

Local Food Fund



Guidelines

All applicants are required to read these guidelines before completing an application form.

Table of Contents

Introduction.....	3
The Local Food Fund	4
Eligible Applicants	5
Eligible Projects.....	6
Applying to the Local Food Fund	8
Funding	10
Eligible Costs and Ineligible Costs	12
Eligible Costs	12
Ineligible Costs.....	12
Selection Process.....	14
Requirements of Successful Applicants.....	15
Confidentiality.....	15
Appendix A – Examples of Types of Projects by Category	16
Appendix B – Detailed Information on Application Assessment	17
Appendix C – Examples of Performance Measures by Project Category	20

The Local Food Fund is an initiative under the Rural Economic Development Program, a discretionary, non-entitlement program (OIC 201/2011)

These Guidelines are subject to change from time to time without notice by the Minister of Agriculture and Food.

August 2013

Introduction

Ontario consumers are increasingly interested in and committed to buying local food. For consumers, “local” means different things. Local could mean:

- farm fresh produce at an on-farm market
- local pick-your-own establishment
- regional foods sold at a local farmers’ market
- Ontario-produced foods sold at a supermarket.

However you approach local, we can all agree that buying and supporting more Ontario products is good for everyone as it creates and stimulates economic growth in our province. Support for local food also demonstrates the strong interconnections between rural and urban Ontario.

Purchasing local food supports economic development in many important ways including keeping food dollars in the community which promotes the growth of agricultural and food businesses thereby helping to create vibrant food cultures; a pillar of investment and growth. There are many elements that interact to create a local food network including primary agriculture, food processing, distribution, infrastructure, retail and culinary tourism.

Successful local food networks build on existing agri-food businesses and local food supporters in a region. They focus their economic development efforts on the components and business relationships that make the most economic sense. The Local Food Fund can help you establish or grow an existing local food network by supporting the development of these key elements.

Thriving local food economies also foster relationships between consumers and the people who produce their food. These linkages build more resilient communities both economically and socially by strengthening our understanding of the food system and its importance to a community’s overall health and well-being. From local producers and processors to distributors and retailers, the local food choice supports local jobs, businesses and investment.

The Local Food Fund

Ontario is a strong supporter of local food. Since 2003, the province has invested more than \$116 million to support local food promotion and development and this support is reinforced by the recent introduction of the Local Food Bill. Bill 36, should it be passed, is just one part of a broader strategy to:

- increase awareness of
- access to and
- demand for local food in Ontario.

A key piece of this broader strategy includes financial support for stakeholders working on local food innovation and initiatives. One such strategy is the Local Food Fund.

The Local Food Fund is a three-year initiative with funding of up to \$10 million per year to support innovative local food projects that reduce barriers to regional economic development; result in sustainable regional economic development; and have a positive impact on the Ontario economy.

The goal of the Local Food Fund is to increase the purchase of Ontario foods and contribute to increased economic activity (investment, sales and jobs), through the following Local Food Fund outcomes:

- Increased awareness of and celebration of local food.
- Influencing Ontarians to demand and choose more local food.
- Ensuring local food is identifiable and widely available.
- Helping Ontario's agri-food sector deliver products that consumers want.
- Strengthening local food economies from farm to fork.

For the purpose of the 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.

Eligible Applicants

At a minimum, all applicants must meet the following eligibility criteria:

- be a legal person
- have the authority to enter into a legal agreement.

Additionally applicants must:

- provide financial funding to the project
- have the experience and knowledge to complete the project.

Examples of a legal person could include corporations, community or not-for-profit organizations, primary producers, food processors, distributors, food service, retail, municipalities, industry associations, economic development associations, First Nations, Metis and Inuit, and broader public sector organizations.

Businesses and organizations wishing to contract with the applicants for goods and services or provide donations to support the project, should not apply. Under this program, all applicants will have joint liability for any project funded. In addition, research institutions are not eligible to apply on an individual basis. However, if an institution is a legal entity, it can apply as a co-applicant on a project (provided the applicant meets the eligibility criteria).

