A. INTRODUCTION

Under the Toronto Islands Residential Community Stewardship Act, 1993 (the Act), residents of Ward’s Island and Algonquin Island may hold title to their homes, and may lease the lots on which their houses are located.

The Toronto Islands Residential Community Trust Corporation (the Trust) was established in December 1993 to manage the leasing process, the lands specified in the Act and six related community buildings on behalf of the Island residents and the public.

The community buildings are:

- The Algonquin Island Association Clubhouse, located at 18 Wyandot Avenue on Algonquin Island
- The Shaw House, located at 108 Lakeshore Avenue on Ward’s Island
- The Rectory, located at 102 Lakeshore Avenue on Ward’s Island
- The Old Fire hall, located at 101 Cibola Avenue on Ward’s Island
- The two Ward’s Island Association Clubhouse Buildings, located at 18 and 20 Withrow Street on Ward’s Island.

The lands administered by the Trust for residential purposes and the six community buildings are vested in the Province under the Act. They are leased to the Trust until December 15, 2092, under specified conditions set out in the Act.

The Trust is managed by a board of directors (the board) consisting of up to 15 members. Board members are appointed on the recommendation of the Minister of Municipal Affairs (the Minister) by the Lieutenant Governor in Council. In 2017-18 the board is composed of five volunteer members. Three of the five board members are employees of the Ontario Public Service and two members are Island residents. The board is supported by one non-voting provincial staff liaison, one non-voting City of Toronto staff liaison and by one part-time staff person.

The board is currently transitioning to a new composition that will be complete by April 1, 2019, at which time the practice of appointing Ontario Public Service staff will cease. The final board composition will consist of four Toronto Island residents and three City of Toronto residents. However, between March 2018 and March 31, 2019, a transitional board will be in place to ensure business continuity. This transitional board will be composed of:

- Four Toronto Islands Residents
- Three Ontario Public Service staff
- Potentially two City of Toronto residents.

Trust operations are financed by a levy on leaseholders, property rentals, administrative fees and investment income. The Trust receives no provincial funding.
A Memorandum of Understanding, signed in March 2018, clarifies the mandate of the Trust and the accountability relationship between the Minister and the Trust. To comply with the province’s Agencies and Appointments Directive, the Trust Chair is required to annually provide the Minister with a business plan that has a minimum three-year planning horizon.

B. MANDATE

The Trust’s mandate is set out in the Act and is complemented by a Memorandum of Understanding between the Trust and the Minister of Municipal Affairs. The mandate of the Trust includes the following responsibilities:

- Managing the land and other buildings and structures on the land described in the Schedule to the Act for the benefit of the residential community on the Toronto Islands and the public.

- Operating the buildings and structures on the land described in the Act for the benefit and enjoyment of the public.

- Ensuring that the public has reasonable access to the buildings and structures operated by the Trust.

- Managing the sale of houses and land leases and vacant land leases on the Toronto Island.

- Raising sufficient revenue to carry out the objects of the Trust.

To carry out its responsibilities, the Trust must maintain a waiting list of people who wish to purchase land leases when they become available. This Purchasers’ List contains up to 500 positions.

The Trust must also raise sufficient revenue to fulfill its mandate, administer the Trust’s operations and manage the six community buildings for the benefit of both the community and the public.

C. CURRENT AND FUTURE ACTIVITIES

The Trust’s core ongoing operational activities include:

- Conducting the sale and permitted transfers of leases and homes on leaseholds
- Managing six community buildings, in cooperation with the Island community and leaseholders.
- Disseminating information about and managing the lease process, and overseeing compliance with lease agreements. This includes informing and responding to inquiries from leaseholders, prospective leaseholders, third parties and the Ministry of Municipal Affairs, as required.
• Maintaining official records of existing leases and common facilities, including the Property Register.
• Maintaining the Purchasers’ List.
• Achieving compliance with mandatory aspects of the Government of Ontario agency-related directives and policies that apply to the Trust.

D. ENVIRONMENTAL SCAN

Mandate Review: In 2016, the Trust underwent a mandate review, which confirmed that the agency continues to be important to the province. The Trust is working with the province on the continued implementation of the recommendations from the mandate review. This includes the implementation of a new board composition, appointment of a non-voting provincial staff liaison for the board, clarity regarding insurance requirements and a revised MOU.

