



Institutional Local Food Procurement

A field guide for managers and cooks

Prepared for The City of Thunder Bay, 2014

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1. Introduction

The Corporation of the City of Thunder Bay is an advocate for locally produced foods, supporting the adoption of the Thunder Bay Food Charter, the Community Environmental Action Plan, a Community Garden policy, and participates on various local committees, including the Thunder Bay and Area Food Strategy, to increase the use of local foods. The City recently adopted a Sustainable Ethical Environmental Purchasing Policy and is leading the development of a Food Strategy for Thunder Bay and Area. The Food Strategy builds on the endorsement of the Thunder Bay Food Charter that promotes principles related to food security, environmental sustainability and economic prosperity within the community.

One of the long-term goals for the Food Strategy is to see a shift towards a food service model that prioritizes local food within the broader public sector. The City of Thunder Bay currently oversees purchasing for four publically funded day care centres and three publically funded long-term care facilities:

- Algoma Child Care Centre
- Ogden Child Care Centre
- Grace Remus Child Care Centre
- Woodcrest Child Care Centre
- Dawson Court Home for the Aged
- Grandview Lodge Home for the Aged
- Pioneer Ridge Home for the Aged

The City's broader public sector procurement project aims to increase NW Ontario/Ontario food purchases by 10% within the municipally administered centres, and build capacity for other broader public sector organizations—such as schools, hospitals and post-secondary institutions—to do the same.¹

The current project builds on a successful 2012 project that identified players in public sector food procurement in the city and the capacity of local (regional) producers to supply public institutions with nutritious locally sourced product. A projected 2% increase in public sector purchase of local food was easily met and commitment made by many of the survey and workshop participants to continue to strive towards increased local food production, processing, purchase and consumption by secondary and post-secondary educational institutions, hospitals and long-term care facilities.

While the demand for local food among institutional buyers is strong, the processes through which managers, chefs, and storekeepers are able to procure local food for public sector meal service are less developed. This resource guide is designed to make local food procurement easier and more straightforward by offering suggestions, tools and templates that can be easily used in both large and small organizations. Similar resources abound online—the drive for public sector local food procurement has a well established history in Canada and the United States. The Thunder Bay field guide is modeled after these resources and is tailored to the unique context of northwestern Ontario. It contains specific information on local agricultural products and seasonal availability, regional distribution networks and suppliers, and municipal policies and

¹ Ontario food definitions are provided in Appendix A.

procedures that apply specifically to the region. It's just for you!

The Institutional Local Food Procurement Field Guide is divided into four sections. The first section outlines a very simple framework to help guide managers and kitchen staff to increase the use of local ingredients in the menu. The following sections take a deeper look at each of the steps in the framework, offering simple tools and straightforward strategies that will help you plan a menu cycle that reflects the bounty of the seasons, strategize with suppliers to identify and source more local food, measure the amount of local food used in the kitchen, and share your experiences with your patrons.

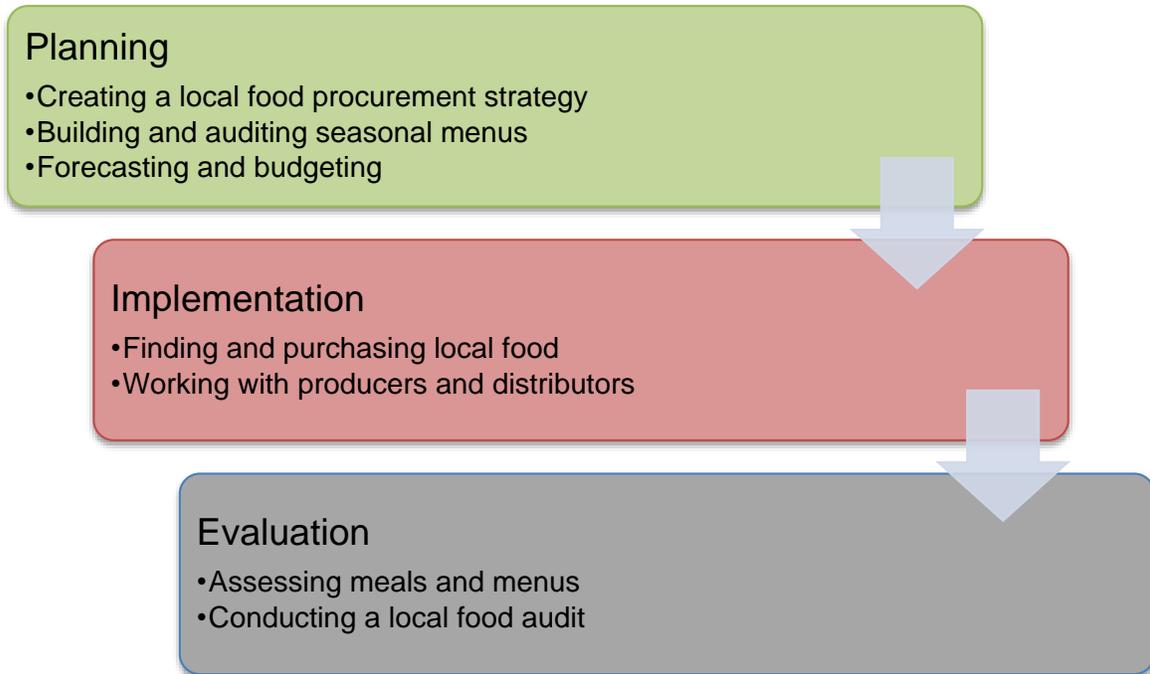
2. Local Food Procurement Framework

There are three essential phases to local food procurement: Planning, Implementation and Evaluation. These are standard activities public sector managers and chefs are required or encouraged to perform in accordance with ministry guidelines—the only difference is that this approach encourages food service teams to look at menu and procurement planning through the lens of local food.

The field guide is built around these three phases and is designed to make it as easy as possible for teams to build seasonal menus based on safe, healthy food produced close to home. The guide provides a series of recommendations alongside a set of tools to assist broader public sector institutions—large or small—build menus that highlight home grown, homemade meals.

The first phase, **planning**, involves taking a close look at yearly menu cycles and comparing the meals in each cycle to the list of seasonally available produce and conducting a quick audit to confirm what you know about the provenance of the ingredients in the meals. Procuring local food may require working with your existing distributors to source more local products, or establishing new relationships with producers and suppliers who are able to meet institutional requirements. Setting food quality and service criteria in the planning process will make it easier to communicate your needs with your suppliers.

A comprehensive local food procurement plan will make implementation fun and easy. It's not necessary to roll out the plan all at once—it may take a little bit of time for some of your suppliers to adjust to local food sources. Suggestions and strategies for the **implementation** process relate to identifying new products and suppliers, and communicating with new and existing suppliers about what your goals and expectations are. This section of the field guide provides straightforward and comprehensive information about Thunder Bay's municipal procurement policies and procedures and suggests strategies on how to leverage the efforts of your peers to build local food use in your own organization.