Applicants and co-applicant collaborations are encouraged, but not required. While co-applicants would assume the same responsibility for the project, for efficiency sake, one primary project contact will be identified. The primary contact will be responsible for liaising with the Ministry.

Projects with funding from other provincial programs will not be eligible for the Local Food Fund. For more information refer to the funding section of this Guideline.

Eligible Projects

The Local Food Fund provides funding for innovative projects that support the achievement of increased awareness; demand for and access to local food. A project is defined as one specific set of activities undertaken to achieve a specific outcome. Applications for projects that take longer than a single year to complete and that are continuous in nature will be considered (multi-year projects).

All approved projects must be completed by December 31, 2015, with all claims and the final report submitted by February 15, 2016.

To be an eligible project, the project must be under one of the categories provided below. While the project may have aspects that fit into more than one category, for the purpose of the Local Food Fund, the applicant is required to state which one of the four categories is the best match. For all project categories, projects that directly influence and/or lobby any level of government are ineligible.

Project Categories

There are four project categories for purposes of the Local Food Fund:

- a) Regional and Local Food Networks
- b) Enhanced Technology, Capacity or Minor Capital
- c) Research and Best Practices
- d) Marketing, Promotion and Education.

Projects in the four categories are expected to contribute to the goals of the Local Food Fund. Examples of projects that fit within each of the categories are described further below. These are examples only and other project ideas may be eligible if they support Local Food Fund goals, contribute to the Local Food Fund outcomes and fit one of the four categories. Appendix A provides examples of projects by category.

Regional and Local Food Networks

- Projects that build capacity along the value food chain to improve access and supply of local foods by information sharing and collaboration between value chain partners.
- Projects that aim to strengthen the entire supply chain, but in particular to encourage value chains i.e. individual businesses collaborating and sharing information to take advantage of an opportunity.
- Examples of eligible projects under this category are:
 - Projects that support partnerships to promote better understanding between value chain partners such as: networking or educational events; feasibility studies; identification of barriers within the value chain; or the creation or establishment of networks or partnerships along that value chain.
 - Projects that undertake business, industry or client intelligence; business case or strategy development.
- Examples of ineligible projects under this category are:
 - Projects that are primarily intended to pursue export opportunities.
 - Projects that support the continuation of existing business activities or the pursuit of existing markets (e.g. projects that support business as usual are not eligible).

Enhanced Technology, Capacity or Minor Capital

- Projects that focus on increasing the supply, capacity and distribution of Ontario foods.
- Examples of eligible projects under this category are:
 - Transportation or delivery related projects (not including rolling stock).
 - Cold storage related systems.
 - Information sharing systems such as: verification or certification systems for local foods; tracking systems to measure procurement of local foods.
 - Retrofit of existing structures.
 - Supporting or promoting micro-processing and community kitchens
 - Bringing growers with similarities (such as organic) together into a single entity to bring their products to market (i.e. one-time or short-term costs for regional food hubs, co-packing).
- Examples of ineligible projects under this category are:
 - Major capital such as building a new storage or manufacturing facility, or buying a new refrigerated truck.

Research and Best Practices

- Projects that undertake research and analysis that lead to the development and implementation of recognized best practices.
- Examples of eligible projects under this category are:
 - Research that identifies barriers to purchasing local foods.
 - Market research that improves understanding and access to new or improved market opportunities.
 - Research that leads to the development of best practices among value chain players.
 - Research into agricultural products and production practices.
 - Testing or piloting new models or approaches that increase access to or awareness of local food.
 - Sharing local food best practices (i.e. tools or applications to share knowledge or communicate recognized best practices).
- Examples of ineligible projects under this category are:
 - Research on topics not directly related to supporting local food (e.g. food safety, lean manufacturing).

Marketing, Promotion and Education

- Projects that focus on marketing and promotional activities that improve consumer awareness and demand for local foods.
- Examples of eligible projects under this category are:
 - Promotion, marketing or branding events or activities that promotes regional or local food specialties such as culinary destinations, organic products, seasonal availability, food festivals.
 - Promotion and marketing of new products.
 - Educational events.
- Examples of ineligible projects under this category are:
 - Marketing/promotional activities focused on markets outside Ontario.

