



ONTARIO  
*Food Terminal Board*

**2026-29 Business Plan**



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# Executive Summary

The Ontario Food Terminal Board (OFTB) is a Board-Governed Provincial Agency established in 1954 with a mandate to acquire, construct, equip and operate a wholesale market primarily for agricultural products in the City of Toronto. For nearly 70 years, the OFTB has managed one of the most successful wholesale markets in North America. Today the Ontario Food Terminal (Terminal) is Canada's largest wholesale produce terminal and is the third largest Terminal in North America measured by volume of produce sold through the Terminal. The Terminal is entirely self-funded and remains a crucial node in Ontario's food distribution system. The OFTB remains committed to the vision of being a global leader in facilitating wholesale distribution of agricultural products so that Ontario consumers benefit from competitive prices and safe, high-quality supply year-round and so Ontario growers are provided with an effective and efficient marketplace.

This three-year business plan outlines the OFTB's focus on keeping its commitments under provincial legislation. Over the next three years, the OFTB will continue to focus on meeting the needs of its three stakeholder groups, improving customer interactions, and making targeted investments to improve operational efficiency.

## What We Have Been Working On

The OFTB's core business is operating a competitive wholesale market which includes providing several key services required by our 4,000 buyers, 20 warehouse tenants, and 300 Ontario farmer tenants. These services include providing a 108,000 square foot central cold storage facility for the warehouse and grower tenants, managing 506,000 square feet of farmers' market space, operating 231,000 square feet of warehouse space, along with office space, a waste handling facility, and security. In managing these facilities, the OFTB's ongoing challenge is maintaining the smooth operations and maintenance of these spaces and services while providing the best value to our tenants and buyers.

As the OFTB's central focus is to effectively and efficiently operate a wholesale market for agricultural products in Ontario, OFTB has been implementing a strategy to realize efficiencies, as well as maintain and improve infrastructure and services available to its three client groups: warehouse tenants, farmers' market tenants, and buyers.

Over the past year, OFTB has continued to realize efficiencies by replacing old light fixtures with LED lights and adding motion sensors to reduce power usage. This contributed to the reduction in the OFTB's power consumption by 0.4% or 51,000 kwh from the prior year. Our commitment to improving infrastructure and maintaining services has been realized by numerous maintenance activities and improvements to existing assets. For example, this year we will conduct an inspection on our high voltage main electrical station to ensure the continued supply of electric power within the Terminal. In addition, the Board will implement noise reduction measures to reduce the noise emissions to the neighbouring residential area.

# Our Operating Environment

The OFTB has a unique operating environment that includes a range of internal and external influences that are detailed more extensively in our environmental scan (see page 15). Chief among the considerations we're actively managing are the realities of operating a facility within a dense urban area and managing an operating budget in an environment of inflationary pressures.

## Operating Within a Dense Urban Area

Being centrally located in Toronto offers many advantages to the Ontario Food Terminal. The greatest advantage our location offers is the Terminal's proximity to the thousands of buyers who frequent the Terminal each week. Buyers can easily visit the Terminal to inspect and purchase products, fostering stronger relationships between suppliers and buyers. Toronto is also the largest city in Canada, which offers a substantial and diverse customer base. Being close to such a large market—in addition to having access to major highways and airports—means the Terminal can serve a wide range of buyers, from small independent retailers to large supermarket chains.

While being located close to our buyer base in a dense urban environment is an asset in many respects, it also presents unique challenges. For example, busy roadways and road construction can have a significant impact on suppliers and buyers seeking to access the Terminal. An estimated 1 million vehicles—many of which are tractor trailers, large dual axle and straight trucks, and cube vans—enter and exit the Terminal each year. To ensure that buyers and sellers can access the Terminal, we continue to operate the Terminal 24 hours a day, 7 days a week, which ensures our client group can move product outside of peak hours. We also proactively try to address issues before they develop, such as working with the City of Toronto on mitigating the impacts of road construction on tenants and buyers through creative solutions.

The Terminal operates on 42.24 acres of land and as land is at a premium, we routinely assess the layout of the market space, storage, roadways and parking to maximize efficiencies for tenants and buyers conducting business at the Terminal.

## Managing our Budget in a Challenging Economic Environment

In addition to managing the unique challenges of operating in an urban environment and on an acreage with little opportunity to expand, the OFTB continues to deal with the post-Covid effects of rising costs and a recovering business sector. Rising costs have increased our expenses, although we have continued to successfully operate within our OFTB approved budget. In fact, the OFTB has been able to sustain, grow and evolve the operation of the Terminal since its inception and continues to do so without any taxpayer funds.

During the 2024-25 fiscal year, there was an increase of 4.2% in total expenses compared to the prior fiscal year. The greatest increase in expenses was due to higher waste removal costs from rising prices (+13.3%). Other increases in labour (+8.3%), electric power (+1.6%), miscellaneous service contracts (+10.2%), HydroOne land rent (+22.0%), operating supplies (+7.8%), realty taxes (+1.4%), insurance (+2.3%) and amortization (+1.4%) contributed to the year-over-year increase in expenses. To respond to

these pressures going forward, the OFTB will continue to carefully manage its expenses. For example, over the last two fiscal years the OFTB has been focused on making additional payments towards the principal amount owing on our loans to reduce our interest payments. In addition to more aggressively paying down our loans, OFTB has committed resources to retrofits that have reduced our energy usage, has invested in capital projects that will extend the life of its existing physical assets, and has transitioned several part-time contract services to in-house. Over 2024-25, revenues were 6.3% higher than previous year due to increased cold storage pallet throughput activity and increased truck and buyer toll fees levied. Looking ahead, OFTB will continue to manage its budget by identifying opportunities for cost reduction, maintaining existing assets to reduce long-term expenditures, and maximizing revenue generation opportunities.

## Plan Highlights for the next Three Years

As we look ahead to the next three years, the OFTB is dedicated to its mission of supporting local agriculture and enhancing Ontario's food distribution network. Our strategic plan focuses on key initiatives that will drive growth, improve efficiency, and ensure the safety and sustainability of our operations.

### Exploring Options for Building an Indoor Farmers' Market

The OFTB is committed to enhancing the local food ecosystem by continuing to explore the feasibility of establishing an indoor farmers' market. This initiative aims to provide a year-round venue for local farmers and producers to sell their goods directly to consumers, fostering stronger community ties and supporting local agriculture.

### Making Small-Scale Investments to Improve Efficiency and Safety

To ensure the Terminal operates at peak efficiency while prioritizing the safety of all stakeholders, we will make targeted investments in infrastructure and technology. These improvements will streamline operations, reduce waste, and enhance safety protocols, creating a more efficient and secure environment for vendors and visitors alike.

### Maintaining Existing Infrastructure

Preserving the integrity of our current facilities is crucial for the continued success of the Ontario Food Terminal. We will undertake regular maintenance and upgrades to ensure that our infrastructure remains robust and capable of supporting the Terminal's activities. This proactive approach will help us avoid disruptions and maintain a high standard of service.

## Mandate

The Ontario Food Terminal Board was established in 1954 by the provincial government and is continued under the *Ontario Food Terminal Act R.S.O. 1990, c. O. 15* (the "Act"). Section 4(1) of the Act sets out the OFTB's objectives. They are:

a. To acquire, construct, equip and operate a wholesale market primarily for agricultural products in the City of Toronto or The Regional Municipality of York known in English as the Ontario Food Terminal and in French as Marche des produits alimentaires de l'Ontario and to acquire and operate such facilities for the transportation and handling of agricultural products as may be necessary for the purposes of the Terminal;

a.1) To promote local food within the meaning of the *Local Food Act, 2013*;

b. To do such other acts as may be necessary or expedient for the carrying out of its operations and undertakings.

The Terminal's mandate and the crucial role it plays in the food supply chain are well-aligned with the ministry's efforts to promote a competitive and productive agri-food sector. Since its inception, the Terminal has provided a competitive wholesale market for both sellers and buyers of food. The pivotal role the Terminal has played in Ontario's fresh food distribution system for 70 years continues to this day. As the largest wholesale market in Ontario (and nationally), the Terminal services thousands of buyers sourcing food—ranging from local fruit and vegetable stores, independent and chain supermarkets, convenience stores, restaurateurs, foodservice businesses, caterers, florists, garden centres, landscapers, and institutions. The Terminal provides an opportunity for independent businesses to compete with larger businesses that have purchasing power and sourcing capabilities that are not possible for smaller businesses. The Terminal also serves as an incubator for early-stage startups in fresh food retailing, enables agricultural products to be showcased to buyers, and provides an outlet for Ontario growers to market their products directly to buyers. In addition, the Terminal serves as a key source of market pricing signals for buyers and sellers. With the shifting supply and demand for fresh produce and agricultural products, a large-scale competitive wholesale market with thousands of transactions taking place each week helps keep prices down by countering the trend towards concentration in the hands of a few large buyers within the food supply to the detriment of Ontario consumers.

## Vision

The OFTB's vision is to be a recognized global leader in facilitating wholesale distribution of agricultural products enabling Ontario consumers the benefit of competitive prices and safe, high-quality supply year-round while providing Ontario growers with an effective and efficient marketplace.

OFTB's vision aligns with OMAFA's vision—as articulated in the *Grow Ontario* strategy—of creating a rich and diverse agri-food sector and ensuring an efficient, reliable and responsive food supply for Ontarians. The Terminal is an essential part of Ontario's food supply and food industry. It is an important outlet for Ontario farmers to sell their produce on a wholesale basis to the Terminal's 4,000 registered buyers. The Terminal also provides an important opportunity for both sellers and buyers to determine what the industry currently needs or requires to serve the public. The Terminal operates 24 hours a day, 7 days a week, 365 days a year. The Terminal is a crucial piece of infrastructure that ensures a steady and reliable supply of food for Ontarians. The importance of the Terminal to Ontario's food supply system was further underscored by the COVID pandemic, in which the Terminal continued to operate. The Terminal is also not only a Toronto asset but is a crucial piece of infrastructure for the province and country, as buyers

and sellers come from all over Ontario and beyond. Food bought and sold through the Terminal reaches the far corners of the province and supplies produce as far east as Newfoundland and reaches many international markets. And finally, the Terminal has continued to invest in infrastructure and technology to ensure food safety. For example, in recent years the OFTB built an enclosed loading dock building that enables buyers to load their purchases indoors thereby maintaining cold chains that reduce food safety risks.

## Mission

The OFTB's mission is to facilitate the exchange of wholesale trade in perishable food and agricultural products in a manner that is efficient, safe, competitive and responsive to market needs.