Stewardship of the Land: The Island remains a popular place for non-residents and international travellers to visit and this is a trend expected to grow particularly as the population grows in the Harbourfront area. The community welcomes visitors to the Island. Island residents live close to the natural environment and will continue to serve as stewards of the Trust land and promoters of their unique community.

Community Support: The Trust is responsible for managing those lands specified in the Act and the six related community buildings and has the Island community’s support for its current activities. The Trust views the community as partners and will continue to rely on Island residents to help deliver its mandate. The community provides ongoing support to the Trust by volunteering on committees, and sitting on the Trust board. Such ongoing support is vital to carry out the mandate of the Trust. The Trust also considers the Island residents as clients and will continue to provide quality services and communicate effectively to address their service needs.

Physical Condition of Trust Buildings: The Trust buildings are aging and require ongoing repairs to ensure they continue to meet health and safety standards. There will continue to be an ongoing need for building inspections. Current asset management plans for all Trust buildings will ensure their safety and structural integrity.

Demographic Changes: The Island population is aging with fewer young families residing on the Island which was recently confirmed by the Toronto Islands Community Association (TICA) survey of all Islanders. Some residents may have limited income and may not be in a financial position to maintain their properties in states of good repair. As the community ages, there may be fewer residents who are available and have the required competencies and experience to actively participate and support the Trust board or committees. Additionally the Trust will be increasingly called upon to make decisions on transfers of properties with complex issues.

Economy: In times of slow economic growth or downturn, there may be hardship for some residents. The community has traditionally been able to support and provide financial assistance to low income households on the Island. However, the economy may restrict the community’s capacity to continue to respond, particularly
with an aging community. This may in turn result in higher than normal house sales which may have an impact on the workload of the Trust administration.

**Business Environment/Social Change:** There are challenges that the Island community has to be aware of and be prepared for in order to continue to champion its way of living and improve this community. These include possible changes in the political landscape, expansion of the Billy Bishop Toronto City Airport, changing capacity in ferry services, increased need and accessibility to social services especially for seniors, increased lakefront development, growing interest from the Greater Toronto Area in using the Island for recreation and environmental issues such as flooding, including closure of the park. The residents and their associations (e.g. TICA) will have to continue to advocate their model of community and build alliances with other residential and business organizations and with different levels of government. While these issues are important to the community, they do not directly relate to the Trust mandate or its operations.

**E. STRATEGIC DIRECTIONS – 2018-2021**

In the fall of 2012, the Trust undertook a strategic planning exercise to develop its first strategic plan to guide the operations of the Trust over the next three to five years. The exercise involved the board members, community residents and members of the TICA. The Trust plans to review the strategic plan and update it in the coming year, prior to the new board structure being implemented since the planning horizon is beyond the three to five years set out in the 2012 plan.

**The Vision**

The strategic plan articulates a vision that aligns with the legislated mandate of the Trust. The vision for the Trust is to have:

**A vibrant and sustainable Toronto Island community for the benefit of the residents and the public**

**The Strategic Goals**

The strategic plan, developed in 2012, identified, for the subsequent three to five years, specific goals on which the Trust has focussed its resources to ensure that the objects of the Trust are met. Until the plan is updated in the 2018-2019 fiscal year, the following are the strategic goals that are relevant:

- The Trust board, its staff and members of its committees will have the skills and knowledge to carry out the mandate of the Trust.

- The Trust will become a modern organization that delivers responsive services for the benefit of the residents and the public.
• The Trust will have a strong relationship with the Island community and the public in delivering its mandate through enhanced and consistent communications.

• The Trust will effectively manage the public buildings and the natural assets under its mandate to protect and preserve them for current and future uses.

A number of measures of success were also identified that are used to monitor the Trust’s progress in achieving the goals identified. The Trust, with a fully engaged board, administrative resources and volunteer support, has been well positioned to undertake these priorities and achieve successful results.

F. ACTIVITIES AND IMPLEMENTATION PLAN FOR 2018-21

The province requires all provincial agencies to undergo a mandate review every seven years. The review provides an independent and objective assessment of the provincial agency to ensure that its mandate continues to be relevant and aligned with current government goals and priorities.

A mandate review for the Trust was completed in 2016. The Trust is in the process of working with the ministry on implementing a new board structure which is set to be completed by April 1, 2019. The board will then consist of seven voting members including four Island residents, and three residents from the City of Toronto. There will also be two non-voting staff liaisons, one from the City of Toronto and the other from the Ontario Public Service.