Applying to the Local Food Fund

The application form is available at www.Ontario.ca/localfood. The application requests information and project details such as:

- project need
- contribution to Local Food Fund outcomes
- source of applicant's funding.

In completing the application, please ensure that you provide supporting documentation where required. For example, research, studies, reports and planning exercises that support the need for the project should be noted in the application. The appropriate document (or applicable section) must accompany the application. Furthermore, the applicant must provide satisfactory evidence, as determined by the province, in its sole and absolute discretion, as to its ability to fund the project. Usually three years of financial statements are required, although more information may be requested if necessary.

Only applications with full and complete information will be assessed.

Applications, including all corresponding documentation, may be submitted in the following ways:

- Email a scanned copy of the signed application to the Local Food Fund at localfoodfund@ontario.ca
- Fax a signed application to the Local Food Fund at 519-826-4336
- Mail the signed application to the address below:

Local Food Fund
Ontario Ministry of Agriculture and Food
1 Stone Road West
4th Floor NW
Guelph, Ontario N1G 4Y2

Application and Review Periods:

Complete applications received during the periods listed below will be assessed and presented as a group to the Rural Economic Development Advisory Panel.

2013

Fund Launch Date to October 31

November 1 to December 31

2014

January 1 to February 28

March 1 to April 31

May 1 to June 30

July 1 to August 30

September 1 to October 31

November 1 to December 30

2015

January 1 to February 28

March 1 to April 30

May 1 to June 30

The Rural Economic Development Advisory Panel meets every couple of months or as needed, with meetings coordinated with the application and review periods or as needed.

If you have questions related to the Local Food Fund or in completing the application, we recommend that you contact the regional staff of the Ministry of Agriculture and Food and Ministry of Rural Affairs. A listing of offices and phone numbers is available on our website: omafra.gov.on.ca/english/contact.html.

Funding

Projects are cost-shared, with the provincial government investing up to 50 per cent of the project's eligible cost, or up to 90 per cent in limited circumstances. The Minister would consider reimbursements of up to 90 per cent in cases where a project demonstrates a close alignment with the Local Food Fund outcomes and could not be delivered without the increased funding rate, and if the increased funding rate is approved, the applicant would have sufficient ability (including financial ability) to deliver the project.

Funding from federal government programs can be used to reach 75 per cent of eligible costs from federal and provincial governments, assuming it is permitted under any applicable federal programs. In such cases, provincial funding would be on top of the federal funding, up to the limits described above, and in no cases would funding be greater than 90 per cent from all sources.

If the Minister is not considering funding up to 90 per cent due to hardship, combined federal and provincial funding cannot exceed 75 per cent (provincial funding could not exceed 50 per cent in this scenario). If the Minister is considering funding up to 90 per cent due to hardship, combined federal and provincial funding can be up to a maximum of 90 per cent; or provincial funding alone could be up to a maximum of 90 per cent. Proof of hardship needs to be provided in the application once a request is made for more than 50 per cent provincial funding.

In-kind contributions are not eligible for cost-sharing; however, they can be documented to demonstrate a commitment to the project on the part of applicants and project supporters. Letters of support will also indicate commitment to the project.

Payments are based upon the receipt of paid eligible invoices along with proof of payments. There is also a 10 per cent holdback applied until all final reports are submitted and accepted.

Successful applicants must sign an agreement with the province as described later in this Guideline.

Successful applicants submit claim(s) with supporting documentation including invoices and proof of payment. Claims can be submitted as often as the applicant wishes, but payment will not be made for less than \$200 unless it is the final payment to close a completed project. Payments can be made by cheque or direct deposit, as determined by the province. In the case of a project with co-applicants, all payments will be made to the primary project contact.

While multi-year funding for projects is possible, dollars must be spent as forecasted and documented in the Local Food Fund Agreement. All projects must be completed by December 31, 2015, with all claims and the final report submitted by February 15, 2016.

There is no cap on the amount of funding per approved eligible project under the Local Food Fund. However, the annual funds available under the Local Food Fund are limited to up to \$10 million per year. Funding may be awarded at the full amount requested or at a reduced amount based on funds available or based on the assessment of the project.

