



Kawartha Lakes Agriculture and Food Action Plan 2020-2024

Farmers to Consumers: Growing Success 2.0



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Acknowledgements

The City of Kawartha Lakes, Economic Development



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1.0 Introduction

The agriculture and food sector in the City of Kawartha Lakes (the City) is not only a significant economic driver, but it contributes to the overall quality of life in the region. The City is characterized in part, by its 250 lakes, rivers and waterways, 9,500 acres of forests and over 300,000 acres of farmland. Agriculture plays a huge role in the City's economy considering agriculture, forestry, fishing and hunting make up over 4% of the workforce, compared to a provincial average of 1.49%.¹ Beyond primary production, a variety of agriculture and agri-food related businesses also play an important role in the City's economy. These include input and equipment suppliers, agricultural support businesses (i.e. veterinary services, financing, agronomists, etc.), food processors, manufacturers, distributors and other evolving industries.

In 2010, the City developed an Agricultural Action Plan (*Growing Success*) to address ongoing challenges and stimulate sector growth. Now, in 2019, many of the actions in *Growing Success* have been implemented on an ongoing basis. This renewed Action Plan builds upon *Growing Success* to ensure that strategic efforts in the City continue to adapt to the evolution of opportunities and challenges in the agriculture and food sector.

This Action Plan is a result of numerous forms of engagement with agriculture and food stakeholders (see section 2.2). This Action Plan is meant to be used to continue strategic efforts to support agriculture and food in the region. The City, through the Development Services Department, specifically Economic Development, will champion this work and track success. This a living document that will be implemented and updated as the sector evolves within the City and province.

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¹ EMSI Canada Data (2016.3)

2.0 About the Agriculture and Food Action Plan

2.1 An Informed Action Plan

A Situational Analysis of Agriculture in Kawartha Lakes was used to inform the development of the Action Plan. The Situational Analysis compares census of agriculture data from 2011 and 2016 to identify trends and insights into the agriculture cluster in Kawartha Lakes. There are a number of insights identified through this work:

- There are fewer farms, but the farms are larger.
- Kawartha Lakes has seen a reduction in farmland area of 5.1% since 2011 (slightly less than that of the Central Ontario Region).
- Younger operators and women make up a larger share of farmers.
- Many farm operators also do off-farm work.
- Most farms are sole proprietorships.
- Kawartha Lakes has seen an increase in oilseed and grain-type farms, goats and rabbits. At the same time, the number of beef farms has decreased.
- In 2016, one in eight farms sold food directly to consumers.
- In 2016, 8.3% of Kawartha Lakes farms reported having a renewable energy-producing system on their operation.
- In 2016, farmers continued to report larger and more expensive equipment.
- Farms in Kawartha Lakes continue to use technology to drive management decisions.

The Action Plan aligns with a number of Kawartha Lakes strategies. These include the City of Kawartha Lakes Corporate Strategic Plan, the Economic Development Strategy and the Healthy Environment Plan, as well as the Cultural Master Plan and Destination Development Plan (Tourism Strategy), which are both under development.

The objectives in this Action Plan (described in section 5.0) align with the Kawartha Lakes 2017 Economic Development Strategy's agriculture and food cluster objectives. A cluster is a geographic concentration of businesses and associated institutions that strengthen each other because they are located in close proximity. The development of clusters is an effective economic development strategy to stimulate innovation, accelerate business growth and increase competitiveness. The agriculture and food cluster objectives are as follows:

- Grow the City of Kawartha Lakes agri-brand; begin with a focus on the existing livestock strength and build.
- Grow the food processing sector (expansion of existing processors, identify new opportunities for processing and distribution) to build employment around value added agriculture.
- Support the innovation and diversification of local agriculture to increase farm revenues. Grow agri-culinary participation among producers and connect the results to tourism.
- Increase businesses, employment, and tourism.

2.2 Engagement

Agriculture and Food Sector Survey

The City administered the Agriculture and Food OSPREY Survey during February-March 2019 to solicit input from local businesses on their current operations and future plans, workforce and thoughts on doing business in Kawartha Lakes. OSPREY is the Ongoing Survey Program: Retention, Expansion and Youth which was developed by the City and is used as a conversational tool with businesses. It includes a variety of multiple choice and open questions as well as selected questions from the Ontario Ministry of Agriculture, Food and Rural Affairs Business Retention and Expansion Survey. In total, 67 farmers and 11 other agri-businesses (including food processors, food storage, input suppliers and consultation/advisory support services) completed the survey.