Evaluating your team’s efforts to incorporate local food purchases into your daily procurement practices is important and surprisingly easy. Setting targets and measuring the amount of local food purchased by institutions is an important and ongoing policy discussion in the province. Ontario’s new Local Food Act (2013) includes provisions for the Minister to establish goals or targets for local food procurement for public sector institutions to aspire to (Local Food Act 2013 Section 4) and to direct organizations to provide information to assist the government in assessing progress toward meeting goals or targets (Local Food Act 2013 Section 5 (1) (c)). Bench marking and measuring local food purchases over the course of several seasons will help administrators set procurement targets that are reasonable and achievable. The information provided through the auditing process can also be used by municipality and the private sector when making decisions to invest in the local agricultural economy.

3. Planning for Local Food Procurement

A carefully planned strategy will help your institution set reasonable expectations for local food procurement, and will make implementation simple and straight forward. It helps to be clear about why you want to incorporate local food into your meal service. Identifying the reasons will help you tailor your strategy moving forward. For example, you may decide that serving local food will help support local farmers and contribute to the local economy, or that serving more local food will help your organization move away from heavily processed foods by preparing more meals from scratch.

The following questions will assist your team in identifying what your priorities for local food procurement are, and what your expectations should be. Take a few moments during your next staff meeting to discuss some of these questions with cooks, storekeepers, management and other staff that have expressed an interest in local food or healthy eating.

1. Why is your institution choosing to serve local food?
2. According to the government of Ontario, local food is defined as anything that is grown or raised in the province. Based on this definition, what local food is your institution currently serving?
3. Considering your location in northwestern Ontario, how suitable is this definition? How would you change the definition?
4. How will your local food program begin? (e.g. one new type of local food such as beef or produce, one local meal each week, a certain percentage of all food served)?
5. How will your institution's local food program grow in the future? Is this vision realistic? Is setting a local food target for a percentage of food procurement realistic? How will you measure your results?
6. Are there budget opportunities or constraints that need to be considered?
7. Are there opportunities or constraints regarding your relationships with current food distributors that should be considered?

Questions 8 through 15 should be revisited from time to time, as more local food vendors come online. Take advantage of meetings with your peers from outside your institution to see if they have had similar experiences, and to find out how they have managed any challenges. A manager or cook from another centre may know suppliers that you haven't encountered yet. You can use the answers to these questions to guide your discussions with local food vendors as your local food procurement grows.

8. Are there opportunities or constraints regarding the availability of local food in your region? What are they?
9. Does your institution have food quality, food safety, volume or service concerns? If yes, what are they? (Be as specific as possible and write these concerns down so you can share it with suppliers.)²
10. How well do your suppliers identify food origins before you make your purchase? Do they tell you what is available in season from Ontario? Could they? How do you know where the product comes from when you buy it?
11. How can you best communicate with your current suppliers about your local food preferences? Who should lead the conversation, and what should they say?
12. Who are the best suppliers of local food in your experience? What can your suppliers do differently in order to supply you with local food?
13. What other farmers or distributors could you be working with to increase your use of local food in your institution? What are your greatest concerns with working with them?
14. What system of record keeping will help you track and measure the amount of local food you are serving in your institution? Who will be responsible for that?

² These questions are adapted from: Institutional Local Food Program Action Plan and Guide, Iowa Initiative for Sustainable Communities Project 2012

How can your suppliers make it easier for you to account for your local food purchases?

Menu Planning

Cycle menus are common in institutional food service for a number of very good reasons—they provide balanced nutrition and offer suitable variety; preplanned meals are usually consistent in cost, quality and portion sizes. Well-planned cycle menus also provide several opportunities for local food procurement. A four-week menu cycle that changes seasonally (every three months) can incorporate the best that Ontario farmers have to offer each month. Local producers need to plan well in advance of harvest season to ensure that they will have a large enough supply to meet the growing institutional demand.

- How closely does your menu reflect seasonal harvests? When planning next year's menu, refer to the seasonal availability guide at the back of the [Get Fresh! Thunder Bay local food guide](#) and highlight fresh fruits and vegetables that can be incorporated into soups and stews, entrees, veggie trays, salads, desserts and fruit snacks. Add these items to the menu for each cycle. The availability of some seasonal crops will depend on the weather; harvests may arrive a few weeks early or late. It helps to leave room for some flexibility to allow for appropriate substitutions if local farmers are affected by unusual weather patterns.
- Start small. Add a "Harvest of the Month" ingredient feature to the second choice or first choice entrée each week and use these meals as an opportunity to share information about food production, preparation and nutrition. Share seasonal recipes and nutritional and production information with families through newsletters or other take away fliers so they can recreate these popular meals at home.
- If possible, identify the farm brand or source of the local food entrée on the menu as a reminder when placing orders. "B&B Farms Mashed Potatoes" "Belluz Farms Strawberry Crumble" "LA Quality Meat Loaf" "De Bruin's Tomato Salsa".
- Add a space at the bottom of the Menu-at-a-Glance to include a list of seasonally available products for that cycle as a reminder to ask your suppliers specifically for products grown in Ontario.
- Menus that are designed to take advantage of locally available produce in season enable institutional purchasers to negotiate sales agreements with local producers and vendors well in advance of harvest season. This will help ensure that the suppliers can meet the order at the specifications you require. The same concept can be easily applied to proteins such as dairy, beef, pork, and poultry, as well as prepared specialty items, which are available year-round. Potatoes, carrots, cabbages, apples, mushrooms, and greenhouse tomatoes, bell peppers, cucumbers and salad greens are also available from Ontario growers nearly 12 months of the year and can be commonly found in the mainstream food retail and

distribution supply. Share your menus with producers and suppliers to find out what they are able to source locally.

- Identify each item that includes local ingredients with an “eat local” symbol on the printed copies of the menu that you share with clients and their families. Add another symbol to indicate which items on the menu are homemade. Don’t forget to indicate what the symbols mean at the bottom of the menu.

Menu Auditing

Menu auditing is a tool to identify where the ingredients for your meals are coming from. The first step is to take a look at the menu you are currently using, and cross reference it with the seasonal availability guide included in the field guide. People are naturally inclined to eat with the seasons—preferring lighter, fresher fare in warmer months, and warming, hearty meals once the leaves start to fall. There is a good chance that your menu cycle reflects the seasons, but that doesn’t necessarily mean that the strawberries or salad greens purchased in July are from Ontario—or even Canada! Circle the entrees and snacks on each menu that can easily incorporate seasonal fruits and vegetables. Is there a strawberry dessert in February? Consider switching it over to June and serve an apple dish in the winter instead.

