

**Ministry of Agriculture,  
Food and Rural Affairs**

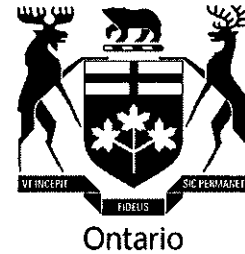
Office of the Minister

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**Ministère de l'Agriculture, de  
l'Alimentation et des Affaires rurales**

Bureau du ministre

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**Christy McMullen**  
Vice Chair, Ontario Food Terminal Board  
165 The Queensway  
Toronto, ON M8Y 1H8

Dear Ms. McMullen,

I would like to commend the Ontario Food Terminal Board and staff for your dedication and hard work to put measures in place to protect the health and safety of employees, tenants and users during the COVID-19 provincial emergency. This has been a challenging time for all of us, and I sincerely appreciate the Ontario Food Terminal Board's efforts in maintaining Ontario's strong food supply chain.

I would also like to thank you for accepting the appointment of Vice Chair, which has included you having to serve as acting-Chair for the past few months. I very much appreciate the work you are doing in this capacity to ensure the smooth running of the Board, as well as liaising between the Board and OMAFRA staff.

Pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for the Ontario Food Terminal Board for the 2021-22 fiscal year.

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality services to Ontarians. It is important that strategic direction, goals and objectives of the Board are consistent with government priorities, your agency mandate, key policies and directives and my directions, where appropriate.

As part of the government of Ontario, agencies are expected to act in the best interests of Ontarians by being efficient, effective, and providing value for money to taxpayers.



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This includes:

**1. Competitiveness, Sustainability and Expenditure Management**

- operating within your agency's Board approved budget
- identifying and pursuing opportunities for revenue generation, innovative practices, and/or improved program sustainability
- identifying and pursuing efficiencies and savings
- complying with applicable direction related to supply chain centralization, Realty Interim Measures and Agency Office Location Criteria

**2. Transparency and Accountability**

- abiding by applicable government directives and policies and ensuring transparency and accountability in reporting
- adhering to requirements of the Agencies and Appointment Directive, and responding to audit findings, where applicable
- identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability

**3. Risk Management**

- developing and implementing an effective process for the identification, assessment and mitigation of risks, including planning for and responding to emergency situations such as COVID-19

**4. Workforce Management**

- optimizing your agency's workforce to enable efficient and effective fulfilment of government priorities, while enhancing customer service standards
- streamlining back office functions to ensure that all available resources are redirected towards the critical front-line services that Ontarians depend upon

**5. Data Collection**

- improving how the agency uses data in decision-making, information sharing and reporting, including by leveraging available or new data solutions to inform outcome-based reporting and improve service delivery.
- supporting transparency and data sharing with the ministry, as appropriate.

**6. Digital Delivery and Customer Service**

- exploring and implementing digitization or digital modernization strategies for the provision of services online and continuing to meet and exceed customer service standards through transition
- using a variety of approaches or tools to ensure service delivery in all situations, including COVID-19



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The Ontario Food Terminal is vital to the success of the Ontario agri-food sector. I support your commitment in continuing to operate a dedicated farmers' market area for Ontario produce growers and dealers.

Under the authority of the *Ontario Food Terminal Act*, your agency's mandate is to acquire, construct, equip and operate a wholesale fruit and produce market and to operate such facilities for the transportation and handling of fruit and produce as may be necessary for the purposes of the Ontario Food Terminal. As you are aware, Bill 215 – *Main Street Recovery Act, 2020* received Royal Assent on November 30, 2020. Upon proclamation of the amendments to the *Ontario Food Terminal Act*, the Board's mandate will expand by including new objects of the Board to cover a wholesale market primarily for agricultural products, and to promote local food within the meaning of the *Local Food Act, 2013*.

Looking ahead to the 2021-2022 fiscal year, I expect the Ontario Food Terminal Board to focus on the below items for and look forward to seeing these addressed in its annual business plan:

- Managing the Ontario Food Terminal's operations so it operates efficiently, providing excellent customer service to Ontario growers, and high-quality produce to the Ontario consumer at a competitive price.
- Properly maintaining the Ontario Food Terminal so produce buyers, including Ontario retailers, restauranters and food service wholesalers, continue to use the Ontario Food Terminal as a major source of supply for fresh produce.
- Having cash flow from operations cover all expenses of the Ontario Food Terminal, including capital, maintenance and COVID-19-related expenditures.
- Having a Business Plan in place that includes performance measures to support the growth and success of the Ontario Food Terminal.
- Continuing the good work in meeting all Agencies and Appointments Directive provisions and reporting requirements including seeking the necessary government approvals on all future proposed expenditures and providing the Ministry with quarterly financial statements.
- Working with Ministry staff to update the Memorandum of Understanding between the Board Chair and myself.
- Continuing to implement strong prevention and control measures at the Terminal in response to COVID-19 to ensure the health and safety of all users.
- Engaging with Ministry staff for support as needed and continuing your work to advance the Board's Strategic Plan.



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## Board's Strategic Plan

I'm pleased to share that the government has already taken action to support the Board in implementing parts of the Strategic Plan for the Terminal. Legislative changes to the *Ontario Food Terminal Act* through the *Main Street Recovery Act* would, when proclaimed:

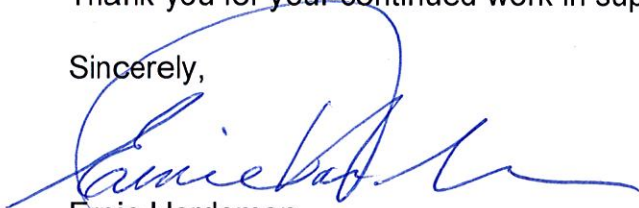
- Change the size of the Board by increasing the cap on the number of members to 13 and setting the minimum to 5
- Expand the definition of what can be sold at the Terminal
- Change authority to approve the Board's decisions regarding hiring and dismissal of the General Manager from Lieutenant Governor in Council to Minister
- Clarify the authority of the Board to establish advisory committees
- Expand the objects of the Board to include the promotion of local food

The ministry supports many of the strategic goals and objectives the board has identified related to enhanced Board governance, Farmers' Market improvements, as well as modernizing operations at the Terminal in its current location. I ask that you keep me apprised of your progress in implementing these changes by providing regular updates to the ministry's Agency Liaison, and I look forward to seeing the progress reflected in your annual Business plan.

I look forward to having the excellent working relationship between the Ontario Food Terminal Board and the Ontario Ministry of Agriculture, Food and Rural Affairs continue and to hearing about your progress on these commitments in your agency's annual report.

Thank you for your continued work in support of Ontario's agricultural sector.

Sincerely,



Ernie Hardeman  
Minister of Agriculture, Food and Rural Affairs



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