In the fall of 2018, the Trust plans to embark on a new strategic planning exercise that would set out the strategic direction of the Trust for the next five years.

Meanwhile, in addition to its ongoing operational activities discussed in Section C, over the next year, the Trust will continue to pursue the goals that were identified in the strategic plan as follows:

1. The Trust board, its staff and members of its committees will have the skills and knowledge to carry out the mandate of the Trust.

   The board will undertake the following activities:
   • Ensure the appropriate governance structures continue to be in place for decision making and to effectively support the work of the Trust.
   • Schedule regular committee report-backs at monthly board meetings so the board is apprised on progress of work and is able to make timely and informed decisions.
   • Schedule at least one training event in 2017-18 for the board members including any new members, and where appropriate include staff and volunteers of the Trust committees.
2. The Trust will become a modern organization that delivers responsive services for the benefit of the residents and the public.

The board will undertake the following activities:
- Continue to review the compiled inventory of existing Trust bylaws, policies, procedures completed in 2013-14 and determine reviews where appropriate. The reviews will result in up to date and relevant bylaws, policies and procedures.
- Continue to review the technology plan to determine additional IT modernization opportunities.
- Continue to follow established standardized office and security software practices and records management practices.
- Continue to ensure standards for service delivery and lease/sales transactions are met.
- Update the Trust website to be compliant with the Accessibility for Ontarians with Disabilities Act, 2005.

3. The Trust will have a strong relationship with the Island community and the public in delivering its mandate through enhanced and consistent communications.

The board will undertake the following activities:
- Continue to engage the Island community and the public at large so they are informed about Trust activities, policies and by-laws, and roles of the Trust.
- Educate leaseholders about the benefits and value of the Trust, as well as on ways they can meet their obligations and responsibilities under their lease agreement.
- Ensure that any new and amended Trust by-laws, policies or protocols are communicated to stakeholders as clearly and as quickly as possible.

4. The Trust will effectively manage the public buildings and the natural assets under its mandate to protect and preserve them for current and future uses.

The board will undertake the following activities:
- Ensure asset management plans for all six Trust buildings are completed and address any deficiencies identified in inspection reports.
- Complete and maintain an annual maintenance plan for trees on Trust land managed by the Trust that outlines risk-based recommendations for their conservation.

5. The Trust will provide effective ongoing controllership of its operations.

The board will ensure the following:
- Compliance with all legislative, regulatory and financial accountability requirements including the Government of Ontario directives and policies.
• Community buildings and lands managed by the Trust continue to be insured with adequate and appropriate coverage.

• Communicate with leaseholders regarding insurance and their roles and responsibilities as per their lease agreements.

• A professional financial/accounting system for managing Trust finances is in place. Provide audited financial statements on an annual basis.

G. RESOURCES NEEDED TO MEET OBJECTIVES

Trust business is financed by a levy on leaseholders, property leases, administrative fees and investment income. The Trust does not receive provincial funding and is responsible for managing its own financial matters. The Trust is also responsible for its own administrative activities including costs for staffing and services. For example, the Trust is supported by one part-time administrator, a contract bookkeeper and temporary staff as needed. Board members are volunteers and do not receive remuneration for their service to the Trust.

The Trust is also supported by a number of committees made up of board members, community association members and community volunteers to evaluate and make recommendations on important issues as directed by the board.

H. RISK ASSESSMENT AND MITIGATION

The Trust continues to assess its risks in each of the risk categories identified by Management Board of Cabinet that might impact its ability to carry out its legislated mandate in the following three years.

The Trust uses this information in its strategic and business planning to evaluate and mitigate the risks appropriately. The Trust has identified two risks.
RISK EVALUATION MATRIX

(Legal/Contractual/Compliance Risk Category)

RISK #1: Breaches to land leases

Agency Objective: Manage certain lands on Toronto Island for the benefit of the residential community and the public

Breaches to terms of the land lease continue to occur. The most common breach is when leaseholders use their homes as secondary or seasonal residences, and/or rent them out to third parties without the consent of the Trust. By using their homes in this way, leaseholders may be not in compliance with the Act or the lease which states that homes must be the lease-holder’s principal residence. One of the Trust’s responsibilities is to ensure that the Act and the terms of the lease are upheld. As the Trust makes decisions to address breaches, concerns from Island residents may increase resulting in greater administrative workload on the Trust and potentially increase legal costs to the Trust.