The next step is to consult the invoices and usage reports you have received from your most recent suppliers to identify what products you are purchasing from specific suppliers. The documents should include the brand name, quantity and price per case. Some companies may include *food providence* information on the invoice or usage report. If they don’t, the next time you meet with a sales rep, ask for more information about the origins of specific items that you think can or should be available from Ontario. Use the information from these documents to complete the Product of Ontario Charts, like the one below. A full copy of the charts can be found in the Menu Planning Resources section at the back of the guide (Appendix B). It wouldn’t hurt to make a few copies so you can repeat the process again to see how your procurement practices have changed over the course of a year. To make this process easier, ask your suppliers to provide you with quarterly usage reports that provide this information once or twice a year. This process may be repeated again at a later date to determine how much of your total food procurement budget has been spent on local food, and how much that amount has changed as your local food procurement plan matures. The next section contains more information on how to conduct a local food audit to track your performance from year to year.

Product of Ontario Chart - Fruit

Item	Processed (frozen, canned, etc.)	Unprocessed (fresh)	Ontario	Northwestern Ontario	Priority to switch to local
Apples					
Blueberries					
Cherries					
Currants (Red/ Black)					
Grapes					
Melon					
Pears					
Plums					
Raspberries					
Rhubarb					
Strawberries					
Strawberries (Day Neutral)					
Watermelon					
Other					
Other					
Other					

See Appendix B for the full Chart including fresh fruit and vegetables, preserved fruit and vegetables, and meat and dairy products.

Refer to the completed product charts as a resource when you meet with suppliers to discuss their ability to source local ingredients. Find out which items they carry seasonally, and which are available year round. Identify the items that you would like to source locally and encourage your vendors to work with local producers to increase the supply. Make note of the suppliers with the best ability to source particular items locally to help you remember.

Forecasting and Budgeting

Once you have completed the menu audit above and know what types of local food you would like to buy, you should be able to forecast the amount of the specified items of local product required for each cycle to estimate total expenditures on food.

The following questions will help you forecast your needs. You may choose to answer the questions with a particular local food item in mind (such as potatoes or ground beef) in order to forecast more accurately. Use the answers to guide discussions with producers and suppliers when exploring your local food options.

- How many people am I feeding?
- How much food do I need each week?

- How much can I spend in total?
- How much can I spend on local products?
- How much will the local item cost?
- How does the local cost compare to the non-local cost?
- When are prices for certain products cheaper?
- If we were to splurge on one or two local items, what would they be?
- What food products can we save money on by buying locally?

Reconciling the Cost of Local Food

In an era of fiscal restraint and retracting public spending, institutional food service managers are charged with the responsibility to design a food services plan that meets minimum nutrition and food safety standards, serves delicious meals that makes people happy, *and* sources more food locally on a *very* limited budget. Adapting to a local food procurement plan will likely require some adjustments to the way food services currently operate, but with the help of your peers and the support of suppliers, it's entirely possible financially. The greatest challenge to local food procurement cited by managers is that local food procurement in institutions is very difficult because local food is too expensive and raw food budgets are too small. While some local products, including specialty items such as heirloom vegetables or heritage breed animals can be priced at a premium, it is possible to find very competitively priced proteins year round and produce at the height of the harvest season. Consider the following suggestions when looking for ways to procure local food while staying on budget.

- At the height of the growing season, locally grown food abounds, and can be purchased in bulk for deeply discounted prices—particularly in years where there has been a large harvest.
- Farms that sell directly to local consumers may have more stable prices than those you'll find through distribution channels. It's possible to negotiate a set price, preferably in writing or through a formal contract, with producers and distributors for some items to protect against market price volatility. Consult with your suppliers to identify what products would be most suitable for that kind of arrangement.
- Lower prices may also be obtained by the consumer when there is a market surplus. If your institution has ample storage or freezer space, consider assigning extra hours to processing and freezing seasonal produce during the summer for consumption later in the year. Vegetables and fruit can be diced and frozen.
- Volume buyers can capture discounts from producers and distributors if they guarantee the purchase of large quantities of items throughout the year.
- Irregular looking fruit and vegetables are usually graded out and sold for less as well. Ask suppliers or producers if there are irregular vegetables available that could be used for soups, stews and sauces.

- Wasted food is wasted money. Locally grown produce is often much more fresh than imported food that has spent days or even weeks in storage and transportation. The amount of trim waste from cheaper imported products may be enough to offset the cost savings compared to local products that have less deterioration.
- Some meat products, poultry in particular, are “plumped” with saltwater that evaporates when it is cooked. The amount of added saltwater is typically between 15% to 30% of the total weight of the product. This is a controversial practice that can have a significant impact on institutional food budgets. Sourcing meat and poultry locally will allow you to engage more with the producers and suppliers, who can provide more meaningful assurances that you won’t be paying up to 30% more for plumped proteins.
- Conduct an informal plate waste audit to identify which food items are not popular with your diners. Consider substituting unpopular menu items with locally produced alternatives that may be more popular with diners. It has been noted by institutional food service managers that food produced nearby appeals to patients and residents, especially if they hail from rural or farming communities. Don’t hesitate to inform patrons of the menu items that come from close to home—you may find that these dishes are preferred over others for that reason alone, and less will be wasted.

4. Implementing Local Food Procurement

Working through the questions and using the tools above will help your team establish an achievable plan for local food procurement moving forward. Implementing the plan may take some time, especially if your plan requires significant shifts between suppliers. The following suggestions will help facilitate the transition.

- To keep local food on your radar, schedule an opportunity to discuss food procurement and nutrition topics at the monthly managerial meetings.
- Schedule regular meetings between kitchen staff, management, and any others in your organization who have an interest in food, to discuss meal service, nutrition and local food procurement—they may have ideas you haven’t thought of. Encourage kitchen staff to become more involved in food procurement and meal planning. Assemble a “local food team” of representatives from across the organization to support the local food strategy and take advantage of opportunities to share information regularly.
- To begin the procurement process, open an invitation to existing and potential vendors to managerial and/or team meetings to discuss their ability to supply local produce, meats, and specialty items. Refer to the work your team completed in the planning stage to inform your discussions with suppliers and vendors.

Identifying Local Food Suppliers and Labels

Small producers may not have enough supply to satisfy volumes requested from larger institutions without advanced planning. Fortunately, institutional menus are also planned yearly, providing plenty of opportunity to work with producers to negotiate a new sales relationship. Smaller institutions, such as child care centres with 50 students, may find that their volumes are about the same as a weekly restaurant order, providing a wider range of suppliers with whom you can do business.

Ensure that you are clear on the policies for invoicing and remitting payments of your organization, and communicate that information clearly (preferably in writing) to any new suppliers or producers you have chosen to do business with. If you are not sure what the process is, contact the materials management division of your organization and ask for a chart with specific instructions so that you can be sure your new business partner receives payments in a timely manner.