According to the Grow Ontario strategy, the government's goal is to "instill pride and trust in the quality and quantity of food and agricultural products produced in Ontario, grown on the foundation of a competitive and innovative agri-food industry that serves the needs of Ontarians, Canadians and the world."<sup>1</sup> The Terminal's mission continues to be relevant to government goals and priorities as it functions as a critical distribution node and marketplace in the agri-food sector, supports and promotes Ontario grown and/or produced agricultural products, and it creates a competitive environment in a highly concentrated market.

## Strategic Objectives of the Ontario Food Terminal Board

The OFTB has six strategic objectives, which were developed in 2020, to guide the operations of the Terminal. The strategic objectives of the OFTB are as follows:

1. To try and ensure that the market operates efficiently in order to provide high quality agricultural products to the Ontario consumer at competitive prices.
2. To provide a central marketplace for Ontario growers and produce wholesalers to sell their agricultural products directly to the wholesale and retail trade.
3. To foster, through controlled buying hours and regulated shipping policies, a competitive market place where buyers and sellers can freely negotiate prices and terms of sale.
4. To maintain a good working relationship with the wholesale tenants, growers and buyers.
5. To ensure that the market is properly maintained so that Ontario retailers and institutions will continue to use the market as a major source of supply for agricultural products.
6. To ensure that the cash flow from operations is sufficient to cover expenses including all capital and maintenance expenditures.

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<sup>1</sup> Government of Ontario. "Grow Ontario: a provincial agri-food strategy." November 14, 2024. <https://www.ontario.ca/page/grow-ontario-provincial-agri-food-strategy>

## Core Values

In addition to the strategic objectives, the OFTB has several core values that stem from a desire to deliver outstanding service to growers, dealers, wholesalers, and buyers so that their businesses can thrive and grow. The OFTB's core values are:

- Value the people we serve and employ, treating all with fairness and respect.
- Conduct our business in an open, transparent and accountable way.
- Hold sufficient reserves to provide for stability and confidence.
- Deliver services that are efficient and cost effective.
- Stay independent of any commercial or political interest and therefore act only in the public interest.
- Enable our customers, and therefore consumers, to access more agricultural products at lower costs than would be available if the Ontario Food Terminal did not exist.
- Strive to anticipate future trends and needs for which we plan through consultation.
- Proactively take steps to enable the volume traded to grow.
- Be good neighbours in our community.

## Letter of Direction from the Minister of Agriculture, Food and Agribusiness

As part of the Agencies and Appointments Directive (AAD), the Minister of Agriculture, Food and Agribusiness issues a letter of direction to the agency Chair, which outlines the Minister's expectations from the OFTB to continue to align with the government's priorities and direction. The letter of direction sets out the Minister's expectations for 2026-27 that OFTB is innovative, sustainable and accountable. We have included the Minister's expectations below, along with how the OFTB intends to fulfill this direction:

### Protect Ontario

1. **Expand domestic partnerships within Canada to promote the development of supply chains and economic opportunities across Canada and support economic resilience, particularly in light of ongoing U.S. tariff threats and economic uncertainty:** The OFTB maintains a competitive wholesale market by managing facilities, lease agreements, and staffing. As a landlord, OFTB does not have domestic partnerships within Canada, such as joint-ventures, MOUs, or data sharing agreements with other Canadian entities. OFTB does however have partnerships with food waste diversion organizations such as Second Harvest, Harvest Hands, Daily Bread Food Bank, and other local food rescue organizations to divert perishable food items from the landfill.
2. **Procure from Ontario and Canadian businesses whenever feasible:** All OFTB's input suppliers (e.g., fuel, parts, natural gas) as well as service providers (e.g., janitorial, equipment repairs, waste removal, legal services) are local (Ontario) businesses.

Measure: Percentage of total procurement spend on Ontario-based businesses.

- 3. Provide economic relief for Ontario families, consumers and businesses by freezing government fees and fares, unless approved by my office:** The OFTB's goal is to keep its fees as low as possible. To that end, buyer fees and toll fees have remained unchanged for several years and there are no plans to raise these fees over 2026-27. Cold storage fees also remained unchanged over 2025-26. As OFTB is self-funded, rents are adjusted annually to reflect rising costs. Warehouse rents are based on a break-even cost centre approach.

Measure: Number of fees frozen / unchanged by end of fiscal 2026-27.

### **Deliver Better Services**

- 4. Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings:** The Terminal functions as an in-person market where buyers can walk the market, meet vendors, see and test product, and negotiate the buying and selling of product. While our model presents limited opportunity for expanding digital service offering, we have sought to expand digital service offerings where possible. For example, buyers now have the option of renewing their buyer access card over email, in addition to the main gate and at our office. Invoices are sent out monthly and payments can be made by direct deposit or by cheque or debit. We will continue working with our farmers' market tenants to transition from paper billing to electronic billing (via email). Transitioning to email will also enable OFTB to send invoices and other communications over email, improving the frequency and quality of our communications with tenants.

Measure: Total number of services offered digitally (e.g., electronic billing, direct deposits, buyer registration and renewals) by end of fiscal 2026-27.

- 5. Identify opportunities to enhance efficiency, improve services, drive innovation, and achieve cost savings for the people of Ontario, including through the use of AI and other advanced technologies:** While OFTB does not currently use artificial intelligence, OFTB has for several years worked to enhance efficiency and improve services. For example, buyers now have the option of renewing their buyer access card at the main gate through multiple payment methods, at our office, or through email. We have transitioned our billing system from paper based to email and tenants can select to pay their fees by debit or through direct deposit. As many of our clientele are more comfortable with traditional, paper-based transactions (e.g., paper invoices, paying by cheque), we continue to maintain this option for invoicing and payment. Going forward, we will continue offering a range of invoicing and payment options to meet the needs and preferences of our clientele while also shifting increasingly towards paperless billing and direct deposits. The Terminal will also continue to provide computer access in the cold storage quality control room so tenants can communicate efficiently within their company and with their shipping partners and or suppliers. Recently, we have also begun

using a digital news bulletin to communicate important information to buyers and vendors via email and plan to continue to this over the foreseeable future.

6. **Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency:** The OFTB is continuously looking at opportunities to improve operational efficiency. For example, over 2025-26, OFTB implemented a traffic plan in the farmers' market area to improve pedestrian and vehicle traffic flows. OFTB has also instituted electronic billing and payment, as well as enabling buyers to purchase and renew their buyer access cards electronically. OFTB maintains a lean staff to keep labour costs low and maximize the efficiency of its operations. Staff are cross trained in several operations of the Terminal which enables staff resources to be moved between functions, such as sanitation, storage, and directing traffic. OFTB will maintain this strategy going forward as it has been effective thus far in optimizing our organizational capacity. While OFTB is continuously looking for areas to improve operational efficiency, no new initiatives are planned for 2026-27.

#### **Drive Innovation & Value for Money**

7. **Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.** OFTB continues to work towards having an economical and energy efficient facility. OFTB has for years invested in energy efficient lighting and motion sensor technology. Over the next several years, the OFTB will continue installing energy efficient lighting across the Terminal, as well as upgrading to more energy efficient motors as old motors are due for replacement.

Measure: Number of new initiatives or technologies implemented that result in measurable cost saving or service improvements by end of fiscal 2026-27.

8. **Manage agency workforce with careful responsibility to stabilize expenditures and preserve long-term financial viability by:** OFTB continues to strictly manage its workforce size and has successfully maintained a consistent workforce size for several years.
  - **Strictly adhering to the hiring control parameters, including ceasing hiring for non-business critical and non-public-facing positions, including the use of consultants;**
  - **Operating within a defined maximum workforce size (including consultants);**
  - **Ensuring compliance with the Broader Public Sector Executive Compensation Act (BPSECA); and**
  - **Enhancing productivity and efficiency by using technology wherever possible.**

Measure: Percentage of maximum workforce size utilized by current total workforce by end of fiscal 2026-27.

9. **Create a span control policy that recognizes different streams of work within the organization and sets minimum span of control benchmarks and provide it to my office for approval by March 31<sup>st</sup>, 2026.** OFTB will create and submit a span control policy for Minister's Office approval by March 31<sup>st</sup>, 2026.

Measure: Span of control policy submitted to the Minister by the deadline.

10. **Provide to me and Deputy Minister John Kelly by October 1, 2025, the amended human resource policy, guideline or directive that adheres to the OPS in-office standard of four (4) days per week effective October 20, 2025, and five (5) days per week effective January 5, 2026, and work with your oversight ministry to address any office space constraints.** OFTB provided a letter from the Board Chair in October, 2025 attesting that OFTB adheres to the OPS in-office standard as all our staff are on-site 5 days a week.

In addition, the Minister shared priorities specific to OFTB:

1. **Continue evaluating long-term revenue-generating opportunities while maintaining affordability for stakeholders.**
  - a. **It is recognized that the Ontario Food Terminal Board has consistently generated a surplus, however it remains imperative for the Terminal to continue exploring viable opportunities to reduce costs and increase revenues where possible.** OFTB continues to explore revenue generating opportunities where possible while maintaining its focus on keeping user fees as low as possible.
2. **Continue maintaining a long-term asset management, capital improvement and growth plan.**
  - a. **To support the long-term viability and operational success of the Terminal, I encourage the Board to maintain a strategic plan for capital improvements, growth, and expansion. This will help ensure the Ontario Food Terminal continues to meet the evolving needs of Ontarians and foster a thriving agri-food sector across the province.** OFTB maintains long-term asset management and capital improvement and growth plan, which includes several core areas of focus: 1) monitoring and making incremental improvements to existing assets, 2) making large-scale investments in existing assets to maintain operations, 3) exploring the development of new assets to retain/attract clients, and 4) exploring additional sources of revenue generation to help finance capital upgrades. Planned capital improvements for 2026-27 include into paving, parking deck and roof repairs.
3. **Develop new outcome-based Key Performance Indicators (KPIs) to better measure the impact of the Ontario Food Terminal and inform decision-making.** OFTB has developed new outcomes-based KPIs as part of its 2026-29 business plan, which are included in the appendix.
4. **Increased collaboration and communications between the Board, Government, Industry, and the Public.**
  - a. **Strengthen and improve partnerships with key industry organizations, and other government entities to further develop and promote the strategic importance of the Ontario Food Terminal to the Ontario agri-food sector.** OFTB hosts domestic and international agri-food industry tours of the facility and participates in strategic trade shows informing persons of the OFT's role and importance to the economic and food security of the Province and Canada.
  - b. **Increase public communication on the strategic significance of the Ontario Food Terminal, including the significance of its location.** OFTB continues to explore opportunities to increase

public communication on the strategic significance of the Ontario Food Terminal. In 2026-27, OFTB will be profiled in Farm and Food Care Ontario's *Real Dirt on Farming* publication.