Agricultural Summit

On March 28, 2019 48 producers and businesses from across the agri-food supply chain participated in a full-day planning session to help inform the revised Action Plan.

City of Kawartha Lakes Input

City staff, including the Economic Development Officer - Agriculture, and Economic Development team members, as well as other staff from across several departments and divisions were actively engaged to develop this Action Plan. As a result, the ground-work has been laid across the Corporation to facilitate opportunities to enact change benefiting the development of the agriculture and food cluster.

Agricultural Development Advisory Committee

The Agricultural Development Advisory Committee (ADAC) provides advice and assistance to Council and Economic Development. The ADAC optimizes economic opportunities focused on the growth and prosperity of rural areas and the agricultural sector in the City. Acting as the Project Steering Committee, ADAC participated in the survey, the workshop and met with the Project Team on June 13 and October 10, 2019 to provide insights for the renewed Action Plan.

2.3 Implementation

This Action Plan is a living document that should be implemented and updated as the sector evolves. The Action Plan, while belonging to council and assigned to the Development Services Department is a guiding document for the entire community and, will be led by the City's Economic Development Division and championed by the Economic Development Officer – Agriculture. The implementation will be a collaborative effort amongst a collective group of stakeholders throughout Kawartha Lakes to ensure long-term success. The new, enhanced and renewed actions are identified in the goal charts by priority within short, medium and long term timeframes. The Action Plan also supports the continuation of current core and committed activities. The Economic Development Officer - Agriculture at the City will support the Action Plan by directly advancing some of the action items as well as tracking success by others in the corporation and throughout the community. Where appropriate, the City will also look to

aligning with surrounding municipalities in order to maximize impact across the region in advancing the agriculture and food sector to remain at the forefront of agriculture and food development action.

3.0 Key Challenges and Opportunities

Throughout consultations, a number of challenges and opportunities emerged. As such, they are presented in this section to form the basis of the Action Plan (see section 6.0) for the next five years (2020-2024).

Workforce

Challenge

Unfilled labour requirements are a challenge in the City. This is in part due to willingness to work manual labour, inexperience with farm equipment and machinery, and the seasonality of some positions. The ability to find qualified candidates with an understanding of agriculture including livestock management and modern equipment/programming skills is a key challenge.

+

Opportunity

There is an opportunity to develop an agri-food labour force strategy that may include promotion of careers in agri-food and agriculture technology, attraction of newcomers to the sector, developing industry relationships for jobs fairs, and addressing management leadership skill gaps within local agri-food employers.

Incorporating training and education including pre-employment and incumbent upskilling, apprenticeships, engagement and retention of youth in the industry will be important.

Land Use

Challenge

There are barriers related to on-farm development with regards to the land-use policies and regulations for value-added opportunities.

+

Opportunity

Align the City's Official Plan language with the Provincial Policies for: "Agri-tourism uses", "Agriculture-related uses" and "On-farm-diversified uses, and create a modernized Comprehensive Rural Zoning Bylaw to reflect those enabling and progressive policies.

Ensure local bylaws do not restrict the development of local food systems. This includes zoning to allow for farm marketing opportunities and activities that strengthen community food security and economic development.

Infrastructure

Challenge

Ongoing challenges related to municipal infrastructure such as bridge and road maintenance; road width and other road safety considerations.

+ Opportunity

Coordination of policies across the City to ensure that agricultural stakeholders are routinely engaged throughout the infrastructure planning process.

Protecting
Agricultural Land

Challenge

Access to and availability of prime agricultural land for current and future food production needs must be maintained at the local level to ensure the sustainability of the sector nationally.

+ Opportunity

Retain and strengthen strategic municipal policies and by-laws to ensure continued protection of agricultural lands.

Local & Export
Development

Challenge

Despite great provincial and regional efforts, accessing local food remains a challenge for retailers and other service providers.

+ Opportunity

Empower the community to champion the Kawartha Lakes brand by promoting local food procurement within the City of Kawartha Lakes institutions.

At the same time the City should continue to promote Kawartha Lakes grown and raised agri-food products to serve national and international market demand.