The cost-share will be based on the costs indicated in the application. If approved, the maximum eligible costs of the project cannot be increased nor the timeframe of the project extended. All eligible costs must be claimed by March 31 (except for final year of the fund) following the year they are incurred and paid. In 2016, all claims and final reports must be submitted by February 15th. Funds not spent in the year indicated in the expenditure forecast will not be available in future years. Failure to complete the project as

contracted (i.e. budget, expenditure forecast and timeline), may jeopardize funding and/or may result in the applicant repaying any and all funds received plus interest and any and all costs incurred by the province in recovering such funds.

Projects with funding from other provincial programs will not be eligible for the Local Food Fund. For greater certainty, if a project is already receiving funding under a funding program listed below, it will be considered ineligible:

- The Green Belt Fund
 - Broader Public Sector Grant Stream
 - Market Access Grant Stream
- Ontario Trillium Foundation
- Northern Ontario Heritage Fund
- Ministry of Agriculture and Food
 - Growing Forward 2
- Ministry of Rural Affairs
 - Rural Economic Development Program
- Ministry of Economic Development, Trade and Employment
 - Eastern Ontario Development Fund
 - Southwest Ontario Development Fund
 - Communities in Transition

Failure to disclose all funding or possible funding sources may cause the termination of the application or Agreement.

Eligible Costs and Ineligible Costs

The following section lists the eligible costs and ineligible costs.

Eligible Costs

For purposes of the Local Food Fund, eligible costs are the following costs directly attributable to the project that are incurred in the province of Ontario and paid by the applicant between the start and end date of the project as stated in the Agreement.

Actual costs incurred and paid to an arm's length third party, which otherwise would not be incurred that are eligible include:

- Project Management, such as:
 - Consultant fees
 - Business planning development
 - Professional fees such as legal, architectural, accounting, etc. that are specifically related to the project.
 - Minor capital including:
 - Sub-contractor fees
 - Equipment (e.g. reefer units, cold-storage, washing) , structural modifications to accommodate the installation of equipment
 - Architectural design work, engineering work (studies, environmental assessments, etc.)
 - Renovations and retrofits to existing structures (materials or supplies and labour to renovate existing space
 - Technology upgrades such as computer hardware, software, and network cables
 - Production expansion (e.g. a new product) to increase local food sales to local markets.
- Training
- Marketing or promotions costs
- Travel costs associated with project development and implementation, subject to Provincial directives
- Studies and research
- Administrative costs directly related to project implementation
- Wages for new hires to work 100 per cent on project related activities.

NOTE: To be eligible for reimbursement for purchased supplies, equipment or services, the successful Local Food Fund applicant must complete a process that demonstrates the best value for the funds spent.

Ineligible Costs

Ineligible costs include, but are not limited to:

- Hospitality costs (unless public-facing)
- Major capital including:
 - Land, buildings and major infrastructure
 - Additions to buildings, teardowns or rebuilds
 - Leasing
 - Powerlines, plumbing, telecommunications lines or equipment, water lines, etc. outside of the building.

- Direct wage subsidies for existing staff.
- In-Kind contributions. An in-kind contribution is identified as goods and services that are contributed to a project by the applicant and co-applicants that would otherwise have to be purchased or contracted in order to complete the project.
- Debt restructuring, fundraising or financing.
- Normal or on-going business and production operations not directly related to the project.
- Trucks or other vehicles (although refrigeration unit could be eligible).
- HST, value added tax or other costs for which a refund or rebate is received.
- Costs incurred prior to the approved project start date or after December 31, 2015.
- Costs incurred in preparing an application.
- Costs of alcohol, international travel, per diems or gifts.

Selection Process

The Rural Economic Development Advisory Panel will review applications on an individual basis and recommend projects to the Minister of Agriculture and Food. The panel has wide representation and the members have expertise in food industry, agriculture, business and rural economic development.

Applicants will be assessed on their capacity to successfully complete and finance the proposed project. The projects will be assessed on their ability to be completed within the proposed timelines and budgets.