## Governance

The OFTB was established in 1954 under the *Ontario Food Terminal Act, 1990* and is currently classified as a Board-Governed Provincial Agency. In accordance with the *Act*, the OFTB works towards providing a marketplace that stimulates competitive trade of agriculture products within Ontario, specifically agricultural products as defined in the *Act*. The members of the OFTB are appointed by the Lieutenant Governor in Council through an Order of Council on the recommendation of the Minister. The OFTB members are persons from the industry, serve up to three-year terms and are responsible for the operation of the Terminal. The OFTB is accountable to the Minister in accordance with the Memorandum of Understanding ("MOU").

The OFTB is governed by legislation and directives that guide Ontario agencies in the delivery of services to the public. The *Ontario Food Terminal Act* outlines the OFTB's objects, duties, powers and structure. As an agency of the provincial government, the OFTB delivers services to maintain a competitive, efficient, safe and reliable wholesale marketplace for the OFTB's stakeholders, which includes Ontario farmers. The OFTB is accountable to the Ontario Minister of Agriculture, Food and Agribusiness to deliver services while maintaining high standards of operations and customer service.

A Memorandum of Understanding (MOU) is in place between the Minister of Agriculture, Food and Agribusiness and the Chair of the OFTB and sets out the accountability relationships between the Minister, Chair, Board of Directors, Deputy Minister and General Manager. The MOU clarifies expectations and reporting requirements, and outlines the roles and responsibilities of the Minister, Chair, Board of Directors, and Deputy Minister.

## Organizational Structure

OFTB members are accountable to the Minister, through the Chair, for setting goals and direction for the OFTB. The OFTB may consist of a minimum of 5 members up to a maximum of 13 members appointed by the Lieutenant Governor in Council. Members of the OFTB are recognized as leaders, with many years of experience, in the produce industry. Currently, there are 8 members appointed to the OFTB. All positions are posted on Ontario's Public Appointments Secretariat website.

The OFTB must comply with provincial government directives that guide the OFTB in its delivery of services. The Agencies and Appointments Directive is a Management Board of Cabinet Directive and sets out the requirements of the OFTB as a Board-Governed Provincial Agency.

The OFTB is responsible for appointing, upon the approval of the Minister, the General Manager for the Terminal. The General Manager, in turn, appoints two operational Officers to look after the Terminal's operations. The Officers head 5 service departments. They are: (1) administration, (2) cold storage, (3)

police, (4) maintenance and (5) sanitation. This structure has proven to provide a responsive service to our stakeholders in a very efficient manner.

The OFTB currently employs 45 full-time employee (FTE) equivalents. This amounts to a decrease of 2 FTEs over the past year. Our workforce has diminished as we increased the number of contract temporary workers in our cold storage.

Please see *Appendix II* for our list of OFTB Members and *Appendix III* for our Organizational Structure.

## Operational Overview

The OFTB brings together over 4,000 registered buyers, 20 wholesalers, and more than 300 growers. About 400 different products are handled through the Terminal, from apples to tulips. The Terminal occupies 42.24 acres in Etobicoke, just north of the Gardiner Expressway and south of the Queensway. The largest building on site is a large, U-shaped building containing wholesale units, stalls and a cold storage facility. There is a farmers' market area which is partially covered by a parking deck. There is parking and loading space, office space, and a restaurant.

### Cold Storage

The OFTB provides a 108,000 square foot central cold storage facility for the warehouse and grower tenants. The cold storage facility contains 18 rooms with varying temperatures to accommodate the wide variety of produce available and to ensure the best quality produce for buyers. The Terminal also provides the facilities to store food for donation.

### Farmers' Market

The farmers' market consists of 506,000 square feet of space and 400 stalls. It is outdoors and is open all year. The farmers' market provides a wholesale market for Ontario growers to market their fruit, vegetables and horticultural products directly to over 4,000 buyers. The farmers' market gives Ontario buyers an advantage by giving them access to buyers that come to the market. Without the farmers' market, farmers would have to sell through a distributor or other sellers at the Terminal.

### Warehouse

The warehouse consists of 231,000 square feet of space and is dedicated to the buying and selling of fresh produce. There are 20 warehouse tenants that operate within the warehouse building. The warehouse is connected by loading docks which also connect to the central cold storage building. The value of the warehousing is that it allows tenants access to warehousing onsite that would otherwise have to be located offsite. The warehouse space gives tenants the ability to expand and contract their inventory throughout the season. It is also a variable cost for tenants that they have access to when they need it,

which reduces their overall operating costs. Unlike other markets, the warehouse also enables tenants to have a smaller sales space on the sales floor. The benefit of this is that buyers can easily walk the whole market, view product from multiple sellers, make purchases, then later load their purchases that are stored in the warehouse. The warehouse is also connected to an enclosed dock system which allows sellers/buyers to move product all year (i.e., in winter) and maintain an unbroken cold chain, which reduces food safety risks.

## Office Space

There is over 24,000 square feet of office space at the Terminal located primarily on the second floor of the warehouse building. Office space that is supplemental to the needs of the Terminal's tenants is 100% rented out and is utilized by tenants to conduct accounting, client meetings, storage, and other administrative duties.

## Waste Handling Facility

There is an onsite waste handling facility that enables the Terminal to separate organic product, wood, plastics, and cardboard from the regular waste streams. Organic products are shipped to a hog farm for feed. Cardboard is compressed and recycled. Plastics that can be recycled are diverted from the waste stream. Broken pallets are picked up and converted into wood chips. During the last fiscal year, over one million pounds of waste was diverted from the land fill.

## Environmental Scan

The Ontario Food Terminal is a pivotal hub for the distribution of fresh agricultural products in Ontario and operates within a dynamic environment influenced by a myriad of internal and external factors. This environmental scan aims to provide a comprehensive overview of these factors wherein the OFTB must navigate challenges and leverage opportunities to enhance the Terminal's role in the food supply chain.

## External Environment

### Economic Conditions

Ontario's economy is projected to grow modestly through 2029, shaped by trade uncertainty, inflation normalization, and shifting interest rates.<sup>2</sup> In 2024, real GDP expanded by 1.5%, with an additional 140,000 jobs created (+1.7%). Growth is forecast to slow to 0.8% in 2025, rebound to 1.0% in 2026, and strengthen

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<sup>2</sup> Ontario Ministry of Finance. Building Ontario For You. "2024 Ontario Economic Outlook and Fiscal Review." <https://budget.ontario.ca/2024/fallstatement/brief.html>

to 1.9% in both 2027 and 2028.<sup>3</sup> Employment growth is expected to remain subdued, at 0.4% in 2026 and 0.9% in both 2027-28. The unemployment rate, elevated at around 7.0% in 2025, is projected to gradually decline to 6.4% in 2026, 6.2% in 2027, and 6.6% in 2028.<sup>4</sup> Inflation is expected to stabilize near 2.0% annually through 2028, aligning with long-term targets.<sup>5</sup> Monetary policy is anticipated to remain supportive yet cautious. The Bank of Canada held the benchmark overnight rate at 2.25% in late 2025, with projections indicating stability through 2027, before modest hikes might occur in late 2026 if inflation persists.<sup>6</sup> Market pricing anticipates a slight easing to around 2.00–2.25%<sup>7</sup> by mid-2026, with some forecasts envisioning minor increases to 2.75% by end-2026.<sup>8</sup> As interest rates ease from multi-year highs, borrowing costs will soften gradually, though they will remain above pre-pandemic levels—continuing to constrain households and investment while easing pressure on inflation.

Interest rates play a significant part in the OFTB's operating costs as they fluctuate over time. The Bank of Canada has recently decreased interest rates from previous highs to stimulate economic growth, improve consumer confidence and support the housing market. Major Canadian financial institutions have forecasted that the Bank of Canada may continue to reduce the current interest rate for the first half of 2026-27 fiscal year and if necessary, continue to slowly decrease interest rates. The OFTB's borrowing costs are expected to be manageable during the 2026-27 fiscal year. The OFTB's strategies for long-term debt are to continue to pay down loans at a quicker pace, when possible, to reduce the carrying costs of the OFTB's loans.

Businesses in the hospitality sector, restaurants, hotels, recreation and other services are having difficulty recovering due to slow economic growth which has resulted in higher-than-normal unemployment rates—especially in cities. The unemployment rate in Toronto is expected to be 7.5% for 2025 which is the highest compared to other urban cities in Ontario.<sup>9</sup> Despite the economic downturn, the demand for food remains strong, as food is a basic necessity. This resilience has helped sustain the Terminal's operations even during difficult economic times.

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<sup>3</sup> Ontario Ministry of Finance. Building Ontario For You. "2024 Ontario Economic Outlook and Fiscal Review." <https://budget.ontario.ca/2024/fallstatement/brief.html>

<sup>4</sup> Statistics Canada. "Labour Force Survey." 2025. <https://www.statcan.gc.ca>

<sup>5</sup> Bank of Canada. "Monetary Policy Report." 2025. <https://www.bankofcanada.ca>

<sup>6</sup> Bank of Canada. "Monetary Policy Report." 2025. <https://www.bankofcanada.ca>

<sup>7</sup> FXStreet, "Bank of Canada Set to Keep Interest Rate on Hold at 2.25%, Signaling the End of Easing Cycle," December 10, 2025, <https://www.fxstreet.com/news/boc-expected-to-keep-interest-rate-signaling-the-end-of-easing-cycle-202512101000>.

<sup>8</sup> Scotiabank Economics, *A Canadian Rates Outlook for 2026–27*, December 9, 2025, <https://www.scotiabank.com/ca/en/about/economics/economics-publications/post.other-publications.capital-markets-special-reports.cmsr--december-9--2025-.html>.

<sup>9</sup> Ontario Chamber of Commerce. "Ontario Economic Report 2025." Ontario Chamber of Commerce, 2025, <https://occ.ca/oer2025/>.