Food Processing

Challenge

A key barrier hindering the ability to supply local markets is the availability of local processors.



Opportunity

While the presence of some processors are key assets, there would be considerable benefits to attracting additional food processors to the area.

Supporting the enhancement of value added agriculture and food processing including distribution is identified as a strategy to enhance the agriculture and food economy.

Innovation Adoption

Challenge

The changing climate presents both opportunities and risks for Kawartha Lakes' agri-food sector. Challenges include increased water stress, adaptive measures needed for crop selection and trying new plant varieties, adopting different soil and water management techniques, among others. The agriculture sector will need to implement innovative solutions to adapt to a changing climate.



Opportunity

The survey results showed that more than half of the respondents have or will adapt their current practices to respond to climate change.

Continue to encourage use of the Environmental Farm Plan amongst Kawartha Lakes farmers to improve environmental conditions of their operations.

Continue efforts to support technology improvements in livestock farming.

Continue collaboration with local post-secondary institutions that offer programs in Sustainable Agriculture and Food Systems.

Continue efforts to share research and development results to help producers adapt to climactic changes.

4.0 Kawartha Lakes Vision for Agriculture and Food 2024

The City of Kawartha Lakes agriculture and food cluster is a leader in the use of science and innovation, collaboration, education, and farm to fork excellence. The cluster is continuously improving and contributing to a healthy community, landscape, and environment.

5.0 Overview of Agriculture Action Plan Objectives and Goals

Objective	Goals
Continue excellence in agriculture and food business development and support services	<ol style="list-style-type: none"> 1. Ensure Kawartha Lakes maintains a supportive business environment where agri-businesses can expand and thrive 2. Enhance opportunities in value-added agriculture
Enhance agriculture and food workforce development activities	<ol style="list-style-type: none"> 3. Support agriculture and food education for students within Kawartha Lakes 4. Fill the gaps between the agri-food labour force and employers needs in Kawartha Lakes
Ensure that municipal planning, infrastructure, and regulations facilitate agricultural development	<ol style="list-style-type: none"> 5. Update Official Plan, comprehensive zoning bylaws and municipal policies to support agricultural development. 6. Improve local infrastructure 7. Enact tax policies that support agricultural development 8. Streamline planning and building application processes for agri-businesses in Kawartha Lakes
Continue to build the Kawartha Lakes brand by supporting agriculture and food	<ol style="list-style-type: none"> 9. Empower the Kawartha Lakes business community to promote agriculture and food 10. Continue to develop and strengthen Kawartha Choice FarmFresh as the local food brand
Ensure that agriculture and food businesses are equipped to adapt to a changing climate	<ol style="list-style-type: none"> 11. Strengthen the ability for the agricultural sector in Kawartha Lakes to mitigate and adapt to a changing climate

6.0 Action Plan

6.1 Continue Excellence in Agriculture and Food Business Development and Support Services

GOAL 1: Ensure Kawartha Lakes maintains a supportive business environment where agri-businesses can thrive.

#	Action Items	Proposed Lead and Support	Timeframe
1A	<p>Enhance the agriculture and food concierge “Pilot” service provided by Kawartha Lakes economic development to:</p> <ul style="list-style-type: none"> (i) Empower the pilot – Continue to develop CKL pilot project to guide agricultural businesses in development (single point of contact to support expansion, start up and investment) (ii) Communicate funding opportunities (iii) Help navigate land use policies, regulations and by-laws (iv) Support business planning with farmers (v) Succession planning support to ensure long term viability of agricultural production 	CKL Economic Development, ADAC, and seek additional community partnerships	Current/committed
1B	Together with Leading Livestock Genetics, host international industry groups and support international missions to continue to market Kawartha Lakes as a leader in livestock genetics with the aim to increase export sales.	CKL Economic Development and Leading Livestock Genetics	Current/committed
1C	Partner with the Canada-Ontario Export Forum, and Ministry of Agriculture, Food and Rural Affairs to host a bi-annual LEAP (Launch your Export Action Plan) Workshop within the region in partnership with neighbouring economic development offices.	CKL Economic Development	Medium term
1D	Explore the potential for a “Community Investment Fund” to be created by working with multiple investors (e.g. retired farmers, financial institutions, government agencies, business immigrants, etc.) which provides patient debt and equity capital for community economic development in the region, which can focus on value-added agri-food businesses as an investment stream.	Seek community partnerships	Long term

GOAL 2: Enhance opportunities in value-added agriculture.