The board determined that the overall risk of breaches occurring is medium, as the probability that it will happen is low but its impact if it happens is medium.

Current approach: The Trust will continue to respond to breaches that are brought to its attention in writing, by requiring leaseholder presence at board meeting and working with leaseholders to resolve new and existing breaches in a timely, consistent and transparent manner as they arise. The Trust has adopted a policy that it will not sign any legal documentation regarding an Island house and lease where a breach of lease has been substantiated or that would cause a breach of lease.
Mitigation: The Trust, as part of its goal of having a strong relationship with the Island community in delivering its mandate through enhanced communications, will work with the community through its committee structure to communicate the current policy for addressing any new and existing breaches. The board will consider developing materials to educate leaseholders on their responsibilities and on what constitutes a breach of their lease. The board will continue to make decisions in accordance with lease agreement requirements.

RISK #2: Increased future costs due to aging condition of Trust buildings and environmental issues such as flooding (Service/Operational Risk Category)

Agency Objective: Raising sufficient revenues to carry out its objectives

The Trust buildings are aging and require ongoing repairs to ensure that the buildings operated by the Trust are in good condition. Increased public use and possible flood affects could also add to the increased expenditures for leaseholders or the need for the Trust to raise revenues through other means.

In 2017 the Toronto Islands were affected by flooding which included the closure of the park to the public for three months. Although the Trust buildings were not affected directly, revenue losses were incurred by tenants of the Trust.

The board determined that the overall risk is medium, as the probability that it will happen is medium, and its impact if it happened is medium.

Current approach: In 2011-12, the Trust initiated an inspection and asset assessment to determine the condition of its property holdings. As of March 31, 2016 the building inspections were completed and asset management plans were all in place for all Trust buildings. The inspections are done every five years. The Rectory building was inspected in March 2018 and the other properties are to follow over the next fiscal year.

Mitigation: The Trust, through the Properties Committee, will continue to work with leaseholders to ensure they regularly update their asset management plans and take appropriate action based on any evidence-based assessment of risks identified through the Trust supervised building inspections for the ongoing maintenance and safety of the buildings.
I. FINANCIAL BUDGET, 2018-2021

The Trust does not receive any funding from the province. The funds that the board has allocated for the Trust's current year (2018-19), and proposed operating expenditures for 2019-20 through 2020-21, are outlined in the chart below.

<table>
<thead>
<tr>
<th></th>
<th>2017-18 Budget (approved)</th>
<th>2018-19 Budget (estimated)</th>
<th>2019-20 Budget (estimated)</th>
<th>2020-21 Budget (estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expense</td>
<td>$190,000</td>
<td>$185,000</td>
<td>$184,000</td>
<td>$190,000</td>
</tr>
<tr>
<td>Capital Expense</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Expenses - Total</td>
<td>$190,000</td>
<td>$185,000</td>
<td>$184,000</td>
<td>$190,000</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$190,000</td>
<td>$185,000</td>
<td>$184,000</td>
<td>$190,000</td>
</tr>
<tr>
<td>Revenue</td>
<td>$190,000</td>
<td>$185,000</td>
<td>$185,000</td>
<td>$190,000</td>
</tr>
<tr>
<td>To Reserves</td>
<td>$0</td>
<td>$0</td>
<td>$1000</td>
<td></td>
</tr>
<tr>
<td>Balance -- net</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

Notes to Chart:

1. Operating Expense: Approximately 50% to 60% of the Trust's expenses are for staff and services (staff salary, bookkeeping, and legal/audit services). The remainder is primarily for building/grounds maintenance, utilities, office and general expenses, and insurance.

2. Capital expense: The province owns the lands leased to and managed by the Trust, as well as certain buildings and structures on it, as specified in the Act. The leaseholders own the homes on the lots that are leased to them by the Trust. Maintenance and repairs of the community buildings are stated as an operating cost.

3. Revenue: Approximately 40% to 50% of the Trust's income is derived from the operating levy on leaseholders. Most of the remainder is from rental income, Purchasers' List fees and other fees (e.g., administration of house sales). In any given year, the board in consultation with the Island community may increase the levy in order to meet its operating requirements.