Should your organization choose to deal directly with producers, make a point of reaching out during the winter months. Farmers plan the upcoming season during the winter and usually have more time to build business relationships and prepare for the warmer months ahead. Refer to the [Get Fresh! Local Food Guide](#) published by the Thunder Bay Public Health Department to identify new potential suppliers. Several Thunder Bay area farmers are expanding their operations in order to meet the ever growing demand for their meats and products but not all are equipped with packing, storage and delivery systems to service institutional purchases. When you reach out to these farmers, inquire about whether or not their products are available through a local distributor. You may learn that there is a distributor in the area that is sourcing from several different local farmers who can offer the volume and service guarantees you require.

Your institution may also prefer to continue working with your current distributors in addition to exploring new opportunities. Many suppliers based in the Thunder Bay area are already working with local producers, and have established quality assurance standards in order to guarantee a safe, high quality supply line. Ask your current vendors which local producers they currently source from, find out what local products they carry, and when it will be available. Incorporate what you learn from the vendors into your menu planning process. Remember that menu substitutions are acceptable as long as the item being substituted for has a similar nutritional profile as the one being substituted out.

Use the Producer and Supplier Questionnaire in the resource section to guide your discussion with producers and other distributors (Appendix C). Keep copies of your discussions in the “Producers and Distributors” folder in the back of this local food kit.

Unfortunately, it's not always clear where food is sourced when purchasing from larger, mainline distributors, but that doesn't mean that they don't carry products sourced from Ontario or the Thunder Bay area. The province is a large exporter of greenhouse vegetables such as tomatoes, peppers and cucumbers, as well as mushrooms. Ontario

dairy, beef, poultry and other animal protein products are also commonly carried by mainline distributors. If you're not sure where these and other commonly purchased items originate from, ask your sales rep for more information and encourage them to share with you information on any other products from Ontario that you may not have considered. If you don't have the opportunity to meet in person with sales reps very often, consider emailing or posting this letter created by the Ecology Action Centre to get the conversation started (Appendix D):

Dear (insert name of vendor),

(Name of Organization) is currently seeking more locally grown and raised food to include in our menus. While we have enjoyed working with you in the past, we are optimistic that you will assist us with this effort by clearly identifying the place of origin of the products that you currently offer, and by expanding your local product line to include more seasonal fruits and vegetables, meats and processed foods.

We are committed to purchasing as much local food when it is available, and would like your sales team to clearly highlight Products of Ontario on your website and order forms each week. We would also like to see an expanded, consistent and reliable supply of Ontario produce available for purchase when it is in season.

The following is a list of Ontario products we want to purchase when it is available: (Ontario produce, meats, cheeses, processed foods that you commonly purchase or would like to purchase.)

Thank you for considering this request.

Yours truly,
(Name)
(Contact information)

All too often the only way to identify food provenance for most items is by checking the labels and packaging for information after the items have been received by the institution. Some meat products and processed items such as canned or frozen vegetables and fruit will only indicate the address of the importing company or identify where the item was prepared—but lack information about where the ingredients came from. A note of caution: Canadian grade designations such as “Canada Choice” or “Canada Fancy” apply to domestically produced *and* foreign ingredients imported in bulk that are then repackaged in a registered facility in Canada. Thus, grade designation is not a reliable indicator of product origin.

Smart, forward looking companies are beginning to respond to consumers' demands for more information about the food they eat. Companies that invest in tracking and traceability technologies for their inventory systems to respond to food safety requirements are able to identify the precise location and harvest date of nearly every item on their shelves. Those looking to capitalize on the burgeoning local food movement would be wise to share this information with their clients *at point of purchase*. If that information is not available at point of purchase, ask for it. If the company you are currently working with is unable (or unwilling) to provide you with this information, suggest to your sales rep that this information is important enough that you'd be inclined

to take your business to a competitor that can and will share more information about product sourcing. You might be surprised how quick they are to respond in order to keep your business.

If you run into difficulty sourcing some items that you believe you should be able acquire, or need support finding reliable suppliers, reach out to other organizations that have been successful in purchasing local products—including your peers at the hospitals, school boards and long-term care facilities. Don't be afraid to ask questions!

Local Food Availability in Thunder Bay

When the Ontario government passed Bill 36 in November of 2013 they established a definition for “local food” as

- a. **food produced or harvested in Ontario**, including forest or freshwater food, and
- b. subject to any limitations in the regulations, **food and beverages made in Ontario if they include ingredients produced or harvested in Ontario.**

Thunder Bay is in an unusual position in Ontario when it comes to procuring food by this definition. Politically, residents are tied to a government in southern Ontario, but are isolated from it by 1,400kms of highway. Geographically and, as a result, economically, the area has closer ties with Winnipeg and other centres west of the provincial border. In terms of soil and climate conditions, the bread basket of Ontario lies 1,200km to the south of Thunder Bay, but the Prairies are just half that distance to the west.

As a result of its geography, Thunder Bay's largest wholesale distributors serve the area from their warehouses in Winnipeg and Edmonton. This makes good economic sense because they're already carrying product that's been Federally inspected to cross provincial borders, but it means that they are not equipped to provide Thunder Bay with product specifically flagged as being of Ontario origin. Further, the product they ship to this market is more likely to originate in the western provinces than in Ontario. This creates a challenge for Thunder Bay institutions looking to procure Ontario food through their traditional channels, but it also creates an opportunity for locally-based business to fill the gap. The opportunities in this situation have the potential to make the Local Food Act really meaningful for the Thunder Bay area in an economic sense.

Locally-based distributors are sometimes perceived as lacking the advantage of scale enjoyed by larger players. This may be true, but in return they offer the advantage of flexibility. Because they maintain warehousing facilities in the city they're able to source food from the Thunder Bay area and gather it together at a central hub. Some of them are already finding opportunities to work with Thunder Bay and regional farmers to increase the amount food coming in from the surrounding area. Further, their suppliers vary widely and as a result they have distribution routes that let them bring products of Ontario directly from the south, giving institutional clients broader access to food that meets the “local food” criteria of Bill 36.

Thunder Bay's geography also affects the way food can be produced in the area, specifically in terms of soil and climate conditions. Northwestern Ontario is mostly covered by Canadian Shield, which is solid bedrock pocked with lakes and sparsely covered with shallow soils that support mostly the coniferous-type vegetation of the Boreal Forest. There are opportunities for wild harvest in the Boreal Forest but for the most part they have not been developed to the point where they could support the institutional market.

At the westernmost end of Ontario, Rainy River-area communities occupy a tongue of Prairie soils that extends past the provincial border south of the Shield. In that area they're farming beef, dairy and grains. For the most part, Northwestern Ontario consists of small agricultural communities like Rainy River that have been established around a few pockets of good soil.

Thunder Bay sits on the edge of the largest body of fresh water in North America, in a place where rivers have deposited thousands of years of sediment on their way to the lake. As a result there are river valleys around the city that have good soils and a climate somewhat moderated by Lake Superior. Likewise small agricultural communities exist around other centres like Dryden and Sault Ste Marie.