## Market and Consumer Trends

Canadian consumers are facing ongoing grocery price inflation, with food costs expected to rise by 4–6% in 2026, adding nearly \$1,000 to the annual grocery bill for a family of four.<sup>10</sup> Meat prices are projected to see the steepest increases (5–7%), driven by tight cattle supply and drought; vegetables up 3–5%, bakery and dairy up 2–4%, and restaurant food rising 4–6%.<sup>11</sup> Consumer preferences are increasingly shaped by sustainability, health, and local sourcing priorities. Local and sustainable food remains a strong trend, with 85% of consumers recognizing the 'Foodland Ontario' logo and provincial initiatives targeting a 30% increase in local production and consumption by 2032.<sup>12</sup> Environmental credentials such as eco-friendly packaging, organic labels, and transparency in food-origin claims are gaining importance.<sup>13</sup> The Canadian plant-based food and beverage market is valued at approximately USD 1.37 billion in 2025 and is expected to grow at a 10% CAGR through 2030, with strong consumer interest in soy, pea, oat, and almond-based products.<sup>14</sup> E-commerce and discount channels continue to expand, with roughly one-third of consumers shopping online, especially younger cohorts, using online platforms to complement—not replace—in-store shopping.<sup>15</sup> Price-sensitive shoppers increasingly favor discount banners and private-label offerings.

There's a rising demand for fresh produce as well as world crops. Consumers are shifting to healthier diets, including plant-based meals and wellness. There's increasing demand for fresh fruits and vegetables, even in fast food. This is in part due to changes to the Canadian Food Guide which increased recommended consumption of “vegetables and fruits” and advised consumers to “choose protein foods that come from plants more often.” Consumers, especially millennials, are also keen to support local Ontario growers and neighborhood grocers, which boosts job creation and economic growth in Ontario. Reducing food waste is important, with more frequent shopping for fresh meals. Ontario's population growth, especially in the GTA, supports these trends.

The demand for fresh produce and local food is expected to result in strong demand for produce and agricultural products from buyers using the Terminal. The Terminal will continue highlighting Ontario products as this can help counteract the threat posed by resellers misrepresenting product origins. The Terminal plays a crucial role in secondary distribution, supporting retail farmers markets and Ontario primary producers, thus bolstering the buy local movement. Trends in food origins, sustainability, social media, and environmental impact will also continue to shape marketing efforts at Ontario Food Terminal.

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<sup>10</sup> Canada's Food Price Report 2026. Dalhousie University & University of Guelph. <https://www.dal.ca/foodprice.html>

<sup>11</sup> Canada's Food Price Report 2026. Dalhousie University & University of Guelph. <https://www.dal.ca/foodprice.html>

<sup>12</sup> Foodland Ontario. "Local Food Awareness Campaign." 2025. <https://www.ontario.ca/foodland>

<sup>13</sup> Canadian Grocer. "Industry Trends and Analysis." 2025. <https://www.canadiangrocer.com>

<sup>14</sup> Research and Markets. "Plant-Based Foods Market Report." 2025. <https://www.researchandmarkets.com>

<sup>15</sup> Canadian Grocer. "Industry Trends and Analysis." 2025. <https://www.canadiangrocer.com>

## Competitive Forces

The Ontario Food Terminal operates within a fiercely competitive retail and wholesale ecosystem, influenced by major consolidation, regulatory change, and shifting market dynamics. The Canadian grocery market is dominated by a small number of large chains and overseas players, which together command over a third of grocery volumes. Profit margins within the sector average just 3–4%, significantly lower than broader TSX60 companies (≈10%).<sup>16</sup> In response to retailer consolidation, the Grocery Code of Conduct will be fully implemented in January 2026, aiming to improve transparency and negotiation balance with suppliers.<sup>17</sup> A Competition Bureau report identified barriers to entry and recommended strategies to promote independent grocers, harmonize price comparison tools, and simplify regulatory constraints to enable new entrants.<sup>18</sup> Amidst growing supermarket supply chains, the Ontario Food Terminal remains a critical public infrastructure—acting as a major hub that supports Ontario producers, independent retailers, and food service operators. It plays a vital role in maintaining supply-chain diversity in a corporately consolidated market.<sup>19</sup> Grocery wholesalers in Canada, particularly in Ontario and Quebec, operate in a fragmented landscape with approximately 2,400 firms and collective revenues of around CAD 67 billion in 2025. Competition is intense, especially in densely populated regions, with firms competing on price, product range, and service quality.<sup>20</sup>

Despite these challenges, the Terminal remains a crucial outlet for 1,500 growers. The Terminal continues to be the main source of agricultural products for the independent grocery trade in Ontario and contributes in no small way to the success of Ontario’s agriculture and agri-food industry, which is a major economic driver in the province. Ontario’s agriculture and agri-food industry generated almost \$51 billion in gross domestic product in 2023. The sector also employed 871,000 people, which represents about 1 in 9 of all jobs in the province.<sup>21</sup>

In the past few years, a number of tenants’ businesses have outgrown their operation at the Terminal. Some of them have accommodated their business growth by building offsite warehouses for the purpose of storage and distribution. However, all their sales and contacts continue to be made at the Terminal. This change in activity also provides an opportunity for the smaller tenants to use extra cold storage space and expand their product lines, thus lessening the effect of lost cold storage business.

Competition from major grocery store chains and the expansion of tenants’ businesses can have a negative effect on the OFTB’s revenues, particularly in the cold storage and road and gate cost centres

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<sup>16</sup> Canadian Grocer. "Industry Trends and Analysis." 2025. <https://www.canadiangrocer.com>

<sup>17</sup> Marian Zboraj, "Canada’s Grocery Code of Conduct Officially Recruiting Retailers, Suppliers," *Progressive Grocer*, December 1 2025, <https://progressivegrocer.com/canadas-grocery-code-conduct-officially-recruiting-retailers-suppliers>.

<sup>18</sup> Competition Bureau of Canada. "Grocery Sector Study." 2023. <https://www.competitionbureau.gc.ca>

<sup>19</sup> Ontario Ministry of Finance. Building Ontario For You. "2024 Ontario Economic Outlook and Fiscal Review." <https://budget.ontario.ca/2024/fallstatement/brief.html>

<sup>20</sup> Canadian Grocer. "Industry Trends and Analysis." 2025. <https://www.canadiangrocer.com>

<sup>21</sup> Government of Canada. "Governments announce available funding to enhance Ontario’s agri-food sector." <https://www.canada.ca/en/agriculture-agri-food/news/2024/11/governments-announce-available-funding-to-enhance-ontarios-agri-food-sector.html>

due to potential reduced business activity. To manage this, OFTB continues to improve the facility for all stakeholders and consider future warehouse expansion at the Terminal to accommodate tenants with growing businesses as well as demand from new tenants.

## **Location and Access**

The Terminal is located at 165 The Queensway in Etobicoke, Ontario, and occupies a 40-acre site with over 385,000 square feet of infrastructure split between warehouse tenants, cold storage, office tenants, and restaurant, in addition to 500,000 square feet of space dedicated to a farmer's market. The Terminal's location at its inception was situated on the outskirts of the downtown Toronto area and near major population hubs throughout Southern Ontario. While the landscape of Toronto has since changed, to this day the Terminal's location continues to provide easy daily access through major highways and well-maintained roads for Ontario growers, large international distributors and for the buyers travelling from all directions in Ontario.

The Province and the City of Toronto have recognized the Terminal as a vital component of the delivery of fresh fruits and vegetables to all of Ontario, parts of Canada and specifically to the GTA. The Terminal is the keystone of Toronto's food distribution network; it's of optimal size, proper location, transportation connections, sustainable infrastructure and other key points of operation of the Ontario Food Terminal compared to other sources of food within the GTA. This assessment was further strengthened by the Government of Ontario declaring that the Terminal lands as a provincially significant employment zone.

The OFTB recognizes that the Terminal is landlocked with a footprint that cannot be expanded. Any future expansion will need to be planned carefully to make best use of available land. Several warehouse tenants and growers operate facilities off site. Their growth has not been constrained by the physical capacity limitations of the Terminal at this time. There is opportunity for creative expansion with a redesign of current spaces, such as replacing the open-air farmers' market with an indoor farmers' market building. And although relocation has been considered at different points in the Terminal's history, conversations with other Terminal markets, who have relocated to the outside of their urban centres, have pointed to a significant decline in business as a result of being further away from their buyer base.

Another advantage of the Terminal's location is its proximity to major transportation arteries. The Terminal sits within 30 kilometers of the major highways used by stakeholders to access the site. This includes the Queen Elizabeth Highway, the Gardiner Expressway, Don Valley Parkway, and Highways 401, 403, 427, 400, 404 and 407.

Currently, the Terminal does not experience transportation issues, as the majority of vehicles enter the Terminal before 6:00 am and leave after 9:00 am thereby not contributing to Toronto's morning or afternoon rush hour traffic. Due to off hour travel time of most transport, easy access is still available to vendors. The majority of the Terminal's buyers are in the Greater Toronto Area (GTA), which is Canada's largest market. The Terminal location in Toronto, near downtown and in a major urban centre, also affords a considerable number of employees (employed by the Ontario Food Terminal, tenants and buyers) to rely on the TTC to get to work. Without public transit, it would be difficult to get employees to their place

of employment. The OFTB will work closely with the City of Toronto to assist with the projection of future traffic rates as well as future planning projects in the area.

Although there are challenges with being in an urban core, anecdotal evidence suggests that all successful terminal markets are within an urban area. Markets must be near their buyer base and require a critical mass to succeed. Two recent examples of markets relocating to outside urban cores (one in Australia and one in the US) has resulted in both markets becoming less successful. Therefore, while there are some challenges with the Terminal's location, the challenges are outweighed by the benefits.

Going forward, management and the OFTB will continue evaluating the efficiency of the Terminal's location and ease of access.

### **Regulatory Environment**

The Terminal must adhere to stringent food safety regulations to ensure that all produce distributed through its facilities meets the highest standards of hygiene and quality, safeguarding consumer health and maintaining public trust.

The warehouse tenants and the OFTB have achieved and completed HACCP Food Safety certification and comply with the *Safe Food for Canadians Act*. To maintain our HACCP certification, a food safety audit of the facility is conducted annually and a passing grade is required to maintain the certification. The HACCP certification allows buyers at the Terminal to have confidence in sourcing and purchasing their fresh fruit and vegetables.

As part of our commitment to ensuring food safety, the OFTB has an enclosed building dock system to maintain the cool chain. The canopy covers the buyer loading area in the buyers' court and Farmers' Market also protects buyers and their purchased produce from the weather while loading their vehicles in that area. Management and the OFTB continue to work with both federally and provincial Food Safety Inspectors as required.

### **Climate Change**

Global climate changes are having an impact around the world by disrupting food availability, food access and food quality resulting in reduced agricultural productivity. Ontario growers are also affected by changes in climate conditions affecting their crop yields and nutritional quality. The Ontario government and agri-food sector has and will need to continue investing in water, energy efficient systems and soil health to build flexibility and competitiveness into production and processing. As Ontario continues to have a strong and adaptive agri-food sector, along with strong demand for food, the OFTB does not anticipate any significant challenges to the Terminal's operations in the near term.

