal Councillors

Northumberland Cattleman's Association

Northumberland Child Development Centre

Northumberland County Economic Development & Tourism

Northumberland Federation of Agriculture

Ontario Ministry of Agriculture

Ontario Ministry of Rural Affairs

Peterborough Community Gardening Network

Port Hope Community Health Centre

Sustainable Cobourg

United Way

Wicklow Way Farm



www.NorthumberlandFoodCharter.ca



NORTHUMBERLAND COUNTY FOOD CHARTER

The World Health Organization defines food security as existing "when all people at all times have access to sufficient, safe, nutritious food to maintain a healthy and active life". We in Northumberland County agree to work together to build a vibrant, sustainable, food-secure community. Therefore, _____ endorses the following principles as the foundation of a comprehensive food security framework for research, planning and policy and program development.

HHealth

...we support:

- Public policies that recognize a healthy diet that contributes to the physical, mental, spiritual, and emotional well being of all residents.
- Incorporating food security, the provision and distribution of food, into local emergency planning.
- Improving access to locally grown, healthy food options for all.

Environmental Integrity

...we support:

- Environmentally sound methods of food waste management such as composting and reclamation programs.
- Food production methods that sustain or enhance the natural environment in both rural and urban settings.
- Access to a safe and sustainable water supply as an integral part of the food system.

Advocacy & Education

...we support:

- Public education concerning the connections between our health, the environment, and our food choices.
- Initiatives that develop local food growing, preparation & storage skills.
- Programs that support local farms and assist future farmers.

Local Economic Development

...we support:

- Prioritizing production, processing, distribution and consumption of local food.
- Promoting our region as a food, agricultural, and culinary destination.
- Facilitating community partnerships that enhance the availability of fresh, local food for all.

The Celebration of Culture and Community

...we support:

- Celebrating and promoting respect for traditional, cultural and spiritual food diversity.
- Strengthening links between rural and urban communities and fair agricultural and trade policies globally.
- Community events and festivals that assist local economic development and promote healthy lifestyles.

Healthy and happy people making strong enduring communities



Appendix B

Proposed Agenda

Strategy Session for a Local Sustainable Food System for Northumberland County

Location: Loyalist College, 10 Pine Street South, Port Hope

Contact: Russ Christianson, 705-653-6830 or russ.k.christianson@gmail.com

Date: Wednesday, January 28, 2026

Time: 10:00 a.m. to 2:00 p.m. We will start at 10:00 a.m. sharp

Facilitator: Russ Christianson, Chair, Northumberland County Food Policy Council

Objectives for the session:

- Build on the visioning session in November and establish clear strategic priorities
- Identify immediate opportunities for action
- Enjoy an open-ended, creative and mutually supportive process and discussion

Please arrive on time, and bring your own lunch.

Time	Description
9:45 a.m.	Arrivals and settling in
10:00 a.m.	1. Welcome and Roundtable Introductions • Opening remarks from Russ Christianson • Your name, position (staff and/or volunteer) & organization/business
10:30	2. Questions and comments regarding the visioning reports
	3. Agree on strategic priorities identified in the visioning session
	4. Break into strategic priority groups and assign a facilitator and recorder
11:30	Refreshment Break (20 minutes)
11:45	3. Report back to the whole group
12:35 p.m.	4. Determine the next steps and leadership in the strategic planning process
1:45	5. Meeting evaluation – Quick roundtable
2:00	6. Adjourn

The Vision picture drawings reflected a set of common themes:

- local food growing everywhere — farms, gardens, greenhouses, and public spaces
- local food being eaten locally, visible in plates, meals, kitchens, and markets
- healthy ecosystems, including clean water, soil, air, biodiversity, and pollinators
- circular systems with composting, waste cycling, and regenerative land management
- accessible and affordable food for all residents
- strong supports for farmers, including education, land access, and infrastructure
- community connection, generosity, and shared responsibility
- local distribution pathways, bringing food directly from farms to main streets and households

Collectively, these vision pictures offer a vibrant and hopeful picture of what a local sustainable food system could look like in Northumberland County — ecologically thriving, community-rooted, and supported by strong local systems that nourish both people and the land.

Strategic Priorities from the Visioning Report

1. Land protection and land access
2. Local production, processing, and distribution capacity
3. Education, awareness, and cultural change
4. Policy reform and political engagement
5. Collaboration networks and governance
6. Inclusion, equity, and representation
7. Relationship-building with missing stakeholders

Facilitation Guidelines for Self-Selected Break Out Groups

Each group will have a strategic priority to focus on (*in Northumberland County*)

Questions for each group to answer and record:

1. What does this strategic priority mean to you, and what key elements or issues does it encompass?

***Prompt:** Are there additional ideas you would like to see integrated that weren't discussed in the larger group?*

***Prompt:** What does this priority mean today, and what could it mean in the future?*

2. What are the initiatives that are already happening for this strategic priority?
3. Who are the important players involved, and who do we need to engage in this process?
4. What is missing or underdeveloped in the current landscape, including voices, groups, or initiatives?
***Prompt:** Are there promising ideas or models from elsewhere we should keep on the radar?*
5. How can we build on these initiatives to support them, partner, and scale up?
6. What are the three most important things we can do to in the coming year to make progress on this strategic priority?