The climate in Northwestern Ontario defines the kinds of food that can be produced here. Although summers are shorter at this latitude, the days are longer, and the area typically enjoys summers of about 90 consecutive frost-free days. These are very good conditions for growing the grasses and grains that support livestock, and as a result dairy farming and beef farming are the predominant types of agriculture in the region. Vegetable farming is increasing in the region but in most communities it is primarily aimed at the retail market. As a result, most vegetable growers aim to supply a wide variety of market garden vegetables directly to consumers. This has several effects:

1. Many regional farmers have become accustomed to selling directly to their consumers and receiving full retail price for their product, considering their direct marketing to be part of their jobs and part of their income.
2. Maintaining a diverse selection of market garden vegetables prevents many growers from achieving a large enough scale of production of any one variety to support wholesales of their product.
3. The consumer market, accustomed to the availability of strawberries in January, demands the production of vegetables that aren't always the best fit for this region. These crops are higher risk and offer the growers less stability than cool-weather crops and vegetables that can be stored easily. As a result they tend to command higher prices in the market, putting them further out of reach of institutional budgets.

However, there are farmers who are interested in growing the wholesale aspect of their business. Some of these have already begun working with local wholesale distributors; others are looking to have more direct relationships with institutional buyers. These farmers are open to discussions about growing more of the low-risk crops to supply a larger market.

At this time Thunder Bay has a couple of growers supplying potatoes wholesale, but others would be interested in growing more low-risk cool-weather crops like:

- Hardier greens like spinach, kale and Swiss chard
- Root vegetables including carrots, turnips, rutabagas and beets
- Cabbages and family members like broccoli, Brussels sprouts and cauliflower
- Onions, leeks and garlic

Thunder Bay's largest greenhouse producer is also interested in scaling up to provide tomatoes, cucumbers, herbs and lettuces to wholesale customers.

Product pricing tends to be lower when items are in season; storage space costs farmers money and results in higher prices. Taking the seasonal availability of locally-grown foods into account when planning menus will take advantage of seasonally lower prices, making it easier to stay within budget.

Seasonality charts are good resources for menu planners, but they only tell part of the story. At the back of Thunder Bay's annual Get Fresh! Guide (Appendix E) is a comprehensive seasonal chart showing which Ontario products are available year-round and when others are available throughout the growing season, but this tells only part of the story. Because this Guide is primarily a marketing tool aimed at consumers, it describes when these Ontario products could reasonably be available, but not in what quantity or from which suppliers. Resources like the Get Fresh! Guide can provide a great first step to familiarizing buyers with the potential availability of Ontario products, but do not offer any information on the quantity, reliability or pricing of these products, two factors which are always of concern to buyers for institutions.

At this time there is no central hub for information about wholesale Ontario product in Thunder Bay. There are resources like the website Ontariofresh.ca which could be adopted as the networking site between buyers and sellers on a formal or informal basis, but the Thunder Bay area has no sole distributor or over-arching organization holding that information.

As described earlier in this section, geography affects what foods can be produced, and when. It also determines how long it takes food to arrive from other markets, placing additional limits on shelf-life. Smaller growers tend to use less specialized seed than large growers, preferring varieties based on flavor and their compatibility with the local growing conditions. Most, but not all, of the vegetables produced in Ontario have a shorter shelf-life than their counterparts grown in huge industrial farms in the States and locations further south.

Northwestern Ontario lies along approximately the same lines of latitude as Central and Eastern European countries like Germany, Poland and the Ukraine. Unlike Northwestern Ontario, these countries have been perfecting their local food culture for centuries, and as a result their cuisine reflects the realities of local food. Well-known dishes from these countries include perogies, cabbage rolls, bratwurst sausages and borscht and have accompanied Thunder Bay's immigrant population to the area. As a result, many dishes that can be used to feature local foods in season are already familiar to area residents.

Below is an initial availability chart developed in consultation with three locally-based distributors and a few farmers who have expressed an interest in wholesaling food product from Thunder Bay, the region and further away in Ontario. This information is based on a snapshot of products available through 2014 as of mid-October of the year. It does not include the new relationships being developed at the time between Thunder Bay's local distributors and local farmers, or the local distributors and their potential new suppliers in the southern Ontario area. However, it does offer insights into the Ontario products currently available in Thunder Bay, and at what times of the year they could be featured on institutional menus to take advantage of seasonal pricing and availability. On this chart you'll see echoes of the same information found in the Get Fresh! Guide's Seasonality Chart. Most importantly, you'll see a correspondence in the availability of products available year-round. Beef is available year-round in this area from Thunder Bay farmers through Thunder Bay Meat Processing, and from farmers throughout the region through LA Quality Foods.

The following key is used to identify the producers / distributors in the availability charts:

- SRD Slate River Dairy
- MHIL Mile Hill Farms
- TBMP Thunder Bay Meat Processing
- SQ Squash Queen
- DBR DeBruin's Greenhouses
- BB B & B Farms
- THOAK Thunder Oak Cheese Farm
- LOUD Loudon Brothers
- LAQF LA Quality Foods
- SSFM Superior Seasons Food Market / Belluz Farms

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	ORIGIN
FRESH VEG													
Basil							MHIL	MHIL	MHIL				T BAY REGION ONTARIO
Beans – Green/wax, string							SSFM	SSFM	SSFM	SSFM			T BAY REGION ONTARIO
Beets							SSFM	SSFM	SSFM				T BAY REGION ONTARIO
Broccoli								SSFM	SSFM	SSFM			T BAY REGION ONTARIO
							LAQF	LAQF	LAQF	LAQF	LAQF		REGION
							LOUD	LOUD	LOUD	LOUD	LOUD		ONTARIO
Cabbage - Green	SSFM	SSFM	SSFM						SSFM	SSFM	SSFM	SSFM	T BAY
	LAQF	LAQF	LAQF	LAQF	LAQF			LAQF	LAQF	LAQF	LAQF	LAQF	REGION
	LOUD	LOUD	LOUD	LOUD	LOUD			LOUD	LOUD	LOUD	LOUD	LOUD	ONTARIO
Cabbage - Red													T BAY
	LAQF								LAQF	LAQF	LAQF	LAQF	REGION
									LOUD	LOUD	LOUD	LOUD	ONTARIO