The OFTB has in the past responded to needs and trends in waste management and energy conservation. Actions have been taken to investigate and act on opportunities for waste reduction and energy reduction. The OFTB will continue to strive to reduce its environmental impact. The OFTB will also develop

emergency procedures to effectively respond to challenges brought on by extreme weather events, such as power outages.

## **Internal Environment**

### **Infrastructure**

Some of the Terminal's infrastructure dates back to the original construction of the Terminal in 1954. Since the Terminal was originally constructed, additional cold storage, loading bays, a covered buyer-seller's court, and parking deck have been added. The Terminal's physical assets require continuous capital investments to ensure they can continue to function and meet the needs of our stakeholders. The OFTB also continues to invest in upgrades to maximize operational efficiencies, reduce the risk of disruption of service, decrease costs and increase revenues.

The state of the Terminal's infrastructure, including facilities and technology, plays a crucial role in maintaining our position as a premier marketplace of choice in Ontario. Up-to-date infrastructure can enhance capacity, efficiency, and safety. The OFTB has been evaluating its entire site and buildings and will continue to do so in 2026-27. The OFTB maintains a long-term asset management and capital improvement growth plan. This ensures the Terminal can continue to meet stakeholders needs and continue to support the agri-food sector. The OFTB will continue to consult and communicate potential expansion plans and improvements of the Terminal with all of its stakeholders.

### **Operational Efficiency**

The Terminal services thousands of buyers and maintains space for its warehouse and farmers' market tenants. Over the years, the OFTB has built infrastructure and systems that meets the needs of our client groups and ensures the smooth and efficient functioning of the market. The OFTB's management structure oversees the operations of our various facilities—such as cold storage, waste management, and gate access.

The efficiencies of logistics, storage, and distribution processes within the Terminal can significantly impact its performance. Over the years, the OFTB has continued to assess and improve upon its systems to improve the operational efficiency of the Terminal. Over the past several years the OFTB has implemented traffic plans to the buyers' dock pathway system and within the roadway areas behind the warehouse roadways. In 2025, the OFTB has implemented a traffic plan in the Farmers' Market area. The OFTB has also made investments in the east end. These investments have resulted in significant improvements for both tenants and buyers.

### **Human Resources Management**

Effective management and leadership within the Terminal ensure smooth operations, drives strategic initiatives, and maintains strong employee morale. The OFTB has a staff of 45; or, an equivalent of 45 FTEs. The OFTB has a General Manager and 2 officers who head 5 different service departments: administration, cold storage, police, maintenance, and sanitation.

The dynamic nature of the Terminal’s operations—combined with being open 24 hours a day, 7 days a week, and 365 days a year—require a committed workforce and one that is trained in unique needs of the Terminal. For example, we require expertise in customer service, food safety, problem solving, technical building maintenance skills needed to keep buildings safe, functional and comfortable, equipment operating skills, etc. The OFTB’s skilled and knowledgeable workforce allows it to respond to the immediate needs of the Terminal and maintain a high quality of customer service. The management team routinely assesses the Terminal’s labour needs to ensure optimal staffing levels. Management also routinely and proactively assesses employee skills. This has led to cross training between facility departments to promote understanding and backing between the departments and allow efficient use of labour resources. The OFTB currently has several long-term and dedicated employees holding key positions, which minimizes instability during any transitions of staff.

Part of managing an able and reliable workforce is being proactive in maintaining a positive work environment for staff. A positive work environment fosters collaboration, enhances overall productivity, results in improved problem-solving, and ensures a space where everyone can thrive. The Ontario Food Terminal is known as an outstanding employer and a place of choice for work. The OFTB values the unique qualities and diversity of all its employees and has a respectful and inclusive workplace that leverages the wide range of skills their staff possesses. The OFTB’s employee health and safety committee assists in ensuring the health and safety of its employees, with in all aspects of its functions by providing first aid and CPR training and equipment training including lift truck training, working at heights training; scissor lift and boom lift training. Employees are engaged and updated regularly on the progress of our annual goals throughout the year resulting in increased loyalty and reduced employee turnover.

Another component of HR management is having strong and capable leadership. The OFTB has established a governance and human resources committee to ensure a highly competent, committed and effective General Manager leads the management team with high standards of integrity and service. The Governance and Human Resources Committee is responsible for the annual performance and compensation reviews for the General Manager. The OFTB also reviews the management’s succession and executive development plan annually.

The organizational structure of the OFTB supports strong ‘hands on’ central management. This is reflected in the OFTB’s organizational structure. There are two executive officers that are potential replacements for the General Manager in case, he/she leaves the position for any reason. OFTB members bring a variety of skills and experience to the organization and appointment tenures are mostly staggered to promote continuity.

*Please see Appendix III for our organizational structure.*

## **Financial Health**

The Terminal’s financial stability, including revenue streams and cost management, affects its ability to invest in improvements and handle economic fluctuations.

During the 2024-25 fiscal year, there was an increase of 4.2% in total expenses compared to the prior fiscal year. The greatest increase in expenses was due to higher waste removal costs from rising prices (+13.3%). Other increases in labour (+8.3%), electric power (+1.6%), operating supplies (+7.8%), miscellaneous service contracts (+10.2%), insurance (+2.3%) and hydro land rent expenses (+22.0%) contributed to the year-over-year increase in expenses. To respond to these pressures going forward, the OFTB will continue to carefully manage its expenses. For example, over the last two fiscal years the OFTB has been focused on making additional payments towards the principal amount owing on our loans to reduce our interest payments. In addition to more aggressively paying down our loans, the OFTB has invested in retrofits that have reduced our energy usage, has invested in capital projects that will extend the life of our existing physical assets, and has transitioned several part-time contract services to in-house. In addition, the OFTB is committed to increasing its revenues. Over 2024-25, revenues were 6.3% higher than budgeted, due to higher rent and other fees to cover the increases in inflationary costs.

To ensure the OFTB's financial health, the OFTB establishes clear financial objectives and goals for the fiscal year and ensures that the annual budget aligns with these goals. Management works within the parameters of the budget, prioritizes essential expenses and allocates funds accordingly throughout the year.

## Summary

There are many indicators that the OFTB continues to move in a positive direction of maintaining the Ontario Food Terminal's position as the premiere marketplace in Ontario. With proper management, financial and strategic planning, the Terminal can continue meeting the needs of our client groups while absorbing the cost of maintaining the facility into normal business operations. At this time, the environmental scan does not lead the OFTB to believe there are any factors that will cause the OFTB and its staff not to deliver its stated mandate for the next fiscal period or in the foreseeable future. Continued assessments of any environmental issues will give the OFTB relevant information for future operational decisions.

## Strategic Direction

As an agency of the Ontario government, the OFTB's mandate is to operate a wholesale market for agricultural products in the City of Toronto. Pursuant to the OFTB's legislated mandate, the OFTB has operated and maintained a facility for a wholesale market since 1954. Our goals are to be a competitive marketplace for producers and wholesalers of all sizes to sell and distribute their agricultural products, and to provide a safe reliable food supply for Ontario. To achieve these goals, the OFTB is focused on three strategic directions.

## Meet the Unique Needs of the Terminal's Three Stakeholder Groups

Meeting the unique needs of the Terminal's 3 groups of stakeholders (farmers' market tenants, buyers, and warehouse tenants) is of central importance to maintaining our operations and providing a safe reliable food supply for Ontarians. The Terminal is, and always has been, an organization that puts the needs of its clients first.

Our top priority for meeting the needs of our farmers' market tenants is to build an indoor farmers' market building. Currently the farmers' market is located on the west side of the terminal, under the parking deck and in the open area, while it has some protection from above, is largely exposed to the elements. Being exposed to heat, wind, rain and cold is less than ideal for our tenants as well as buyers walking the market. Being outdoors also subjects produce to weather conditions and makes it more difficult to attract new tenants to the farmers' market. In consultations with our farmers' market tenants, the OFTB continues to work on a design for a farmers' market building that meets the needs of tenants while being economically viable.

Making electrical upgrades to the farmers' market area and reducing noise emissions will be two other main focuses over the next couple years. Tenants in the farmers' market area use power machines to move product and require additional power to charge their machines. Measures to reduce noise emissions will be implemented to address existing complaints from nearby residents. =

The OFTB has done a lot of work and made large-scale investments over the 15 years to address the needs of our warehouse tenants. For example, we have widened and enclosed the buyers' court dock area to facilitate the movement of product and improve working conditions. We have added pathways systems to all newly built new facilities. And we have added camera systems to improve security and the ability of sellers to track misplaced product within the Terminal. Our priorities for the warehouse tenants over the next several years will be to maintain the current assets that benefit this group. For example, we have resurfaced ramps and dock surfaces and will replace the buyers' court dock cameras that have reached their useful life.

Our priorities for our buyer group will be maintaining the roadways, such as repaving certain areas and maintaining traffic flow. Of high importance is also maintaining an efficient gate and access card system that ensures smooth entry and exit from the Terminal. We will also continue to maintain the dock doors and dock plate levellers in the buyers' court (over 120) and southeast dock area (54), as well as parking spaces for buyers in the canopied farmers' market loading area (80 spaces) and parking spaces for buyers in the canopied buyers court area. Our focus will also be on maintaining order and flow in the marketplace so that it walkable and safe for buyers.

## **Implementation Plan**

- Indoor farmers' market: Work with the farmers' market advisory committee and other growers to determine the feasibility and viability of an indoor farmers' market building.
- Electrical upgrades to farmers' market area: Engage an electrical engineer to review the current electrical system and determine the necessary new electrical infrastructure required.
- Maintain ramps and dock surfaces: Continuously inspect the ramps and dock surfaces; and repair the identified areas.
- Replace buyers' court dock cameras: Develop a dock camera replacement plan in which the cameras are replaced.
- Maintain roadways: Inspect all roadways and repave when required.
- Maintain gate and access card system: Ensure the gate and access card system is regularly maintained in order to keep smooth and consistent entry into the Terminal.
- Maintain dock doors, dock plate levellers and parking spaces: Inspect daily the dock doors, plate levellers and parking spaces and repair them on a timely manner.
- Maintain order and flow in the marketplace: Ensure OFTB Police enforce the Act, regulations, and traffic plans daily to maintain an orderly and efficient flow within the market.