Applications will also be assessed according to their fit with the Local Food Fund outcomes listed below. For additional information on how these are assessed, please refer to Appendix B.

Application Assessment Criteria:

- Eligible applicant(s)
- Definition of local food
- Financial capacity
- Financial contribution
- Local Food Fund outcomes:
 - Increased awareness of and celebration of local food
 - Influencing Ontarians to demand and choose more local food
 - Ensuring local food is identifiable and widely available
 - Helping Ontario's agri-food sector deliver products that consumers want
 - Strengthening local food economies from farm to fork.
- Food and beverage degree of local foods (if applicable to project)
- Innovation
- Project costs
- Project management experience
- Strong collaborative processes and strategic alliances
- Demonstration of long-term sustainability beyond the funding term
- Economic development
- Ability to use project as a model for other regions or sectors
- Demonstrate linkages to other provincial priorities*.

Innovation is defined as the application of new ideas (new processes, products, services and methods of delivery) to solve problems and address challenges and take advantage of new opportunities. This could include:

- *new and novel approaches*
- *potential for significant benefits compared to current practice*
- *increased risk due to higher level of uncertainty*
- *knowledge transfer to share results broadly throughout Ontario*
- *will allow Ontario to move ahead significantly in the use of local foods.*

**Provincial priorities include a strong economy, jobs, healthy communities, and a fair and just society. Additional priorities can be researched at <http://www.ontario.ca/welcome-ontario>.*

Key documents are the Budget and the Speech from the Throne.

Requirements of Successful Applicants

All applicants and co-applicants (if applicable) for approved projects will be required to sign the Agreement (i.e. contract) with the Province of Ontario. In the event of an error, omission or inconsistency between the Guidelines, the Application and the Agreement, the Agreement will supersede and prevail.

All parties signing agreements with the Province of Ontario are required to have comprehensive general liability insurance with coverage for at least \$2 million per occurrence for the term of the Agreement. This insurance must show the Province (Her Majesty the Queen in right of Ontario) as an additional insured party on the policy and contain the endorsements specified by the Agreement and is required throughout the term of the Agreement. A Certificate of Insurance must be submitted to the Ministry prior to the signing of an Agreement.

The person(s) signing the agreement must also provide the appropriate documents indicating they have the authority to be bound. For example: Municipalities and First Nations can submit a Municipal By-law or Band Council Resolution allowing the municipality or the band to enter into the Agreement with the Province of Ontario. Moreover companies and incorporated entities can provide proof of current status and constituting documents which state the full and proper name of the organization as well as the authorized signatories.

In the event that the business or organization is not incorporated (i.e., sole proprietorship, unincorporated association, etc.), please be advised that the individual who signs the Agreement on behalf of the business or organization will assume personal liability for the project. Moreover, this individual would be subject to all the terms and conditions set forth in the Agreement including a number of standard requirements including reporting requirements.

Progress reports are due April 1st and December 1st for projects that span more than six months or as requested by the Ministry.

Applicants will be expected to clearly demonstrate and report back with quantifiable outcomes attained through the proposed activities. Appendix C provides examples of performance measures that you can use as a starting point for reporting. In the application, performance measures related to the outcomes of the Local Food Fund are identified as well as performance measures developed specifically for the applicant's project.

Confidentiality

Application forms and supporting material submitted to the Province of Ontario will be subject to the Freedom of Information and Protection of Privacy Act. Any information submitted in confidence should be clearly marked "CONFIDENTIAL" by the applicant.