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	ORIGIN
FRESH VEG cont.													
Carrots						SSF	SSF	SSF	SSF	SSF	SSF		T BAY REGION ONTARIO
Cauliflower								SSF	SSF	SSF			T BAY REGION ONTARIO
Cucumbers						SSF	SSF	SSF	SSF				T BAY REGION ONTARIO
Cucumbers - Mini						DBR	DBR	DBR	DBR				T BAY REGION ONTARIO
Garlic								MHIL	MHIL	MHIL	MHIL		T BAY REGION ONTARIO
Kale							MHIL	MHIL	MHIL	MHIL			T BAY REGION ONTARIO
Leeks								MHIL	MHIL	MHIL			T BAY REGION ONTARIO
Lettuce					DBR	DBR	DBR	DBR	DBR	DBR	DBR		T BAY REGION ONTARIO
Onions, cooking								MHIL	MHIL	MHIL			T BAY REGION ONTARIO
Onions, red								MHIL	MHIL	MHIL			T BAY REGION ONTARIO
Parsley							MHIL	MHIL	MHIL	MHIL			T BAY REGION ONTARIO

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	ORIGIN
FRESH VEG cont.													
Peas - Green							SSFM	SSFM	SSFM				T BAY REGION ONTARIO
Peas - Snap							DBR	DBR	DBR				T BAY REGION ONTARIO
Potatoes - white	BB	T BAY REGION ONTARIO											
	LAQF	REGION ONTARIO											
Potatoes - red	BB	T BAY REGION ONTARIO											
	LAQF	REGION ONTARIO											
Potatoes – specialty	SSFM						SSFM	SSFM	SSFM	SSFM	SSFM	SSFM	T BAY REGION ONTARIO
Rutabaga								LAQF	LAQF	LAQF	LAQF		T BAY REGION ONTARIO
								LOUD	LOUD	LOUD	LOUD		REGION ONTARIO
Squash								SQ	SQ	SQ	SQ		T BAY REGION ONTARIO
								LAQF	LAQF	LAQF	LAQF		REGION ONTARIO
Tomatoes – Greenhouse					DBR		T BAY REGION ONTARIO						
Tomatoes – Cherry, Greenhouse					DBR		T BAY REGION ONTARIO						
Turnips								SSFM	SSFM	SSFM	SSFM		T BAY REGION ONTARIO
Zucchini						SQ	SQ	SQ	SQ				T BAY REGION ONTARIO

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	ORIGIN
FRESH FRUIT													
Apples								LAQF	LAQF	LAQF			T BAY
								LAQF	LAQF	LAQF			REGION
													ONTARIO
Strawberries						SSF	SSF	SSF					T BAY
													REGION
													ONTARIO
Blueberries							SSF	SSF					T BAY
													REGION
													ONTARIO

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	ORIGIN	
DAIRY/PROTEINS														
Beef, ground	TBMP	T BAY												
	LAQF	REGION												
														ONTARIO
Beef, cubed														T BAY
	LAQF	REGION												
														ONTARIO
Beef, Roast – institutional														T BAY
	LAQF	REGION												
														ONTARIO
Cheese	THOAK	T BAY												
														REGION
														ONTARIO
Yogurt	SRD	T BAY												
														REGION
														ONTARIO

Thunder Bay is also home to a cheese farm and a brand-new dairy processor who plans eventually to offer wholesale quantities of yogurt and fluid milk products. Unfortunately in the past two years Thunder Bay has lost two major local food assets: first, Vanderwees Egg Farms stopped producing eggs and is now operating as a distributor only, bringing in fresh eggs from farms in Manitoba to supply their customers. Next, the Dairy Farmers of Canada changed the way milk is processed in the area, resulting in milk from Manitoba and Rainy River dairy farms being processed in Thunder Bay at the Beatrice Parmalat plant, while milk from Thunder Bay farmers is shipped further east for processing instead of being sold in its home market.

Between the three of them, the local distributors interviewed were already able to provide wholesale quantities of Ontario cabbage, onions, potatoes and turnips for much of the year. They were able to bring in seasonal vegetables from Thunder Bay, the

region and Ontario including beans, beets, broccoli, carrots, cauliflower, cucumbers and peas. Among the farmers surveyed, some are already wholesaling to restaurants and institutions and would like to deal directly with buyers. Greenhouse tomatoes and cucumbers, garlic, onions, leeks, kale, spinach, lettuces, zucchini and potatoes may be available for direct purchase.

While the agreements that will be made for procuring these products are typically made at a different level than meal-planning for an institution, staff involved in menu development have the ability to make space for more local food by planning it into menus.

5. Evaluating Your Local Food Strategy

It is important to reflect upon the actions your team has taken to increase local food use within your institutional food service for a number of reasons. The recently adopted Local Food Act contains provisions to encourage the consumption of Ontario produced food by broader public sector institutions. Advocates are encouraging the government to set targets for institutional procurement and provincial funding to support these goals is often tied to measurements of the amount of local food consumed. It is also important to understand what the opportunities and limitations are in terms of purchasing and product availability, so that you and other food system stakeholders can correct and refine systems to support the growth of institutional local food procurement. The information will also be valuable to local and provincial agriculture and food businesses, as well as economic development organizations and provincial and municipal government services.

Conducting Waste Audits

Most importantly, however, if you have introduced new meals featuring local ingredients, it's important to know how well it is received by your patrons. Evaluate the popularity of new menu items by conducting a plate waste audit or a short survey at meal times. A plate waste audit will identify what foods are being eaten, and those that are less popular. Take note of what food has been left over at the end of meal time every time you introduce a new dish or simply ask diners how they enjoyed the new menu option.

Some diners take a little longer to become adjusted to new foods so it is important to conduct the plate waste audit over the course of several meal times. Adjust the menu accordingly, and provide diners with an opportunity to provide feedback on what they would like to see on the menu to support decision making about what to serve for the second choice entrée in the future.

The amount of food wasted every year is staggering. A 2008 study conducted by Stockholm International Water Institute, the UN Food and Agriculture Organization, and the International Water Management Institute found that nearly half of all the food produced in the world is wasted post production.³ A Canadian study estimated that

³ Lundqvist, J., De Franiture, C. & Molden, D. (2008). Saving water: From field to fork-curbing losses and wastage in the food chain. Stockholm: SIWI Policy Brief.

around \$27 billion of food is wasted each year, mostly through individual households (51%). Food service (including institutional) comprises 8% of that total⁴ however the An American study on plate waste in food service estimates that on average, diners leave 17% of their meals uneaten.⁵ The researchers attribute much of the waste to quality standards and over-serving. Food waste audits can be incorporated into your organization's sustainability strategy as well. Detailed waste audits have the potential to improve food service, quality and client satisfaction while contributing to significant cost savings and reducing pressure on the environment. Food waste audits assist managers in:

- identifying the reasons for food wastage and defining food waste;
- reducing the volume of food supplied or cooked but not served;
- understanding why clients do not eat food served to them and developing appropriate action in response; and
- identifying the responsibilities for reducing food waste amongst members of the wider healthcare team.⁶

There are several institutional food waste audit resources, tools and templates available online. Plate waste audits can be incorporated into the nutritional services management plans, and questions that reflect local food items may be included in audit questionnaires. A program designed by the US Environmental Protection Agency to help food service managers measure and evaluate the financial and environmental impact of food wasted in kitchens and during meal service can be downloaded at the following site: www.epa.gov/osw/consERVE/foodwaste/tools/index.htm

