



# City of Toronto Long Term Care and Services

Local Food Purchasing Practice Assessment  
Internal Summary Report

# Local Food Purchasing Practice Assessment

## Internal Summary Report

During the three month period spanning September through December 2018, The City of Toronto (COT) in conjunction with Gordon Food Service (GFS) and Faye Clack Communications (FCC) undertook an **assessment of locally-grown food purchases made for the City's 10 Long-term Care Homes (LTCHS).**

This project included the following elements:

- **Benchmarking & Analysis**
- **Menu Review**
- **Recipe Development**
- **Site Visits & Kitchen Tours**
- **Staff Engagement & Training**
- **Implementation Plan**
- **Communications Materials**

## Local Food Purchasing Practice Mandate

The mandate for this project was to increase City of Toronto Long Term Care and Services procurement of locally sourced and processed SKUs from 19% to 25%.

As evidenced in the following summary and the accompanying report and appendices, it will be demonstrated this mandate was achieved.

## Analysis:

### Opportunities to Increase Local SKUs by Substitution

#### Current local procurement:

Produce (frozen and fresh), Cheese, Milk, Eggs, Pork Sausage and Bacon\* Chicken Drumsticks, Turkey Breast

#### Direct substitution increase exhibited in the following categories:

- Ketchup – 11.33%
- Shredded Cheddar & Mozzarella – 17.67%
- Tomato Sauce – 28.54%
- Pork Breakfast Sausage – 17.77%
- Pulled Pork – 37.48%
- Meatloaf – 3.78%
- Chicken Legs – 14.65%
- Spanish Onion – 23.73%
- Baby Carrots – 12.88%
- Chicken Tenders – 21.59%
- Beef Lasagna - 2.92%
- Farmer's Sausage - 16.00%

## Analysis:

Opportunities  
to Increase  
Local SKUs by  
Increased  
Procurement

Turkey Sausage – 50.00%

Beef Lasagna – 2.92%

Pork Sausage – 21.30%

Dairy collectively: 25.35% increase

Animal Protein collectively: 161.27%  
increase

The introduction of 14 new recipes over the next 12 to 18 months will also increase local procurement by a proposed estimate of 5% overall.

# Findings: Kitchen Tours

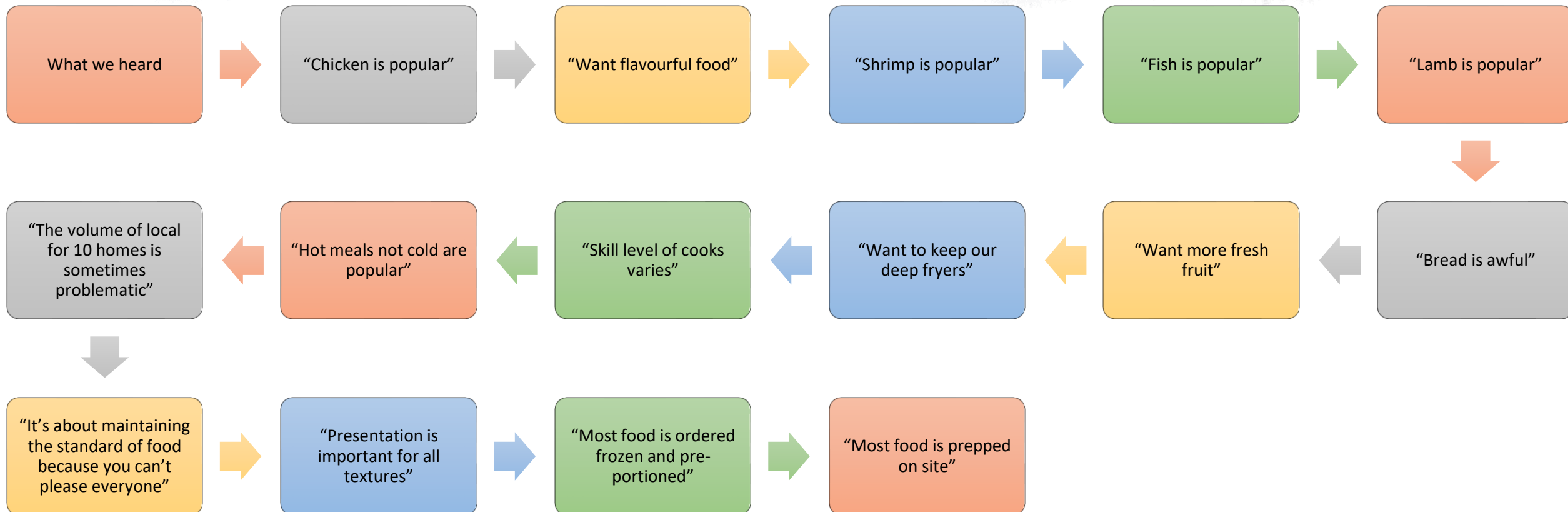


**IN SEPTEMBER, FCC VISITED THE 10  
LTCHS FACILITIES TO OBSERVE  
COOKING METHODS, KITCHEN FLOW  
AND EQUIPMENT USAGE AND NEEDS**



**WHAT WE HEARD**

# Findings: Kitchen Tours



# What We Heard



“Residents look forward to June in anticipation of fresh fruits and vegetables”



“Avoid shrimps due to allergies”



“More stews and soups would be great”



“Residents love chicken wings”



“Foods they can pick up with their hands are great”



“Residents like the food with no spice”



“Refer to traditional recipes in the development process”



“Recipes should be simple, wholesome and hearty with no fancy names”





New Recipes for  
2019 & 2020  
Execution

## Findings:

### Recipe Development

14 new recipes  
rolled out in  
2019  
&  
2020

Each recipe was carefully created to incorporate more local ingredients.