## **Be Financially Self-sufficient and Sustainable**

The OFTB has been able to self-sustain the operations of the Terminal since inception and continues to do so without taxpayer funds. Each year, the management team sets a budget for the next year taking into account staffing needs, capital investments and repairs, debt repayment, and other expenditure items. Rents and other fees are adjusted annually to ensure they cover operating costs. Management allocates financial resources according to the OFTB-approved budget.

The OFTB continues to work towards having an economical and energy efficient facility. As mentioned previously, the OFTB has for years invested in energy efficient lighting and motion sensor technology. Over the next several years, the OFTB will continue installing energy efficient lighting across the Terminal, as well as upgrading to more energy efficient motors as old motors are due for replacement. The OFTB will also continue cross-training staff so that staff are able to do different jobs as required, which will help keep staffing levels from increasing. The OFTB will also continue to explore additional revenue generation opportunities from billboard signs and other forms of advertising.

In terms of our commitment to sustainability, the OFTB will continue to transition to digital communication and service offerings where possible to reduce paper consumption. The OFTB will also maintain its commitment to diverting waste from the landfill. We divert as much produce from the landfill through our food rescue program.

## **Implementation Plan**

- Set budget: Annually, prepare a zero-based budget by thoroughly reviewing and prioritizing all activities and expenses.

- Install energy efficient lighting: Identify inefficient light fixtures and develop a detailed replacement plan.
- Upgrade motors: Identify and replace inefficient electric motors at the end of their useful life with high efficiency motors.
- Digital communication and services: Gradually phase in digital platforms and practices, prioritizing reduced energy consumption and paper usage in our digital initiatives.
- Waste separation and diversion: Maximize waste diversion from landfills by continuously training employees on proper waste management and closely monitoring all waste streams.

## Be Open, Accessible, and Safe

The Terminal is open 24 hours a day, 365 days a year. Maintaining the Terminal’s operations requires constant attention to staffing, as well as the provision of lighting, heating, parking, snow removal, security, signage, among other things. The OFTB must also work to resolve operational issues as they arise, such as sewer back-ups, noise, traffic and safety issues. The OFTB must make ongoing capital investments in the Terminal's existing infrastructure, such road maintenance and parking deck repairs.

Over time, the OFTB has sought to improve accessibility by installing non-gender binary washrooms as well as an elevator and ramps. Looking ahead, the OFTB will continue to adhere to the *Accessibility for Ontarians with Disability Act*. As the Terminal is located in the City of Toronto next to busy roadways, the OFTB will also continue working with the City to try and minimize impacts—for example, of road construction—to the Terminal's three stakeholder groups. The OFTB has also worked to improve safety over the years, such as through developing and actioning a traffic plan. Most of the plan has been implemented. The final piece the OFTB will be implementing is putting in a pedestrian pathway with signage in the farmers’ market area.

Finally, The OFTB will continue to comply with various Government of Ontario acts and regulations, such as requirements under the Agencies and Appointments Directive.

### Implementation Plan

- Service provision: Continue to ensure the Terminal remains open, accessible and safe for all stakeholders through clear communication, removing physical and procedural barriers, and prioritizing safety.
- Resolve operational issues: Resolve operational issues to maintain consistent openness, accessibility and safety through proactive problem solving and continuous improvement.
- Infrastructure maintenance: Maintain infrastructure through regular inspections, preventative repairs and timely upgrades.
- Minimizing impacts of road construction: Implement clear communication and proactive traffic management within the Terminal to facilitate safe and efficient merging onto the City roads during any road construction.
- Comply with acts and regulations: Establish policies that ensure compliance with all relevant Acts and regulations including the reduction of noise emissions from the facility.

## Expected Outcomes

- Maintained and improved the facilities for the transportation and handling of agricultural products.
- Resolution of any operational issues.
- Work within the OFTB's Annual Positive Budget.
- Compliance with the requirements of the Act, regulations, MOU, the Agencies and Appointments Directive (AAD) and noise emission regulations.

## Required Resources

The OFTB develops and operates on an annual budget and its revenue sources are entirely generated within the Terminal through rental of space (warehouses, offices and farmers' market stalls), cold storage fees, toll fees and parking fees.

The Office of the Auditor General audits the OFTB annually.

The OFTB has approved the enclosed Operating Budget for the 2026/27 fiscal year and that Management is to operate the facility within the confines of the resources provided within the approved budget. Constant monthly monitoring of expenses to budget as well as monitoring the capital budget during the year assists the OFTB in meeting its financial obligations. Having such a system, where we monitor actual results to budget, allows management to more accurately forecast its financial position and ensures the financial resources are available to meet the annual needs. The OFTB's strong relationship with its bank has allowed the OFTB to finance major capital projects.

## Human Resources

The OFTB currently has 45 FTEs. Of our workforce, 2 are part-time and 2 are temporary employees. The OFTB has 2 officers and 1 General Manager on staff. All staff at the OFTB are non-union. OFTB does not currently retain consultants but does have a lawyer on retainer.

### **HR impacts over the upcoming 3 fiscal years**

The OFTB is anticipating stable staffing levels over the next three years, with no significant changes to full time, part time or contract positions. Our human resource priorities remain focused on strategic workforce planning, employee development and retention. To achieve this, we are enhancing training programs to upskill employees for evolving roles and ensuring competitive compensation. The OFTB is committed to fostering a culture of continuous learning and employee well-being, which has contributed to our exceptionally low turnover and highly skilled workforce--crucial for maintaining and operating the Ontario Food Terminal.

## Planned Capital Expenditures

The OFTB has planned for the following main capital expenditures for 2026-27 at a total budgeted cost of \$2,340,000. These capital expenditures include:

- Buyers' Court Cameras \$90,000
- Noise Reduction \$800,000
- Parking Deck Repairs \$1,350,000
- Computer System Upgrade \$100,000

## Initiatives Involving Third Parties

The OFTB has, working with staff and architects, completed a design plan for possible expansion at the Terminal within the Terminal's footprint. The expansion would include the possibility of new open farmer stall layout building within the farmers' market for the marketing of Ontario produce and agricultural products.

Smaller capital improvement projects, such as parking deck repairs, will require contracting third parties.

The OFTB and its tenants encourage interaction and support of various social support food distribution groups within the GTA, such as the Toronto Foundation for Student Success, Daily Bread Food Bank, Foodshare, Second Harvest and the Ontario Christian Gleaners.

The OFTB continues to communicate and collaborate with the City of Toronto concerning transportation planning to minimize impacts on the Terminal's client groups.

## Realty

The OFTB operates on 42.24 acres of land. The OFTB owns 38.5 acres and rents 3.74 acres from Hydro One. The OFTB has no planned realty acquisitions and there are no new policies or programs that will impact the OFTB's realty over the three-year span of the business plan.

## Performance Measures

Performance measures are essential for driving organizational success and fostering a culture of accountability and continuous improvement. The OFTB maintains performance measures and targets, which it reports on annually through its three-year business plan.

To meet the new performance measure requirements set out in the Agencies and Appointments Directive, the OFTB has reviewed and updated its performance measures to include more outcome-based measures and to align with the direction provided through the Minister's letter of direction.

*Reference: Appendix IV – Performance and Target Plan*

# Risk Identification, Assessment and Mitigation

The OFTB is classified as a board-governed provincial agency of the government and has an MOU with the Minister. The MOU outlines the roles and responsibilities of both parties and how legislation and regulations apply to the OFTB. OMAFA and the OFTB review the agency's risk assessment quarterly and make any necessary adjustments as required.

The OFTB has a risk management matrix—updated quarterly—that operates within the economic climate of Ontario in accordance with the Ontario Broader Public Service risk management process. The budget is prepared based on forecasts for that environment. The OFTB has considered staffing requirements, interest rates, inflation, and demand for services which have a major impact on the OFTB's operating costs. It has also considered the existing volume of activity and has reviewed the overall health of the economy when preparing our annual budget. Based on these costs, the OFTB knows what the rental rates would have to be to cover the Terminal costs. The OFTB carefully examined the current rental rates paid and compared them to rates at outside facilities and looked at the tenants' ability to pay higher rates. According to this analysis, the OFTB is confident the budget is reasonable and as such does not expose the operation to undue risk that will not meet the OFTB's targets.

An area of potential risk that was identified was the potential for lack of quorum for the OFTB. The addition of a new OFTB member has reduced that risk. We continue to reduce the risk of OFTB members having conflict of interest situations by, for example, providing training to new board members on conflict of interest

The risk of Tenant employees having a labour dispute with their employer and potentially closing down the Terminal is a great concern to the OFTB. In the past, the OFTB has been successful in mitigating the complete shutdown of the Terminal by negotiating a strike protocol with the tenant's employee labour union involved to allow access to the Terminal. However, the risk of a Terminal shutdown can't be completely eliminated. Therefore, a labour disruption can effectively halt the local distribution of produce and agricultural products in Ontario. On the topic of labour, the OFTB is also keen to ensure the health and safety of staff as well as all market participants. The OFTB regularly inspects the facility to identify any potential hazards and immediately address it. The OFTB has also implemented many safety measures, such as slip and fall prevention, the use of material handling equipment safely, fire safety, workplace violence and harassment policies, hygiene and sanitation protocols, safety training and regular health and safety committee meetings.

Another risk is unforeseen events, especially natural disasters or infrastructure failures, that can pose a significant risk to the Terminal's operation. For example, due to potential City of Toronto sewer line blockages causing backup issues, the Board took preventative measures by installing a sanitary sewer backup alarm system, an additional sanitary pit and pump, to mitigate any potential future disruptions.

Just over 2 billion pounds of produce was distributed through the Terminal last year. Food safety is a risk that has the potential to impact consumers, stakeholders, as well as the Terminal. The OFTB takes great care to minimize food safety risks by complying with HACCP food safety standards.

*Reference: Appendix V – Risk Assessment*

### **Artificial Intelligence Use Cases**

At present, the OFTB does not utilize Artificial Intelligence (AI). Therefore, as per Section 6.3 of the Ontario Government’s Responsible Use of AI Directive, it does not utilize AI for development or delivery of a program/policy/service, in decision-making, in maintaining records of AI risk management, or in leveraging AI for direct public interactions (i.e. chatbot).

## **Communications Plan**

The OFTB’s communication plan is centered on 4 core objectives: 1) maintain strong communication and relationships with the Terminal’s stakeholder groups, 2) increase the number of farmers’ market tenants by 3 to 5% within the next 3 years, 3) attract more buyers to the facility, aiming for a 2 to 3% increase over the next 3 years, and 4) enhance public awareness and trust in the Ontario Food Terminal.