#	Action Items	Proposed Lead and Support	Timeframe
2A	Provide support to develop on-farm markets and experiential agri-tourism, (how to expand/scale agri-tourism activities, funding opportunities, creating and help navigating modern policies and zoning bylaws).	CKL Economic Development, CKL Planning	Current/committed
2B	Promote existing commercial kitchen facilities in the City of Kawartha Lakes available to businesses for value-added processing.	CKL Economic Development, CKL Parks and Recreation	Short term
2C	Explore further investment in Kawartha Choice FarmFresh and continue to support collaborative networks where producers, processors and distributors can exchange market information and improve local and regional linkages (relates to Action 10E).	CKL Economic Development	Short term
2D	Develop a plan with goals and timelines to attract food processors and consumer goods processors to the area. Case studies to explore include Fairlife (Peterborough), Nith River Milling (Wellesley), etc.	CKL Economic Development and Planning, and seek community partnerships	Medium term
2E	Identify gaps in cold storage, distribution, processing and packaging infrastructure, and develop plan to support more efficient use and access to existing facilities.	CKL Economic Development	Medium term
2F	Expand the Community Improvement Plan to other areas to include support for on-farm diversified and food processing businesses. Examples of success include value added agriculture in Norfolk County, Haldimand County, and Elgin County.	CKL Economic Development, CKL Planning, CKL Finance	Medium term
2G	Create a land/property inventory as an up-to-date listing of all the agricultural lands and buildings available for sale or lease.	CKL Economic Development to seek community partnerships	Long term

6.2 Enhance Agriculture and Food Workforce Development Activities

GOAL 3: Support agriculture and food education for students within Kawartha Lakes.

#	Action Items	Proposed Lead and Support	Timeframe
3A	Conduct career days with agricultural sessions to connect agriculture and food business sector employers to potential employees showcasing the opportunity for career advancement pathways – with a focus on youth and underrepresented groups (i.e. Women, visible minorities, immigrants, etc.)	ADAC, CKL Economic Development to seek community partnerships	Short term
3B	Collaborate with school boards and local principals/vice-principals to promote the resources and programs available through AgScape and others to educate about agriculture and food workforce opportunities.	CKL Economic Development to seek community partnerships	Medium term
3C	Conduct farm tours for elementary and high school-age children.	Seek community partnerships	Medium term
3D	Work with local guidance councillors, school boards and principals/vice-principals to develop a more comprehensive Co-operative education or High Skills Major in Agriculture at local high schools and provide an opportunity to actively engage local youth with local agri-businesses.	CKL Economic Development	Medium term

GOAL 4: Fill the gaps between the agriculture and food labour force and employers needs in Kawartha Lakes.

#	Action Items	Proposed Lead and Support	Timeframe
4A	Find partners to explore an agriculture and food employee skills development program.	CKL Economic Development to seek community partnerships	Current/committed
4B	Provide training and support activities streamlining the hiring and on-boarding process for agriculture and food sector employers.	CKL Economic Development to seek community partnerships	Short term
4C	Partner with Victoria County Career Services (VCCS) to create an agriculture and food part-time jobs board and available labour pool to target recent retirees and other previously skilled professionals looking for part time work.	CKL Economic Development to seek community partnerships	Medium term
4D	Information sharing between local agri-food employers and secondary/post-secondary institutions on prospective co-op student opportunities (manual labour and skilled labour).	Seek community partnerships	Medium term
4E	Develop a regional agri-food labour force strategy.	Seek community partnerships	Medium term

6.3 Ensure That Municipal Planning, Infrastructure, and Regulations Facilitate Agricultural Development

GOAL 5: Update Official Plan, comprehensive zoning bylaws and municipal policies to support agricultural development.