Appendix A – Examples of Types of Projects by Category

Regional and Local Food Networks Category

- Value Chain
- Supply Chain
- Regional Hub
- Local Hub
- Network
- Distribution
- Processing
- Business case, strategy or client intelligence
- Other

Enhanced Technologies, Capacity or Minor Capital Category

- Technology
- Capacity
- Distribution
- Information Sharing
- Minor capital
- Other

Research and Best Practices Category

- Research
- Pilots
- Demonstration
- Sharing / communicating best practices
- Other

Marketing, Promotion and Education Category

- Networking
- Promotion, marketing, branding
- Outreach
- Education
- Celebration
- Other

Appendix B – Detailed Information on Application Assessment

Stage 1: Initial Screening - Projects must meet the following criteria to move onto Stage 2.			
Eligibility Criteria	Description	Yes, meets program criteria	No, does not meet program criteria
Eligible applicant(s)	<p>Meets all of the following eligibility criteria:</p> <ul style="list-style-type: none"> • Be a legal person • Have the authority to enter into the Agreement • No provincial government funding 	Meets all of the applicant eligibility criteria	Does not meet the applicant eligibility criteria
Definition of Local Food	<p>Provides evidence that demonstrates the project supports or advances local food as defined below:</p> <ul style="list-style-type: none"> • Food produced or harvested in Ontario, and • Food and beverages made in Ontario if they include one or more ingredients produced or harvested in Ontario. <p>Demonstrates that the focus of the project is to increase sales of and demand for local food entirely for the Ontario market</p>	<p>Project supports or advances local food as defined</p> <p>Demonstrates that the focus of the project is on increasing sales of and demand for local food for the Ontario market</p>	<p>Does not support or advance local foods as defined</p> <p>Does not demonstrate that the focus of the project is on increasing sales of and demand for local food for the Ontario market or the focus on the Ontario market is minimal</p>

Stage 2: Assessment of Local Food Fund Outcomes, Project Management and Sustainability:			
Assessment Criteria	Description	Yes, meets program criteria	No, does not meet program criteria
Financial Capacity	Three years of financial records supplied that indicate applicants and co-applicants have the financial ability to cash flow the project without difficulty or have a secure source of fund.	Analysis indicates capacity to implement the project.	Analysis indicates the applicant will not have the capacity to implement the project
Financial Contribution	Applicant, and co-applicant if applicable, have made a financial commitment to the project	Appropriate financial contribution	In-kind only contribution Funding from other provincial programs

Assessment Criteria	High	Medium	Low
<p>Local Food Fund Outcomes</p> <p>Increased awareness of and celebration of local food</p> <p>Influencing Ontarians to demand and choose more local food</p> <p>Ensuring local food is identifiable and widely available</p> <p>Helping Ontario's agri-food sector deliver products that consumers want</p> <p>Strengthening local food economies from farm to fork.</p>	<p>Project demonstrates alignment of two or more Local Food Fund program outcomes.</p> <p>Project indicates which performance measures it will use to assess outcomes from Appendix C of the Guidelines</p> <p>Project indicates other project specific benefits or outcomes that it will achieve (other than Local Food Fund outcomes listed), and proposes performance measures that will assess those benefits or outcomes</p>	<p>Project demonstrates alignment with at least one the Local Food program outcomes.</p> <p>Project indicates which performance measures it will use to assess outcomes from Appendix C of the Guidelines</p> <p>Project does not indicate other project specific benefits or outcomes</p>	<p>Project does not demonstrate which Local Food Fund outcomes the project supports</p> <p>Project does not indicate which performance measures it will use to assess outcomes from Appendix C of Guidelines</p> <p>Project does not indicate other project specific benefits or outcomes</p>
<p>Food and Beverage Degree of Local Foods (if applicable to project)</p>	<p>Project provides evidence that demonstrates that food and beverages made in Ontario include ingredients substantially produced or harvested in Ontario.</p>	<p>Project provides evidence that demonstrates that food and beverages made in Ontario include the majority of ingredients produced or harvested in Ontario.</p>	<p>Project provides evidence that demonstrates that food and beverages made in Ontario include one or more ingredients produced or harvested in Ontario.</p>
<p>Innovation</p>	<p>New to the province or sector; not generally available or widely adopted</p> <p>Could be an innovation developed in Ontario or could be sourced from another jurisdiction</p>	<p>New for the sector or geographic area but may be in use in another sector or area</p>	<p>New to location or sector but currently in use in other parts of the province or by many others.</p>
<p>Project Costs</p>	<p>Costs are eligible, well documented and supported and reasonable</p>	<p>Costs are eligible and reasonable</p>	<p>Costs (some or all) are not reasonable</p>