4. Reserves: A reserve has been established for contingencies and also for capital expenditures/major repairs and office expenses. It is the board's intention to also transfer to this reserve each year an additional amount representing interest earned on the reserve balance in order to maintain purchasing power against inflation.
J. STAFFING

In the 2018 to 2021 planning period, the Trust will continue to be supported by one part-time administrator, a contract bookkeeper and temporary staff as needed. The board members are not remunerated for their service to the Trust.

Established administrative procedures and protocols will be followed and continue to be refined as necessary to ensure the ongoing efficient and effective operations of the Trust. The board will continue to provide direction to the administrator to ensure performance plan and Trust commitments are met.

K. BOARD ACTIVITIES

Board Meetings

Traditionally, the Trust has held board meetings once a month, 11 months a year. Island residents and members of the TICA regularly attend board meetings. Meetings are open to the public, unless the board deems an “in camera” session is required to deal with confidential matters, such as human resources. The dates and locations of board meetings are posted one month in advance.

Board materials and reports are prepared in advance, using the agenda established by the Chair in consultation with other board members. Minutes are prepared and approved by the board, for both general and in-camera sessions.

Community Meetings

The Trust holds two formal community meetings per year, one regarding the budget and another concerning the audited financial statements, nominations for the board and in 2017, the update on appointments and recruitment of board members. Two additional smaller community meetings were held in 2017-18 to facilitate discussion on the green space initiative.

Administrative Activities

The Trust office holds regular business hours and the administrator is available to Island residents, members of the public and board members in person, by phone and email during those hours.

Purchasers’ List

The Purchasers’ List was last opened in the fall of 2017 to the general public to fill vacancies by means of a draw of eligible applications. Four hundred and ten people applied for 29 free spaces.
L. INITIATIVES INVOLVING THIRD PARTIES

The Trust works with TICA to facilitate communication with the Island residents. The Trust is supported by a number of committees made up of board members, community association members and community volunteers to evaluate and make recommendations on important issues as directed by the board. The Trust currently has six committees: governance, management, finance, properties, communications and voting. The committees report to the board at the monthly board meetings.

M. PERFORMANCE MEASURES AND TARGETS

The following are the performance measures and targets that will be used to monitor progress on achieving the long-term strategic goals of the Trust.

