

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

Office of the Minister

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Christy McMullen  
Chair, Ontario Food Terminal Board  
165 The Queensway,  
Etobicoke, ON M8Y 1H8

Dear Ms. McMullen,

I am pleased to share our government's 2023-24 priorities for the Ontario Food Terminal Board (OFTB). As Chair, you play a vital role in helping the OFTB achieve its mandate. It is important that your agency's goals, objectives, and strategic direction continue to align with our government's priorities and direction. As part of the government of Ontario, agencies are expected to act in the best interests of the people of Ontario and ensure that they provide value for money to taxpayers. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for the Ontario Food Terminal Board for 2023-24. These priorities include:

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

- Identifying and pursuing opportunities for revenue generation through partnerships, where appropriate.
- Identifying efficiencies and savings through innovative practices, and/or improved program sustainability.
- Operate within the agency's financial allocations.
- Complying with applicable direction related to supply chain centralization, including contract harmonization for planned and pending procurements, accounting practices and realty interim measures for agency office space.
- Leveraging and meeting benchmarked outcomes for compensation strategies and directives.



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À bonne terre, bons produits

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## **2. Transparency and Accountability**

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting.
- Adhering to accounting standards and practices, 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 agency risks, including COVID-19 impacts and any future emergency risks.

## **4. Workforce Management**

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.

## **5. Diversity and Inclusion**

- Developing and encouraging diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
- Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.

## **6. Data Collection**

- Improving how the Board collects and uses data in decision-making, information sharing and reporting, to inform outcome-based reporting and improve service delivery.
- Increasing data sharing with Supply Ontario when applicable regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

## **7. Digital Delivery and Customer Service**

- Exploring and implementing digitization for online service delivery to ensure customer service standards are met.
- Using a variety of approaches or tools to ensure service delivery in all situations, including pursuing delivery methods that have evolved since Covid-19.

I am also sharing some specific priorities shared by the Ministry and the Ontario Food Terminal Board:

1. Development of a long-term asset management and capital improvement and growth plan
  - a. Recognizing the importance to the long-term viability and operational success of the terminal, I would encourage the Board to create a strategic capital improvement and growth and expansion plan to ensure the Ontario Food Terminal can continue to meet the needs of Ontarians and support a thriving agri-food sector within the province, including opportunities to improve access to the terminal and internal traffic flow.
2. Increased collaboration and communication between the Board, Government, and Industry
  - a. Strengthening and improving partnerships with key industry organizations, and other government entities to further develop and promote the sale of grown in Ontario agricultural products through the Ontario Food Terminal and Farmer's Market
3. Conduct a review to determine how to minimize the carbon footprint of the Ontario Food Terminal

I would be pleased to discuss these priorities during our next meeting as well as the progress the Board has continued to make as it relates to operationalizing its strategic plan. I look forward to hearing how these priorities will be reflected in the agency's upcoming business plan and in ongoing agency operations to ensure the OFTB is continuing to fulfill its mandate as a key wholesale market for primary agricultural products.

Thank you and your fellow board members for your continued commitment to the Ontario Food Terminal Board. Your work and ongoing support is invaluable to me and the people of Ontario, and Ontario's Agricultural sector.

Should you have any questions, please feel free to contact my office or Randy Jackiw, Assistant Deputy Minister, Economic Development Division.

Sincerely,



Lisa M. Thompson  
Minister of Agriculture, Food and Rural Affairs

cc: Randy Jackiw, Assistant Deputy Minister, Economic Development Division