Assessment Criteria	High	Medium	Low
Project management experience	Has successfully implemented two or more projects of similar scope or scale.	Has successfully implemented one or more projects of similar scope or scale or two or more projects of smaller scale or scope	Limited experience with project implementation and management
Strong collaborative processes and strategic alliances	Has developed strong network among a number of committed stakeholders to support the project and its implementation The network/collaboration impacts several entities or sectors	Has developed a network of stakeholders that support the intent of the project	Limited support for the project beyond the applicant(s)
Demonstration of long-term sustainability beyond the funding term	Has a clear and implementable plan to continue the objectives of the project after the Local Food funding	One time activity or event that will have a short-term impact on local food and intention to continue but no specific plan for continuation	One time activity or event having no long-term impact.
Economic Development	The project demonstrates the broader economic impact (spin-off), it will have. (e.g. increased sales, investment, jobs)	The project demonstrates limited economic impact (spin-off), it will have.	The project does not demonstrate the broader economic impact (spin-off), it will have.
Ability to use the project as a model for other regions or sectors	The project has a well- developed plan to share or transfer project results (e.g. knowledge or learning or best practices) to others	Has a plan to communicate the results of the project upon completion	No plan to communicate results
Demonstrate linkages to other provincial priorities *	Project has identified alignment with two or more provincial priorities that the project will link with or support	Identified a linkage with one provincial priority	Does not link with any provincial priorities

**Provincial priorities include a strong economy, jobs, healthy communities, and a fair and just society. Additional priorities can be researched at <http://www.ontario.ca/welcome-ontario>*

Key documents are the Budget and the Speech from the Throne.

Appendix C – Examples of Performance Measures by Project Category

Project Category	Types of Projects	Performance Measures
Regional and Local Food Networks	<i>Projects that build capacity along the value food chain to improve access and supply of Ontario foods by increasing awareness and collaboration between value chain partners.</i>	
	<i>Projects that aim to strengthen the entire supply chain, but in particular to encourage value chains (i.e. individual businesses collaborating and sharing information to take advantage of an opportunity).</i>	
	Value Chains – New, strengthen or expand	<ul style="list-style-type: none"> • Number of value chains created or expanded. • Types/structure of value chains created (need to define type) • Number of supply chains that value chains are participating in • Number of value chain business partnerships within value chain (agricultural and food processing) • Level of increased capacity for processing and distribution within a value chain • Value in dollars (sales) of value chain(s) • Sales of partners within value chains • Number of markets expanded through value chains • Sale values (dollars) - Producer share of retail price in supply chains (by type of value chain)
	Regional Hubs – New, strengthen or expand	<ul style="list-style-type: none"> • Number of regional hubs created (new or expanded) • Level of distribution of regional hubs • Number of partners in a regional hub • Hub activities that occur within the same local geographic/region area (e.g. grow, processing, distribution) • Level of increased capacity for processing and distribution within a hub • Value in dollars (sales) of regional hubs • Number of new markets accessed
	Supply chains – New, strengthen or expand	<ul style="list-style-type: none"> • Number of supply chain arrangements • Number of supply chain activities that occur within the same local area (grow, processing, distribution) • Number of supply chains that match product characteristics with potential consumers • Number of new products making it to market • Sale values (dollars) - Producer share of retail price in supply chains (by type of value chain)
	Networks – Create or establish networks or partnerships or collaborations along the value chain	<ul style="list-style-type: none"> • Number of markets retained through partnerships/networks • Number of markets expanded through partnerships/value chains • Number of business partnerships/networks/alliances established along a value chain (agriculture and food processing) • Number of new businesses • Number of farms involved in local food systems • Number and value of markets accessed • Number of new products making it to market
	Distribution or Processing -- Improved	<ul style="list-style-type: none"> • Level of capacity (e.g. Number of products etc.) to process and distribute food (value chains/hubs etc.) within same regional area
	Client Intelligence, Business Case or Strategy Development	<ul style="list-style-type: none"> • Number of new markets accessed • Number of new market opportunities identified or accessed • Number of new markets supplied or captured by producers • Number of new customers • Value (dollars) of new customers (Sales volume) • Increase in sales percentage and dollars)