In keeping with these objectives, our target audiences are:

- Existing clients: Warehouse tenants, farmers’ market tenants, and buyers
- Farmers: Ontario farmers, organic producers, and specialty food vendors.
- Buyers: Retailers, food service providers, restaurants, caterers, convenience stores, landscapers, florists, institutions, food processors and any other agrifood related businesses.
- General public: Work with Farm and Food Care to communicate to the residents of Ontario including food enthusiasts, and social media influencers.

As part of the communication plan, the OFTB will pursue the following strategies:

**Communication and relationship-building:** The OFTB is committed to maintain strong communications, building relationships and is in constant communication and consultation with its growers, warehouse tenants and buyers through direct personal discussions, stakeholder advisory committees, emails, bulletins, and information is posted on its website.

**In-person events and networking:** The OFTB will provide tours of the Terminal to government, agricultural educational and agrifood industry groups. We will also target potential tenants and buyers directly by participating in industry trade shows, such as Ontario Grower Vegetable Convention, Landscape Ontario, Grocery Innovations and Restaurant Canada

**Digital marketing and conventional advertising:** Once the OFTB receives the Minister’s approval, the OFTB posts its three-year business plan, annual report and MOU as required by the AAD on the OFTB’s website.

**Community engagement:** The OFTB will keep an open line of communication with community groups such as the Daily Bread Food Bank, Toronto Foundation for Student Success, Second Harvest and Mississauga Food Bank.

**Monitoring and evaluation:** Tracking metrics (e.g. monitoring website traffic, social media engagement, event attendance, tenant applications); surveys and feedback; adjust strategies

By implementing this communications plan, the Ontario Food Terminal will increase its number of farmers’ market tenants, attract more buyers, and enhance public awareness and trust. Consistent engagement, strategic partnerships, and effective use of digital and traditional media will be key to achieving these goals.

## Financial Budget

The Ontario Food Terminal Board is required to submit its annual report including audited financial statements to the Minister of Agriculture, Food and Agribusiness within 90 days of its year-end. The annual report is prepared by the OFTB and includes financial statements that are prepared and audited by the Office of the Auditor General of Ontario.

The OFTB’s financial statements are included in the consolidated Ontario’s public accounts.

The OFTB operates on a self-sustaining financial model and is entirely self-funded through fees charged to the stakeholders of the facility. This means it does not rely on public monies for its operation. The OFTB revenue includes rents, cold storage fees, toll fees and other income.

A forecasted statement of operations showing projected revenue and expenses is included.

*Reference Appendix I.*

# Appendix I – Annual Financial Statements and Projected Budget

<b>INCOME STATEMENT</b>	<b>PROVISIONAL</b>					
<b>For the year ended</b>	<b>MARCH 2026</b>	<b>MARCH 2026</b>	<b>Variance</b>	<b>MARCH 2027</b>	<b>MARCH 2028</b>	<b>MARCH 2029</b>
	<b>Total</b>	<b>Budget</b>	<b>to Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>REVENUE:</b>						
<b>RENTS</b>	<b>11,900,500</b>	<b>11,727,512</b>	<b>172,988</b>	<b>11,963,286</b>	<b>12,202,552</b>	<b>12,446,603</b>
<b>COLD STORAGE</b>	<b>3,700,000</b>	<b>3,255,881</b>	<b>444,119</b>	<b>3,320,999</b>	<b>3,327,641</b>	<b>3,360,917</b>
<b>TOLL FEES</b>	<b>1,290,235</b>	<b>1,161,491</b>	<b>128,744</b>	<b>1,169,012</b>	<b>1,180,703</b>	<b>1,192,510</b>
<b>OTHER</b>	<b>370,895</b>	<b>349,913</b>	<b>20,982</b>	<b>356,294</b>	<b>359,857</b>	<b>363,456</b>
<b>TOTAL REVENUE</b>	<b><u>17,261,630</u></b>	<b><u>16,494,797</u></b>	<b><u>766,833</u></b>	<b><u>16,809,591</u></b>	<b><u>17,070,752</u></b>	<b><u>17,363,486</u></b>
<b>EXPENSES:</b>						
<b>BOARD EXPENSES</b>	<b>49,000</b>	<b>59,400</b>	<b>-10,400</b>	<b>59,994</b>	<b>60,594</b>	<b>61,200</b>
<b>SALARIES</b>	<b>4,710,000</b>	<b>4,827,568</b>	<b>-117,568</b>	<b>4,924,118</b>	<b>5,022,601</b>	<b>5,123,053</b>
<b>INTEREST EXPENSE</b>	<b>394,800</b>	<b>380,927</b>	<b>13,873</b>	<b>348,076</b>	<b>296,914</b>	<b>250,503</b>
<b>REALTY TAXES</b>	<b>879,900</b>	<b>871,865</b>	<b>8,035</b>	<b>880,584</b>	<b>889,389</b>	<b>898,283</b>
<b>DEPRECIATION</b>	<b>2,112,540</b>	<b>2,139,248</b>	<b>-26,708</b>	<b>2,171,338</b>	<b>2,203,908</b>	<b>2,313,500</b>
<b>OPERATING SUPPLIES</b>	<b>165,850</b>	<b>170,350</b>	<b>-4,500</b>	<b>172,905</b>	<b>176,363</b>	<b>179,890</b>
<b>REPAIRS &amp; MAIN</b>	<b>685,900</b>	<b>702,500</b>	<b>-16,600</b>	<b>716,550</b>	<b>732,314</b>	<b>746,960</b>
<b>WASTE REMOVAL</b>	<b>3,600,000</b>	<b>2,715,970</b>	<b>884,030</b>	<b>2,797,449</b>	<b>2,839,411</b>	<b>2,896,199</b>

<b>MISC CONTRACTS</b>	<b>210,400</b>	<b>200,000</b>	<b>10,400</b>		<b>205,000</b>	<b>210,125</b>	<b>216,429</b>
<b>ELECTRIC POWER</b>	<b>2,170,000</b>	<b>2,199,960</b>	<b>-29,960</b>		<b>2,210,960</b>	<b>2,222,015</b>	<b>2,244,235</b>
<b>WATER</b>	<b>77,975</b>	<b>86,620</b>	<b>-8,645</b>		<b>89,219</b>	<b>91,895</b>	<b>94,652</b>
<b>FUEL</b>	<b>180,000</b>	<b>268,400</b>	<b>-88,400</b>		<b>272,426</b>	<b>277,875</b>	<b>283,433</b>
<b>INSURANCE</b>	<b>464,000</b>	<b>459,670</b>	<b>4,330</b>		<b>473,461</b>	<b>487,665</b>	<b>502,295</b>
<b>OFFICE</b>	<b>126,000</b>	<b>130,000</b>	<b>-4,000</b>		<b>130,000</b>	<b>130,000</b>	<b>135,000</b>
<b>LEGAL</b>	<b>54,000</b>	<b>65,000</b>	<b>-11,000</b>		<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
<b>MISCELLANEOUS</b>	<b>14,000</b>	<b>20,000</b>	<b>-6,000</b>		<b>25,000</b>	<b>30,000</b>	<b>36,000</b>
<b>RENT - HYDRO LAND</b>	<b><u>149,100</u></b>	<b><u>149,039</u></b>	<b><u>61</u></b>		<b><u>150,000</u></b>	<b><u>150,000</u></b>	<b><u>150,000</u></b>
<b>TOTAL EXPENSES</b>	<b><u>16,043,465</u></b>	<b><u>15,446,517</u></b>	<b><u>596,948</u></b>		<b><u>15,782,453</u></b>	<b><u>15,966,242</u></b>	<b><u>15,987,737</u></b>
<b>NET INCOME</b>	<b>1,218,165</b>	<b>1,048,280</b>	<b>169,885</b>		<b>1,027,138</b>	<b>1,104,511</b>	<b>1,162,866</b>

# Appendix II – Current Ontario Food Terminal Board Members

## **Christy McMullen – Chair**

Christy McMullen is the Vice President of Summerhill Market. Her community involvement includes as a former Chair for the Canadian Federation of Independent Grocers. Tenure: August 31, 2020 – October 13, 2027

## **Jacquelyn Fraser – Vice Chair**

Jackie Fraser owns and operates Fraberts Fresh Food in Fergus with her husband, Chef Derek Roberts. Fraberts is a small, family-owned local food shop specializing in locally grown produce, ready-made meals, local meat, and locally made goodies, with a deli and pizza counter and catering services for events big and small. Jackie grew up on a dairy farm in Huttonville. She developed a passion for local food while working in farm markets as a teen. She completed the Advanced Agricultural Leadership Program in 2006. Before making the leap as an entrepreneur, Jackie had an engaging career spanning from environmental consulting to the aggregate industry, and finally as Executive Director of Agricultural Groups Concerned About Resources and the Environment (AGCare). Tenure: June 13, 2023 – June 14, 2026

## **Len Turkevics – Director**

Len Turkevics is currently principal at Turkevics & Associates. Former employment includes roles as serving as a Senior Policy Advisor with the Ministry of Agriculture, Food & Rural Affairs and as a Researcher for the PC Caucus at the Legislative Assembly. Mr. Turkevics holds a Bachelor of Arts from University of Toronto. Tenure: January 31, 2019 – January 30, 2028

## **John Den Boer – Director**

John Den Boer is President of Den Boer Family Farm Inc, President of the Toronto Farmers Association and a former Store Manager for Albert-Heijn. Tenure: August 31, 2020 - August 30, 2026

## **Steve Bamford – Director**

Steve Bamford is a Chief Executive Officer for Fresh Advancements, and President of Bay Growers, and a former President of Freshline Foods Inc. Tenure: October 4, 2020 – October 3, 2026

## **Fred Koornneef – Director**

Fred Koornneef is the President of Koornneef Produce Ltd. and President of the Toronto Wholesale Produce Association. Tenure: April 7, 2022 – June 25, 2028