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Performance Measures</th>
<th>Performance Targets</th>
<th>2017-18 Commitments and Achievements</th>
<th>2018-21 Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Trust has the skills and knowledge to carry out its mandate</td>
<td>Timely completion of a training plan to strengthen Trust capacity and decision-making to deliver its mandate</td>
<td>Board members, and where appropriate staff and committee members, attend at least one training event annually</td>
<td>Trust administrator attended a conflict resolution course in February 2018</td>
<td>Board members, and where appropriate staff and committee members, attend at least one training event annually</td>
</tr>
<tr>
<td></td>
<td>Timely notice to the ministry regarding upcoming Trust member vacancies</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Provide three months’ notice to the ministry in advance of members’ appointments expiring</td>
<td>Provided three months’ notice to the ministry in advance of members’ appointments expiring</td>
<td>Provide three months’ notice to the ministry in advance of members’ appointments expiring</td>
</tr>
<tr>
<td>2. The Trust is a modern organization that delivers responsive services for the benefit of the residents and the public</td>
<td>Client uptake for online payment service for revenue collection (2015-2019)</td>
<td>20% of leaseholders paid their levy by e-transfer</td>
<td>44% (114 compared to 83 from the previous fiscal) of leaseholders paid their levy via e-transfer</td>
<td>5% growth in use of e-transfers for payment of levies or purchasers’ list membership each year until 2019</td>
</tr>
<tr>
<td></td>
<td>20% of purchasers’ list members paid by e-transfer</td>
<td></td>
<td>As of March 9, 2018, 49% (247, compared to 214 from the previous fiscal) paid their purchaser’s list renewal via e-transfer</td>
<td></td>
</tr>
<tr>
<td>Strategic Goals</td>
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<td>2017-18 Commitments and Achievements</td>
<td>2018-21 Commitments</td>
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<tr>
<td>--------------------------------------------------------------------------------</td>
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<td>-------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Number of by-laws, policies and procedures reviewed updated and communicated</td>
<td>At least one by-law, policy or procedure is reviewed, updated and communicated annually</td>
<td>The governance by-law was reviewed by the governance committee in January/February 2018</td>
<td>Calls to the Trust office are returned within two business days 100% of the time 100% achieved based on 1026 calls received as of Q3 of 2017-18</td>
<td>Calls to the Trust office are returned within two business days 100% of the time</td>
</tr>
<tr>
<td>Timely response to calls received by the Trust from residents and the public</td>
<td>Calls to the Trust office are returned within two business days 100% of the time</td>
<td>Correspondence to the Trust is responded to within 15 business days of receipt 100% of the time</td>
<td>Correspondence to the Trust is responded to within 15 business days of receipt 100% of the time</td>
<td>Correspondence to the Trust is responded to within 15 business days of receipt 100% of the time</td>
</tr>
<tr>
<td>% of annual levies collected from leaseholders compared to the base year of 2011/12 when the updated levy policy was implemented</td>
<td>Levies collected will exceed the percentage of levies collected in 2011/12 (73%) when the updated levy policy was implemented</td>
<td>Levy collection to date (as of Q3) for 2017-18 is at 83%</td>
<td>Levy collection will be greater than 80% at the end of every fiscal year</td>
<td></td>
</tr>
<tr>
<td>Lease/sales transactions are completed to the satisfaction of the buyer and seller</td>
<td>Feedback from buyers/sellers indicates satisfaction with the services provided</td>
<td>Four house sales completed. Issues with state of homes at time of sale. Communication required regarding home owners responsibilities</td>
<td>Feedback from buyers/sellers indicates satisfaction with the services provided</td>
<td></td>
</tr>
<tr>
<td>Timely completion of sales process within a legislated timeframe under the Toronto Islands Residential Community Stewardship Act, 1993</td>
<td>A timely completion of the sales process insures that a sale offer is accepted by a prospective owner within 30 days of the offer being sent to the purchasers' list. (ss. 22(4) of the Act), 100% of the time</td>
<td>Four house sales completed in a timely matter (Last sale closed October 2017)</td>
<td>Timely completion of sales process within the legislated timeframe under the Toronto Islands Residential Community Stewardship Act, 1993</td>
<td></td>
</tr>
<tr>
<td>Strategic Goals</td>
<td>Performance Measures</td>
<td>Performance Targets</td>
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<td>2018-21 Commitments</td>
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<td>--------------------------------------------------------------------------------</td>
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<td>--------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Lease compliance as per the lease and the Toronto Islands Residential Community Stewardship Act, 1993</td>
<td>Following up on all lease breach complaints in a timely manner. Reporting monthly on progress.</td>
<td>Eleven lease breaches are actively pursued. 1 lease breach solved with a sale. (August 2017)</td>
<td>Lease breach complaints followed up in a timely manner, monthly progress reports and communication with those involved.</td>
<td></td>
</tr>
<tr>
<td>Updating the Trust website to be in compliance with the Accessibility for Ontarians with Disabilities Act (AODA)</td>
<td>A functional website that is accessible</td>
<td>New Performance Measure</td>
<td>The website is completed by 2020 as per AODA</td>
<td></td>
</tr>
<tr>
<td>3. The Trust has a strong relationship with the Island community and the public in delivering its mandate through enhanced and consistent communications</td>
<td>Communication vehicles are available to inform residents and the public of Trust business</td>
<td>Information bulletins on key issues are developed as necessary. Semi-annual newsletters are produced</td>
<td>Information bulletins on key issues are developed and communicated Achieved</td>
<td>Continue to develop and communicate information bulletins on key issues</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Two facilitated meetings held for the Green space initiative Conducted a community meeting which included discussion on mandate review and change in Board structure and appointment process</td>
<td>Continue to produce a semi-annual newsletter</td>
</tr>
<tr>
<td>4. The Trust will effectively manage the public buildings and the natural assets under its mandate to protect and preserve them for current and future uses and for the benefit and enjoyment of the public</td>
<td>Conduct timely building inspections</td>
<td>Conduct building inspections every 5 years for each community building</td>
<td>Building inspections for all Trust buildings completed by March 31, 2019 as per five year rotational plan</td>
<td>Conduct timely building inspections based on a predetermined schedule so that every community building is inspected once every five years</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Achieved – Rectory building inspected February 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tmely completion of asset management plans by the leaseholder and Properties</td>
<td>Asset management plans are in place for all Trust buildings by March 31, 2016.</td>
<td>Asset management plans are in place for an all Trust buildings</td>
<td>Meetings with all Trust building executives and providing them with a reporting template</td>
<td></td>
</tr>
<tr>
<td>Strategic Goals</td>
<td>Performance Measures</td>
<td>Performance Targets</td>
<td>2017-18 Commitments and Achievements</td>
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</tr>
<tr>
<td></td>
<td>Committee that include assessments, recommendations and action plans</td>
<td>Achieved Draft of reporting template completed, Met with 2 of 5 building executives</td>
<td>in 2017-18 prior to their next scheduled building inspection to continue</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Timely implementation of multi-year asset management plans and associated forecast (of the leaseholders and Trust as applicable) for all Trust buildings</td>
<td>Asset management plans and forecasts are implemented for all buildings</td>
<td>A multi-year forecast for the Rectory building will be implemented as per the asset management plan to ensure ongoing maintenance of the building</td>
<td>Leaseholders of Trust buildings will report in person to the board on their multi-year forecasts using the template provided to ensure asset management plans are up to date.</td>
</tr>
<tr>
<td></td>
<td>Timely implementation of a multi-year tree maintenance program</td>
<td>Tree maintenance program is implemented annually</td>
<td>A tree maintenance program was developed and all work was completed</td>
<td>A tree maintenance program will be completed every year.</td>
</tr>
</tbody>
</table>
N. COMMUNICATIONS