Project Category	Types of Projects	Performance Measures
Enhanced Technologies, Capacity or Minor Capital	<i>Projects that focus on increasing the supply, capacity and distribution of local foods</i>	
	Technology <ul style="list-style-type: none"> • Transportation/delivery systems • Cold storage systems • Processing or Community kitchens • Information sharing (e.g. traceability systems to verify local foods, tracking systems to measure procurement of local foods) 	<ul style="list-style-type: none"> • Level of production as a result of the investment (Number produced, etc.) • Number of facilities/technology upgraded/expanded through program by type of industry • Increased access to inputs by processors • Processors accessing local inputs (within same geographic region)
	Capacity building, partnerships/collaborations that bring people together into a single entity (regional food hubs, co-packing, etc.)	<ul style="list-style-type: none"> • Number Regional food hubs created • Level of distribution of regional hubs • Level of capacity to process and distribute food (value chains/hubs, etc.) within same geographic/regional area • Number of partners in a regional hub • Number of value chains created or expanded • Number of value chain partnerships/business collaborations • Types/structure of value chains created • Number of supply chain arrangements • Number of products brought to market from business collaborations • Number of farms involved in local food systems • Number Supply chains that match product characteristics with potential customers
	Distribution -- improved	<ul style="list-style-type: none"> • Level of capacity (Number produced or timeliness) to process and distribute food (value chains/hubs, etc.) within same regional area • Level of investment to improve distribution
	Information Sharing	<ul style="list-style-type: none"> • Level of awareness of local foods • Number of new market opportunities identified or accessed
	Minor Capital-see Eligible Costs page 12	<ul style="list-style-type: none"> • Level of production as a result of the investment (Number produced, etc.) • Number of facilities/technology upgraded/expanded through program • Level of increased capacity for processing and distribution within a hub

Project Category	Types of Projects	Performance Measures
Research and Best Practices	<i>Projects that undertake collaborative research and analysis that lead to the development and implementation of best practices and informed decision-making by industry leaders.</i>	
	Research such as <ul style="list-style-type: none"> • Development of best practices • Agricultural products • Production practices • Market research – <ul style="list-style-type: none"> ○ Improving awareness/knowledge and access to new or improved market opportunities ○ Barriers to purchasing local food 	<ul style="list-style-type: none"> • Number of research projects/results that are adapted to broader sectors/shared • Number of analysis/reports made available to a target audience (Number of people shared with) • Number of assessments/reports • Number of clients/people trained • Number of barriers addressed through BPs • Number of partners (collaboration) in research project • Number of research projects undertaken by value chain partners • Level of awareness/understanding of new and emerging markets from research
	Pilots and Demonstration Projects -- test applicability of new models or approaches	<ul style="list-style-type: none"> • Number of new customers served • Level of awareness/understanding of new and emerging markets from research • Number of clients serviced/shared with the information • Number of new opportunities identified • Number of opportunities acted upon • Number of investments made as a direct result of research findings
	Sharing/communicating best practices	<ul style="list-style-type: none"> • Number of best practices developed (new or improved or adapted) as a result of research • Number of people/clients reached • Number of BPs adopted by industry and type of BPs
Marketing, Promotion and Education	<i>Projects that focus on marketing and promotional activities that improve consumer awareness and demand for local foods.</i>	
	Networking	<ul style="list-style-type: none"> • Number of clients reached • Number of marketing/promotional products developed • Number of events by type (special vs. local) • Number of attendees
	Promotion, Marketing, Branding	<ul style="list-style-type: none"> • Number of promotions undertaken • Number of clients reached • Number of marketing/promotional products developed • Value (dollars) of research and promotion
	Outreach	<ul style="list-style-type: none"> • Number of clients reached • Increased sales at local markets/stores • Number of customers • Level of local food being sold in retail markets • Number of events by type (special vs. local) • Number of attendees
	Education	<ul style="list-style-type: none"> • Number of events by type (special vs. local) • Number of special events • Number of attendees



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