#	Action Items	Proposed Lead and Support	Timeframe
5A	Update a clear definition, regulations and policies for on-farm diversification, value-added agriculture, and agri-tourism in municipal policies in advance of the Municipal Comprehensive Review (MCR) so as not to delay implementation of updated bylaws within the new Comprehensive Rural Zoning By-law.	CKL Planning, Council support	Current/committed
5B	Permit on-farm diversified uses provided they are compatible with, and do not hinder, surrounding agricultural operations.	CKL Planning, Council support	Current/committed
5C	Ensure local by-laws do not restrict the development of local food systems including zoning to allow for farm marketing opportunities and activities that strengthen community food security and local economic development.	CKL Planning, Council support	Current/committed
5D	Clearly identify permitted agricultural and agriculture-related uses, as well as on-farm diversified uses in agricultural zones in municipal policies and the comprehensive rural zoning by-law (use 2014 Provincial Policy Statement definitions of agriculture-related uses and on-farm diversified uses).	CKL Planning, Council support	Current/committed
5E	Protect agricultural land by supporting edge planning policies. Where high quality farmland is close to areas of concentrated growth use Edge Planning and Agricultural Impact Assessments to achieve compatibility between these two uses, edge planning and ensure the two can co-exist.	CKL Planning, Council support	Current/committed
5F	Continue to co-ordinate annual VIP agricultural tour for City of Kawartha Lakes staff and agency partners involved with agriculture and food businesses.	CKL Economic Development, ADAC	Current/committed
5G	Actively seek input from ADAC on municipal policies, regulations, and activities impacting agriculture to ensure sustainable local planning decisions.	CKL Planning, CKL Economic Development and other municipal stakeholders	Short term

GOAL 6: Improve local infrastructure.

#	Action Items	Proposed Lead and Support	Timeframe
6A	Review opportunities to improve understanding and support for tile drainage use by farms.	Seek partnerships	Current/committed
6B	Work with regional partners and governments to promote the importance of increasing access to natural gas, broadband and cellular expansion.	CKL Senior management council	Current/committed
6C	Continue to support rural infrastructure projects and apply for municipal infrastructure funding.	CKL Finance	Current/committed
6D	Strengthen the formal engagement policy for City staff to use when planning roads and other infrastructure development (i.e. bridges and municipal drains) to ensure agri-business needs are understood and accommodated by including a referral to ADAC.	CKL Departments, ADAC	Short term

GOAL 7: Enact tax policies that support agricultural development.

#	Action Items	Proposed Lead and Support	Timeframe
7A	Maintain a by-law with exemption from development charges for all new on-farm structures.	Council, CKL Finance, ADAC	Current/committed
7B	Continue to monitor provincial trends and the local needs of agriculture to discover best practices related to the farm tax ratio of the residential tax rate.	ADAC, CKL Finance, Council	Current/committed
7C	Consider passing a resolution supporting OFA policy on taxation for buildings used for value-added agriculture.	Council, CKL Finance, ADAC	Short term

GOAL 8: Streamline bylaw and planning application processes for agri-businesses in Kawartha Lakes.

#	Action Items	Proposed Lead and Support	Timeframe
8A	Within the development of the Comprehensive Rural Zoning Bylaw, ensure that clear language is used to define what non-agricultural activities are permitted as-of-right on agricultural lands within the agricultural system and which uses will require a public application/comment process to remove ambiguity which can cause unnecessary delays.	CKL Planning, Economic Development	Current/committed
8B	Consult with ADAC and local agriculture businesses to determine ways to streamline processes relating to regulations on building permits, development applications, fill permits, etc. and drainage ditch maintenance.	CKL Development Services, CKL Engineering & Assets, CKL Public Works	Short term
8C	Adopt a 'continuous improvement' approach to implementing future bylaw, planning and permitting processes to ensure a streamlined process. For example, when new by-laws and/or policies are put in place, a review of how agriculture and food businesses will interact with it will be conducted to ensure streamlined processes.	CKL Planning, Economic Development	Medium term

6.4 Continue to Build the Kawartha Lakes Brand by Supporting Agriculture and Food

GOAL 9: Empower the Kawartha Lakes business community to promote agriculture and food.