In a given business cycle, the Trust may have to consult with the community on a number of matters that would require a plan for consultation. Possible occasions for this are:

- Communications on proposals to increase annual operating levies on leaseholders, if needed to carry out the Trust mandate. The Trust will want to seek the community’s support for such a change, in accordance with its by-laws.
- Consultation in the development and application of any future guidelines and processes for addressing breaches to leases and home appraisals.
- Consultation regarding changes to or development of by-laws.
- Budget consultations.

The current Trust website makes available the Trust’s contact information, detailed information on lease availability, Purchasers’ List, terms, conditions and processes, background on the Trust’s history and mandate, any new policies and new or updated by-laws, and links to related community information.

Information is also available from the Trust administrator by telephone, email and in person during office hours.

The Trust maintains regular communications with all leaseholders, as required to administer leases and arrange for new leaseholds. It also communicates with current members of the Purchasers’ List, as well as with potential candidates to be added to the list when it is reopened.

The Trust board will continue to work with the administrator to develop content for the community newsletter to communicate information to Island residents on a variety of topics of interest to the board and the community.
This Business Plan is presented on behalf of the Board:

Lorraine Fiyc
Chair
On behalf of the Board,
Toronto Islands Residential Community Trust Corporation

Date: March 13, 2018

I approve the Business Plan:

Signed by the

MINISTER OF MUNICIPAL AFFAIRS

The Honourable Bill Mauro
Minister of Municipal Affairs

Date: March 28, 2018
APPENDIX A - PROGRESS REPORT ON 2017-18 Activities

The following are activities the Trust committed to in its implementation plan for 2017 – 2018 to achieve the goals identified in its strategic plan:

1. The Trust board, its staff and members of its committees will have the skills and knowledge to carry out the mandate of the Trust.

   The board will undertake the following activities:
   - Ensure the appropriate governance structures continue to be in place for decision making and to effectively support the work of the Trust.
   - Schedule regular committee report-backs at monthly board meetings so the board members are apprised on progress of work and are able to make timely and informed decisions.
   - Schedule at least one training event in 2017-18 for the board members including any new members, and where appropriate include staff and volunteers of the Trust committees.

Progress in 2017-18:
The Trust is supported by several committees to carry out its objects. It maintains up to date terms of reference for all of its committees on an ongoing basis. Each committee reports into monthly board meetings with updates on activities or recommendations for action as necessary.

The Trust administrator attended conflict resolution training in March 2018.

2. The Trust will become a modern organization that delivers responsive services for the benefit of the residents and the public.

   The board will undertake the following activities:
   - Continue to review the compiled inventory of existing Trust by-laws, policies, procedures completed in 2013-14 and determine reviews where appropriate.
   - Continue to review the technology plan to determine additional IT modernization opportunities.
   - Continue to follow established standardized office and security software practices and records management practices.
   - Continue to ensure standards for service delivery and lease/sales transactions are met.