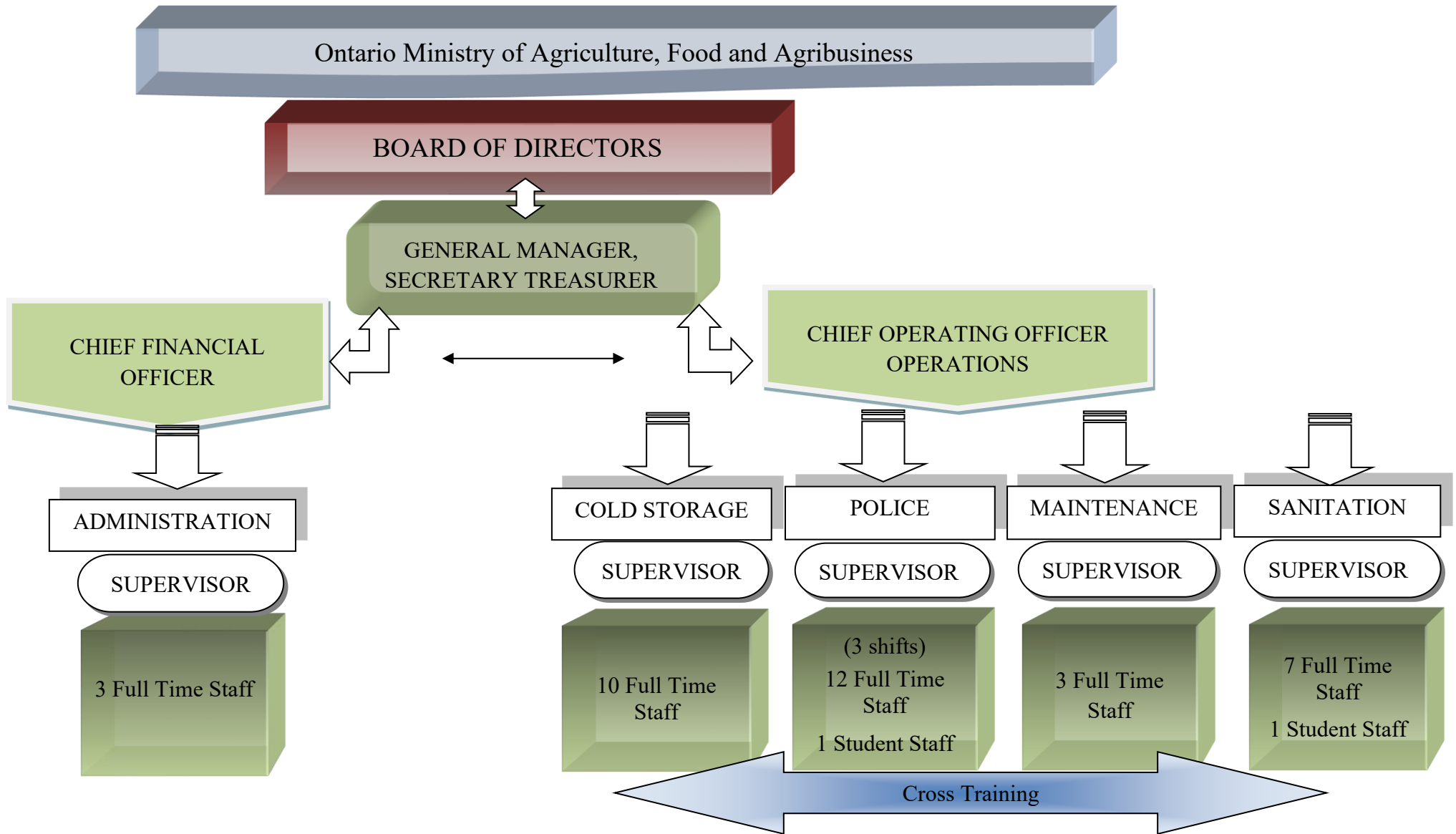
## **Walter Konik - Director**

Walter Konik, of Niagara-On-The-Lake, is the self-employed Owner of a fruit farm. His community involvement includes serving as Vice President of Ontario Farmers Association. Tenure: April 25, 2024 – April 24, 2027

## **Antonio Morano – Director**

Antonio Morano is currently the owner/operator of Fresh In The North and formerly owned Morano Foods Ltd. He has over 45 years of experience in the food, produce and agri-business industries in Ontario. Tenure: November 27, 2025 – November 26, 2028

# Appendix III – Organizational Structure



## Appendix IV – Performance Measures and Target Plan

Outcomes	Key Performance Measures	Target 2026-29	Actual
Maintain a safe, functional, and compliant facility to ensure uninterrupted operations and stakeholder confidence	Annual safety inspection pass rate	100% compliance	2023/24 – Nov. 22, 2023 2024/25 – Dec. 2, 2024 2025/26 – Nov. 26, 2025
	Number of incidents at the Terminal per year	Less than 5 incidents per year	2023/24 – 2 Incidents 2024/25 – 1 Incident 2025/26 – 3 Incidents
	Compliance with applicable government acts and regulations	In compliance	2023/24 – In Compliance 2024/25 – In Compliance 2025/26 – In Compliance
Ensure uninterrupted, reliable service throughout the year	Operational availability	100% for tenants 300 / 365 days for buyers  <i>The Ontario Food Terminal is closed to buyers on Saturdays and statutory holidays</i>	2023/24 – 100% Tenants – 100% Buyers 2024/25 – 100% Tenants – 100% Buyers 2025/26 – 100% Tenants – 100% Buyers
Maximize occupancy and utilization of Terminal spaces to support operational efficiency and revenue stability	Percentage of warehouse spaces rented per year	100%	2023/24 – 100% 2024/25 – 100% 2025/26 – 100%
	Percentage of office spaces rented per year	100%	2023/24 – 100% 2024/25 – 100% 2025/26 – 100%
	Utilization rate of farmers' market stalls per year	85% (due to seasonality and daily rentals)	2023/24 – 85% 2024/25 – 86% 2025/26 – 88%
	Average cold storage utilization rate per year	75%	2023/24 – 87% 2024/25 – 92% 2025/26 – 93%

	Average throughput in cold storage per year	≥ 125,000 pallets	2023/24 – 130,059 2024/25 – 144,163 2025/26 – 142,000
	Estimated annual volume throughput through the Ontario Food Terminal	2 billion pounds / 1 million tons	2023/24 – 1.18 billion pounds / 958,990 tons 2024/25 – 2.01 billion pounds / 1,004,035 tons 2025/26 – 2.04 billion pounds / 1,018,162 tons
	Number of registered buyers per year	≥ 4,000 Buyers	2023/24 – 4,332 Buyers 2024/25 – 4,221 Buyers 2025/26 – 4,286 Buyers
Enhance operational processes and resource efficiency to reducing costs, improve service delivery, and support sustainability of operations	Annual energy usage measured in Megawatts (MW)	< 14.7 MW	2023/24 – 14.95 MW 2024/25 – 14.76 MW 2025/26 – 14.71 MW
	Annual staff productivity <i>Measured as a percentage change in workforce size</i>	2026/27 – No Change	2023/24 – No Change 2024/25 – 2% Increase 2025/26 – 4% Reduction
	Number of services offered digitally (e.g., buyer registration, invoicing)	2026/27 – 2 Digital Services	2023/24 – 1 digital service 2024/25 – 2 digital services 2025/26 – 2 digital services
Achieve high levels of satisfaction among buyer and tenant groups	Number of days senior staff present on floor per year	260 days / year	2023/24 – 260 days 2024/25 – 260 days 2025/26 – 260 days
	Number of written complaints per year	≥ 5 / year	2023/24 – 0 complaints 2024/25 – 0 complaints 2025/26 – 0 complaints
Maintain and strengthen the OFTB's financial position by achieving revenue and volume	Operate within annual budget	100%	2023/24 – 100% 2024/25 – 100% 2025/26 – 100%

targets to support long-term-sustainability			
	Operating cost ratio <i>(Operating expenses / total revenue) x 100</i>	< 92.0%	2023/24 – 89.9% 2024/25 – 91.7% 2025/26 – 92.9%
	Percentage of government funding provided to OFTB for operations per year	0%	2023/24 – 0% 2024/25 – 0% 2025/26 – 0%
Increase visibility and awareness of the Ontario Food Terminal among prospective clients, stakeholders, and the public	Number of trade shows attended per year	1 / year	2023/24 – 0 2024/25 – 0 2025/26 – 0
	Number of tours given per year	10 / year	2023/24 – 24 Tours 2024/25 – 20 Tours 2025/26 – 17 Tours
Enhance environmental sustainability and reduce noise impacts	Annual energy consumption per square foot (farmers' market and Food Terminal building)	34 Kwh / sq.ft.	2023/24 – 33.2 Kwh / sq.ft. 2024/25 – 33.1 Kwh / sq.ft. 2025/26 – 33.5 Kwh / sq.ft.
	Annual volume of waste diverted from landfill	≥ 200,000 pounds / year	2023/24 – 600,000 pounds 2024/25 – 150, 000 pounds 2025/26 – 275, 000 pounds
	Compliance with noise and emissions standards	In compliance	New for 2026/29

## Appendix V – Risk Assessment 2026

Risk	Residual risk score	Mitigation Strategy	Likelihood	Impact Strategic	Risk Tolerance	Rationale for prioritization
There is potential for board members to have conflict of interest situations arise that could cause the Board decisions to make bias or perceived as bias or ineffective.	Medium	<ul style="list-style-type: none"> <li>- Conflict of interest is considered during the appointment process.</li> <li>- Provide training to new board members on what conflict of interest is and how to manage it.</li> <li>- Board chair is ethics executive for the OFTB and is responsible for managing potential conflict of interest situations.</li> <li>- Board members are required to report any conflict of interest impacting their role on the Board to the Board Chair.</li> </ul>	3	3	3	Existing mitigation activities reduce the inherent risk.
Failure of the Board to comply with all AAD governance and reporting requirements.	Low	<ul style="list-style-type: none"> <li>- MOU is in place.</li> <li>- Regular communication with Ministry Agency Liaison.</li> </ul>	1	2	3	The agency has a history of compliance. There is an excellent working relationship between the agency and the Ministry.

Decrease in the demand for terminal services could cause loss of revenue for the OFTB and the tenants.	Low	<ul style="list-style-type: none"> <li>- Maintain flexibility in budgeting.</li> <li>- OFTB keep abreast of upcoming market issues and identify them in three-year business plan and risk assessment.</li> <li>- OFTB promote the terminal with tours, at trade shows and conventions.</li> </ul>	1	4	3	Risk is being adequately managed with current procedures. The OFTB has been in operation since 1954 and continues to thrive and grow.
Unforeseen events that cause a disruption in services (i.e. road closures, pandemics, border closure, power failure, labour disruption, infrastructure failure) resulting in business disruptions and loss of revenue to tenants.	Medium	<ul style="list-style-type: none"> <li>- OFTB maintains business continuity and contingency plans.</li> <li>- OFTB holds insurance against claims of losses and business interruptions.</li> <li>- OFTB facility is properly maintained, upgraded and refurbished as needed.</li> </ul>	1	4	1	Risk is being adequately managed with current procedures.