#	Action Items	Proposed Lead and Support	Timeframe
9A	Connect consumers to the Kawartha Lakes agriculture and food system by promoting culinary and agri-tourism experiences.	CKL Economic Development	Current/committed
9B	Continue to promote how Kawartha Lakes agriculture and food contributes to the environment, economy, local character, quality of life.	CKL Economic Development, ADAC, Council	Short term
9C	Support the development of a Kawartha Lakes agriculture and food ambassador program to help local businesses champion the image/brand to ultimately help local businesses prosper.	CKL Economic Development, seek community partners	Short term
9D	Permit seasonal or 'open-now' road-side signage and other safety signage within the sign by-law. (i.e. A-frame signs, "Active Farming Area" signage, horse and buggy caution signs on high traffic routes, etc.)	CKL Building	Short term
9E	Support the development of local food procurement policies by CKL institutions to support farmers and farm businesses. Supporting local food production, consumption and procurement helps the local economy and keeps local dollars in the community.	CKL Economic Development	Medium term

GOAL 10: Continue to develop and strengthen Kawartha Choice FarmFresh as the local food brand

#	Action Items	Proposed Lead and Support	Timeframe
10A	Continue to produce direct to consumer marketing business support activities (i.e. social media, online and print marketing-Kawartha Choice FarmFresh)	CKL Economic Development	Current/committed
10B	Develop a strategic plan to support and expand the Kawartha Choice FarmFresh program promoting local agriculture and food (includes details found in 2F).	CKL Economic Development	Current/committed
10C	Promote farm market opportunities to consumers, as well as events that promote direct to consumer opportunities.	CKL Economic Development	Short term
10D	Explore capacity for local food market in the winter months.	Seek community support	Medium term
10E	Explore the opportunity to further develop a “Farm Bucks/Market Bucks” – redeemable vouchers for local farm or farmers’ market purchases.	Seek community support	Medium term

6.5 Ensure That Agriculture and Food Businesses are Equipped to Adapt to a Changing Climate

GOAL 11: Strengthen the ability for the agricultural sector in Kawartha Lakes to mitigate and adapt to a changing climate.

#	Action Items	Proposed Lead and Support	Timeframe
11A	Support the implementation the Healthy Environment Plan to ensure the resiliency of the agriculture sector in Kawartha Lakes in the face of climate change.	CKL Development Services as per the Healthy Environment Plan	Current/committed

7.0 Appendices

Appendix A. March 28, 2019. Strategic Planning Session Overview

The purpose of today is to develop a community action plan to grow and strengthen our agriculture and food sector.

1. What would a successful sector look like?
2. What are the big challenges and opportunities?
3. Action plans: what steps, strategies, initiatives?

Agenda

SIGN IN	9:00
Welcome by Rebecca Parker, Chair of the Kawartha Lakes Agriculture Development Advisory Board Kelly Maloney, Agriculture Development Officer – introduce Facilitator and Consultants, Presenters, etc. Logistics – washrooms, phones, heat. Then do quick introductions of participants – Name, business or farm type and any ag association affiliations. Session objective overview.	9:30
<ol style="list-style-type: none"> 1. Kawartha Lakes Agriculture Profile – Carolyn Puterbough, OMAFRA (10 min.) 2. City of Kawartha Lakes Economic Development Strategy – Rebecca Mustard, Manager, Ec Dev (10 min.) 3. Agriculture & Food Survey Results – Wilton Group (30 min.) 	9:45
BREAK	10:45
<ol style="list-style-type: none"> 1. Review 2010 Agricultural Action Plan Accomplishments and compare to Agriculture Economic Development Industry Guiding documents - Kelly Maloney (20 min.) 2. Review/Discussion of Potential Opportunities found in the Guiding Documents – Panel – Kelly Maloney, Carolyn Puterbough, Rebecca Mustard, Bronwynne Wilton. (10 min.) 	11:00
Breakout #1 – Setting the Stage – Current Issues and Future Vision – Erik Lockhart (45 min.) <ol style="list-style-type: none"> 1. What are the issues, gaps and threats to the success of agriculture and food related businesses in Kawartha Lakes? 2. What opportunities are there for expanding the agriculture and food related business sector? In 20 years, what will a successful Kawartha Lakes agriculture and food sector look like? (keywords) 	11:30
LUNCH – hot local lunch – roast beef on a bun, mashed potatoes, Caesar salad, pickles, pies and cheesecakes.	12:15

<p>Breakout #2 – Developing the Vision and the Actions – Erik Lockhart</p> <ol style="list-style-type: none"> 1. Develop phrases which will form an updated vision statement for Kawartha Lakes Agriculture and Food Sector. 2. Components of the Action Plan - What actions can be taken to capture opportunities & address threats? Short, medium and long term initiatives 3. Criteria for success – Strengthening Agriculture - How do you measure success? 	1:00
<p>Conclusions – Next Steps –Kelly Maloney</p>	3:30