Progress in 2017-18:
An inventory of by-laws, policies, procedures has been completed and a plan has been put in place for review on an annual basis.

The Governance Committee is currently reviewing the Organization by-law. The Governance Committee reviewed the Governance by-law in January and February 2018.
A sub-committee of the board and the Trust administrator worked with the Ministry of Municipal Affairs to facilitate board changes recommended as part of the Mandate Review. This involved numerous meetings to discuss the review and its impact on the Trust.

In 2017 the Trust implemented an electronic format of payment for the Purchasers’ List fees in addition to levies. Since implementation more patrons have been using the electronic payment system. Forty-four percent of Island leaseholders used this method of payment for their levies as of the third quarter of the 2017/18 fiscal year, an increase of 11 percent since last year. As of March 9, 2018 49 percent of purchasers’ list members used this method of payment to renew their fees, an increase of six percent since last year.

The Trust conducted its business within the established service standards developed. The Trust undertook four house sales in 2017/18. The Trust approved three transfers in 2017/18.

The Trust met the requirements for the Open Data Directive and the Province of Ontario’s Travel, Meal and Hospitality Expenses Directive.

The Trust completed and submitted for the Minister’s approval, the 2017-20 Business Plan and 2016-17 Annual Report.

The Trust continues to enforce the lease breach policy and has followed up on all complaints raised to date. Further follow-up and monthly reporting will continue. One lease breach was solved with a house sale.

The purchasers list was opened in November 2017. Four hundred and ten applications were received for 29 available spots. The draw took place on December 19, 2017 and all those who were successful were notified on December 22, 2017. This was not budgeted for in the current fiscal year. This allowed the board to replenish the list to 500. However, it also assisted in providing additional revenue compensating for lost income due to the Rectory Café lease not being renewed.

3. The Trust will have a strong relationship with the Island community and the public in delivering its mandate through enhanced and consistent communications.

The board will undertake the following activities:
- Continue to engage the Island community and the public at large so they are informed about Trust activities, policies and bylaws, and roles of the Trust.
- Educate leaseholders about the benefits and value of the Trust, as well as on ways they can meet their obligations and responsibilities under their lease agreement.
- Ensure that any new and amended Trust bylaws, policies or protocols are communicated to stakeholders as clearly and as quickly as possible.
Progress in 2017-18:
The Trust communications committee met regularly and communicated with the community through the Trust newsletter, community bulletins and two community meetings. All new and amended policies and committee terms of reference are posted on the Trust website.

The Trust recently developed a Green Space Initiative. The Trust properties committee, with the assistance of the Trust administrator and St. Stephen's House facilitators developed facilitated information sessions for members of the community directly impacted by the initiative. Two sessions took place in the current fiscal year.

The Trust produced three newsletters in 2017-18 with an additional newsletter to be produced in March 2018.

4. **The Trust will effectively manage the public buildings and the natural assets under its mandate to protect and preserve them for current and future uses.**

   The board will undertake the following activities:
   - Ensure asset management plans for all six Trust buildings are completed and address any deficiencies identified in inspection reports.
   - Complete and maintain an annual maintenance plan for trees on Trust land managed by the Trust that outlines risk-based recommendations for their conservation.
   - Finalize a multi-year cost forecast and implement a tree maintenance program to ensure the ongoing viability of the island canopy on Trust land.

Progress in 2017-18:
The Trust actively works with the leaseholders of the Trust buildings to ensure that the buildings are maintained for the use of the Island community and the general public. The Trust through the Properties Committee continues to work with leaseholders to complete asset management plans to address any deficiencies from the inspection audits.

Notwithstanding the development of asset management plans, maintenance of Trust buildings is ongoing as evidenced by renovations completed this year on the Rectory Café, including painting and sealing the outside of the building, capping of windows and insulation of outdoor ventilation system.

A maintenance plan for the trees was developed and all work in the plan was completed by December 2017. A maintenance plan for the coming fiscal year has been completed.

The Canoe Club lease was renegotiated and a lease is to be signed before the fiscal year end.
The Rectory Café lease expired on January 31, 2017. A Request for Proposals was sent out in September 2017 and a new leaseholder and lease will be finalized before the fiscal year end.

The Rectory Café building will be inspected before the fiscal year end and all other Trust buildings will be inspected in 2018/19.