Local dairy and animal protein categories provided a great opportunity to increase local content.

#### Lunch

- Beef Meatloaf with Pulses
- Cheeseburger Rice Pie
- Moroccan Chickpea Stew
- Sweet Potato and Turkey Chili
- Teriyaki Chicken and Edamame Rice Bowl
- Turkey, Rice and Black Bean Burrito Bowl

#### Dinner

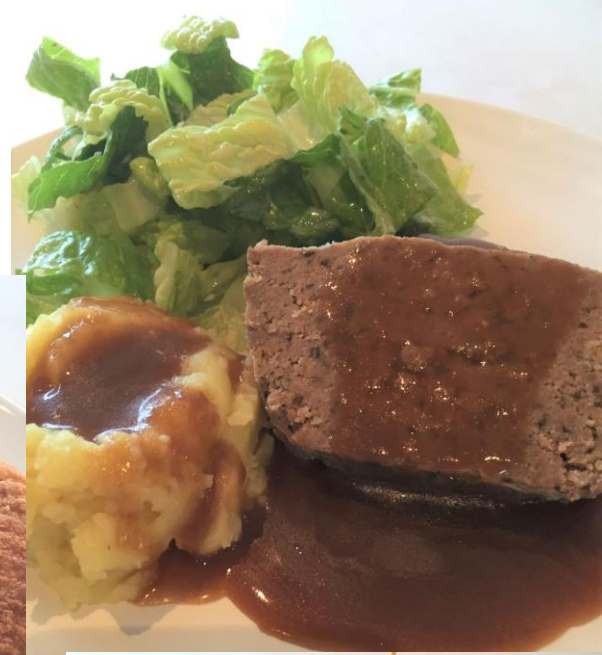
- Afghani Beef and Rice
- Balsamic Post Roast Stew
- Bangers and Scalloped Potatoes
- Beef Stroganoff
- Penne with Spinach and Asiago Cheese
- Sweet Curry Drumsticks with Lentil and Rice Pilaf
- Tandoori Chicken Thighs with Mint Yogurt Sauce
- Turkey Cutlets with Mushrooms



NEW



LOCAL



RECIPES







## Local Key Messages

- ✓ Supports Ontario Farmers
- ✓ Supports the Local Economy
- ✓ Helps create jobs
- ✓ Nutritious
- ✓ Flavourful
- ✓ Good for the Environment

Findings:

Engagement

Key  
Messages  
Developed  
for  
Communication  
Outreach

Recommended tools include, but are not limited to the following for both internal and external audiences:

Internal Audiences:

- Webinar
- Email
- Newsletter
- Forums/meetings
- Committee meetings

External Audiences:

- Bulletin Boards
- Posters
- External Newsletters
- Family Meetings
- Email
- Website
- Recipe Booklet

Findings:  
Implementation  
Plan  
for  
2019 & 2020

- ***LTC team to determine which recipes to incorporate*** into the 2019 menu initially and at what interval for the balance of the recipes.
- ***Food & Nutrition staff to test all 14 new recipes*** in selected residences to determine best practices for kitchen execution, ease for service staff and adoption by residents before incorporating fully into the menu for all 10 resident facilities.
- ***Foodservice supplier to advise of new local product availability*** and product developed specifically for this project.
- ***FCC to conduct a training session*** with LTCHS ***Food & Nutrition*** staff on January 24<sup>th</sup>, 2019.
- ***FCC to conduct a training webinar*** for kitchen managers February 2019.

## Findings:

# Communication Recommendations

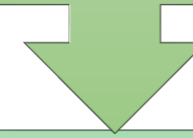
The following communication tools are required to convey the menu changes:

- ✓ A key message document has been developed to be used in conjunction with the local logo developed by Greenbelt.
- ✓ A presentation has been developed to showcase the positive outcome of including more local SKUs in the 2019 proposed menu and the benefit to the internal staff.
- ✓ A presentation has been developed for the purposes of extolling the virtues of this project to external audiences within the City of Toronto Long Term Care and Services.
- ✓ 8½ X 14 posters will be featured in conjunction with the menu board to inform residence of the plan to purchase more local food and why it is of benefit to them.
- ✓ A consumer recipe booklet featuring the new 14 recipes will be distributed to resident families and other key target stakeholders.

Findings:

Conclusions

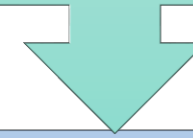
In addition to the internal staff training and resident outreach tools, it is recommended that the ***City of Toronto Long Term Care Homes and Services team create an external outreach program to introduce the project to a broader audience***, namely, the public at large and other Long Term Care Facilities.



As Toronto's population is aging more rapidly than any other city population in the world, ***more families will be investigating the opportunities for Long Term Care for themselves and/or family members.***



The inclusion of local products in the resident menu presents a marketing opportunity for the City of Toronto Long Term Care and Services. Using the developed 'Local' key messages and ***exposing the local food procurement project to the general public will provide a platform to extol the virtues of the City of Toronto Long Term Care living and the benefits to the resident and their families.***



This effort will also be viewed as a ***favourable campaign strategy*** should the City of Toronto consider increased funding to this sector.