Conducting a Simple Local Food Audit

Keep copies of your invoices or request usage reports from all of your suppliers to conduct local food audits for each menu cycle. Highlight the items you can be sure were produced in Ontario before filing to make the auditing process as simple as possible. At the end of each menu cycle, review the Product of Ontario checklists you completed at the planning stage and assess whether or not you have been successful in procuring the products you identified as a "Local Priority". If there are items that you have intended to source locally but have not been able to, take some time to consider what the barriers have been. There may also be some items that you had not intended to be able to source locally, but ended up finding. Take a little bit of time to update the list for the next menu cycle. Date the copies of your check list and keep them in the Planning section of the Local Food Kit (Appendix F). Referring again to your invoices, add up the total dollar figure for each food category and fill in the chart below. You may want to highlight purchases from each category in a different colour to make the process a little quicker. This tool will help you determine how much of your total food budget is allocated to Ontario products, and will support any reporting requirements or requests for information in the future.

⁴ Gooch, M., A. Felfel, and N. Marenick (2010). Food Waste in Canada. Value Chain Management Centre, George Morris Centre.

⁵ Gunders, D. (2012). Wasted: How America Is Losing Up to 40 % of Its Food from Farm to Fork to Landfill. Natural Resources Defense Council. <http://www.nrdc.org/food/files/wasted-food-IP.pdf>

⁶ NHSE Hospitality. (2005). Managing Food Waste in the NHS.

APPENDICES

Appendix A: Ontario Food Definitions

Consumer and Industry Approved Definitions of Ontario Food Products

<http://www.foodland.gov.on.ca/english/industry/ind-definitions.html>

Ontario Beef

Ontario beef will be born, raised, slaughtered and further processed in an approved facility in Ontario. When there are not enough calves born in Ontario to meet the demand for beef, calves may be sourced from within Canada. This beef will be raised, slaughtered and further processed in Ontario. This would return more than 80 per cent of the direct costs of production to Ontario's farmers and economy.

Fresh or frozen beef steaks, roasts and other fresh cuts must be from animals less than 30 months of age; these must meet the above criteria and must be graded (Canada Grade or equivalent).

Ontario Cheese

More than 90 per cent of the milk in Ontario cheese is produced on Ontario dairy farms. Up to 10 per cent of the milk used for processing in Ontario can be sourced from within Canada. The curds and whey must be produced in Ontario from Ontario dairy inputs. Any identified secondary ingredients need to be grown and produced in Ontario (e.g. strawberry cream cheese).

Ontario Chicken

Ontario chicken will be hatched from eggs laid in Ontario or from newly hatched chicks which may be sourced from within Canada or the United States. These chickens will then be raised, slaughtered and processed in Ontario.

Ontario Dairy Products (yogurt, sour cream etc. – excludes milk and cheese)

More than 90 per cent of the milk in Ontario dairy products must be produced on Ontario dairy farms. Up to 10 per cent of the milk used for processing in Ontario can be sourced from within Canada. Any identified secondary ingredients need to be grown and produced in Ontario (e.g. peach yogurt).

Ontario Eggs

Ontario eggs must be laid on egg farms in Ontario.

Ontario Fruit

Ontario fruit must be grown in Ontario.

Ontario Hard Wheat Flour: a majority (over 80 per cent) of the final volume of the product must be grown in Ontario and 100 per cent of the wheat must be milled in Ontario.

Ontario Honey

100 per cent of the product must be produced, extracted and packaged in Ontario.

Ontario Lamb

Must be born, raised, slaughtered and processed in Ontario.

Ontario Maple Syrup

100 per cent of the product must be collected, processed and packaged in Ontario.

Ontario Milk

More than 90 per cent of the milk processed in Ontario is sourced from Ontario dairy farms. Up to 10 per cent of the milk used for processing in Ontario can be sourced from within Canada. Any identified secondary ingredients need to be grown and produced in Ontario.

Ontario Pork

Must be born, raised, slaughtered and processed in Ontario.

Ontario Processed Food Products

Ontario processed food products must be made in Ontario from a majority of Ontario ingredients. More than 80 per cent of the total direct costs of production must return to Ontario. Primary agricultural ingredients will meet the individual Ontario foods definition. Example: "Ontario Beef and Vegetable Soup" - The primary ingredients (in this case beef and vegetables), would need to meet the individual Ontario food definitions.

Ontario Soft Wheat Flour (cake and pastry flour)

Due to extensive production of soft wheat in the province, 100 per cent of the Ontario soft wheat needs to be grown and milled in Ontario

Ontario Turkey

Ontario turkey will be hatched from eggs laid in Ontario or from newly hatched poult which may be sourced from within Canada or the United States. These poult will then be raised, slaughtered and processed in Ontario.

Ontario Vegetables

Ontario vegetables must be grown in Ontario.

For the purpose of the Province of Ontario's Local Food Fund, "local" means:

- (a) food produced or harvested in Ontario, and**
- (b) food and beverages made in Ontario if they include one or more ingredients produced or harvested in Ontario.**

According to Bill 36, Local Food Act, 2013: "local food" means,

- (a) food produced or harvested in Ontario, including forest or freshwater food, and**
- (b) subject to any limitations in the regulations, food and beverages made in Ontario if they include ingredients produced or harvested in Ontario; ("aliments locaux")**

Appendix B: Menu Planning – Product Origins Chart

Product of Ontario: Fresh Vegetables

Item	Product Specifications	ONT	NW ONT	Not Local	Local Priority	Brands and Suppliers
Artichoke						
Asian Vegetables						
Asparagus						
Beans (Green/ Wax)						
Beets						
Bok Choy						
Broccoli						
Brussels Sprouts						
Cabbage						
Carrots						
Cauliflower						
Celery						
Corn						
Cucumber (field)						
Cucumber (greenhouse)						
Eggplant						
Garlic						
Leeks						
Lettuce (assorted)						
Lettuce (greenhouse)						

Mushrooms						
Onions (cooking)						
Onions (green)						
Onions (red)						
Parsnips						
Peas (green)						
Peas (snow)						
Peppers (field)						
Peppers (greenhouse)						
Potatoes						
Radishes						
Rapini						
Rutabaga						
Spinach						
Sprouts						
Squash						
Sweet potatoes						
Tomatoes (field)						
Tomatoes (greenhouse)						
Zucchini						
Other:						
Other:						
Other:						
Other:						

Product of Ontario: Fresh Fruit

Item	Product Specifications	ONT	NW ONT	Not Local	Local Priority	Brands and Suppliers
Apples						
Blueberries						
Cherries						
Currants (Red/ Black)						
Grapes						
Melon						
Pears						
Plums						
Raspberries						
Rhubarb						
Strawberries						
Strawberries (day neutral)						
Watermelon						
Other:						
Other:						
Other:						

Product of Ontario Chart – Preserved Fruits and Vegetables, Honey and Maple Syrup

Item	Product Specifications	ONT	NW ONT	Not Local	Local Priority	Brands and Suppliers
Broccoli, frozen						
Beans, dried						
Beans, green, canned						
Beans, green, frozen						
Carrots, frozen						
Corn, frozen						
Peas, green, canned						
Peas, green, frozen						
Tomatoes, diced, canned						
Tomatoes, whole, canned						
Tomatoes, stewed, canned						
Tomato Ketchup						
Tomato Juice						
Apple sauce, canned						
Apple juice, canned						
Apple juice, tetra boxes						
Sauerkraut						
Cucumber pickles						

Pickles, other						
Mushrooms, canned						
Honey						
Maple Syrup						
Other:						
Other:						
Other:						
Other:						
Other:						
Other:						

Product of Ontario: Meat, Poultry and Dairy

Item	Product Specifications	ONT	NW ONT	Not Local	Local Priority	Brands and Suppliers
Beef, ground						
Beef, patties						
Beef, roast (institutional)						
Beef, liver						
Beef, stewing pieces						
Chicken, breasts (boneless)						
Chicken, thighs						
Chicken, whole						
Chicken, burgers						
Chicken, cooked, pieces						
Turkey, whole						
Turkey, cutlets						
Pork, bacon						
Pork, chops						
Pork, sausage						
Pork, ground						
Pork, ham roast						
Lamb						

Veal, steakettes						
Eggs, fresh						
Deli sandwich meat slices						
Eggs, liquid						
Milk, liquid						
Cream, liquid						
Yogurt						
Ice Cream						
Butter						
Sour Cream						
Cottage Cheese						
Cheese						
Other:						
Other:						

Appendix C: Producer and Supplier Questionnaire

Adapted from Institutional Local Food Program Action Plan and Guide produced by the Iowa Initiative for Sustainable Communities

Producer or Supplier Information

Business Name: _____

Contact Person(s): _____

Contact Information: _____

Product Information

Product Offered	1.	2.	3.	4.
Product Origin				
Amount Available				
Season/ Month Available				
Price/ Unit Estimate				
Packaging				
Sample Provided?				
Other:				

Potential Concerns – make note of any concerns related to the following:

1. Food Safety and Certification
2. Quality, Quantity and Price
3. Packaging and Labeling
4. Traceability and Authenticity
5. Agreement Flexibility e.g. Contract, Letter of Intention, or Personal Agreement
6. Delivery, Timing and Payment Procedure

Appendix D: Product of Ontario Request Form Letter

Created by The Ecology Action Centre

Use this form letter to communicate your desire for locally grown food with your current suppliers. Feel free to modify it as you see fit.

Dear *(insert name of vendor)*,

(Name of Organization) is currently seeking more locally grown and raised food to include in our menus. While we have enjoyed working with you in the past, we are optimistic that you will assist us with this effort by clearly identifying the place of origin of the products that you currently offer, and by expanding your local product line to include more seasonal fruits and vegetables, meats and processed foods.

We are committed to purchasing as much local food when it is available, and would like your sales team to clearly highlight Products of Ontario on your website and order forms each week. We would also like to see an expanded, consistent and reliable supply of Ontario produce available for purchase when it is in season.

The following is a list of Ontario products we want to purchase when it is available: (Ontario produce, meats, cheeses, processed foods that you commonly purchase or would like to purchase.)

Thank you for considering this request.

Yours truly,

(Name)

(Contact information)

Appendix E: Get Fresh! Thunder Bay Local Food Guide, 7th Edition – Seasonal Availability Chart

	May	June	July	Aug	Sept	Oct	Nov-Feb
Fiddleheads	■						
Greenhouse Herbs	■	■	■	■	■	■	■
Greenhouse Salad Greens	■	■	■	■	■	■	■
Jerusalem Artichokes (Sun chokes)							
Over-wintered Parsnips	■						
Rhubarb	■						
Wild Salad Greens	■						
Greenhouse Tomatoes	■	■	■	■			
Spinach		■	■	■			
Spring Beets		■	■	■			
Spring Carrots		■	■	■			
Spring Onions		■	■	■			
Asparagus		■	■	■	■		
Salad Greens		■	■	■	■		
Swiss Chard		■	■	■	■		
Herbs		■	■	■	■	■	
Beets		■	■	■	■	■	
Eggplant			■	■	■	■	■
Leeks						■	■
Tomatoes			■	■	■	■	
Blueberries			■	■	■	■	
Peas			■	■	■		
Zucchini/Summer Squash			■	■	■		
Baby Potatoes			■	■	■		
Gooseberries			■	■	■		
Raspberries			■	■	■		
Saskatoons			■	■	■		
Strawberries			■	■	■		
Beans (green, yellow, dried)			■	■	■	■	■
Cantaloupe/Musk Melon				■	■	■	

	May	June	July	Aug	Sept	Oct	Nov-Feb
Cucumbers				■	■		
Watermelon				■	■		
Broccoli				■	■	■	
Cauliflower				■	■	■	
Kale				■	■	■	
Kohlrabi				■	■	■	
Peppers				■	■	■	
Rutabagas				■	■	■	
Sweet Corn				■	■	■	
Parsnips				■	■	■	■
Apples					■	■	■
Brussels Sprouts					■	■	
Celery					■	■	
Beef - all year	■	■	■	■	■	■	■
Cabbage - all year	■	■	■	■	■	■	■
Carrots - all year	■	■	■	■	■	■	■
Cheese - all year	■	■	■	■	■	■	■
Cultivated Mushrooms - all year	■	■	■	■	■	■	■
Eggs - all year	■	■	■	■	■	■	■
Elk - all year	■	■	■	■	■	■	■
Flour - all year	■	■	■	■	■	■	■
Garlic - all year	■	■	■	■	■	■	■
Onions - all year	■	■	■	■	■	■	■
Pork - all year	■	■	■	■	■	■	■
Potatoes - all year	■	■	■	■	■	■	■
Pumpkins - all year	■	■	■	■	■	■	■
Rabbit - all year	■	■	■	■	■	■	■
Winter Squash - all year	■	■	■	■	■	■	■

Appendix F: Product of Ontario Audit Reporting Form

Category Sub category	Total Purchases (\$)	Ontario Purchases (\$)	Northwestern Ontario Purchases (\$)
Fruits and Vegetables (fresh):			
Proteins:			
Beef			
Pork			
Poultry			
Fish			
Other			
Frozen Foods:			
Fruits and Vegetables			
Proteins			
Entrees			
Desserts			
Other			
Dairy:			
Liquid Milk			
Eggs			
Cheese			
Other			
TOTAL:			