Toronto Islands Residential Community Trust Corporation

Business Plan 2019-22

January 2019
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, and
- 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 and Housing (the Minister) by the Lieutenant Governor in Council. For the majority of the 2017-18 fiscal year, the board was composed of five volunteer members. However, in March 2018 four additional members were appointed to the board. Three of the nine board members were employees of the Ontario Public Service, four members were Island residents and two members were City of Toronto residents. The board was supported by one provincial staff liaison, one City of Toronto staff liaison, one part-time staff person employed by the Trust, a contract bookkeeper and temporary staff as needed.

Trust operations are financed by revenues received from levies on leaseholders, property rentals, administrative and purchaser list fees and investment income. The Trust receives no provincial funding.

A Memorandum of Understanding, signed in February 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 provide the Minister annually 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 and Housing. 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 and Housing, 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 continues to work with the ministry on the implementation of the recommendations, such as the appointments.

**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. 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 – 2019-2022

The current strategic plan was developed in 2012. The Trust proposes to review the strategic plan in 2019.

The Vision

The current 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. The following are the strategic goals that were identified:

- 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 2019-22

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. Implementation of the new board structure is underway and it is anticipated to be completed by April 1, 2019. The board will then consist of four Island members and three residents from the City of Toronto. There will also be two staff liaisons, one from the City of Toronto and one from the Ministry of Municipal Affairs and Housing. While they attend board meetings and provide assistance, they are not members of the Trust board.

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 are able to make timely and informed decisions.
   - Schedule at least one training event in 2019 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:
   - As part of its on-going review of the Trust’s inventory of existing bylaws, policies, procedures, the Trust’s governance committee will develop new bylaws and policies. 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 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.

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 revenue received from levies on leaseholders, property rentals, administrative and Purchasers’ List 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 manager, 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**

![Risk Evaluation Matrix Diagram]

**RISK #1: Breaches to land leases (Legal/Contractual Compliance Risk Category)**

**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 leaseholder’s principal residence. One of the Trust’s responsibilities is to ensure that the Act and the terms of the lease are upheld. The Trust has reviewed and updated the lease breach policy. As the Trust makes decisions to address breaches, concerns from Island residents may increase resulting in greater administrative workload for the Trust and potentially increased 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 and work 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. This could mean increased expenditures for leaseholders or the need for the Trust to raise revenues through other means.

In 2017 the Toronto Islands experienced significant 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 inventory 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. In 2018/19 new building
inspections began to take place. The Rectory, the Algonquin Island Association clubhouse and the Ward’s Island Association clubhouse will have been inspected by the end of the fiscal year not only as part of the regularly scheduled inspections, but also to ensure any possible flood damage is mitigated.

**Mitigation:** Effectively managing its public buildings and natural assets is a Trust strategic goal. The Trust, through the Properties Committee, will continue to work with leaseholders to ensure they 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.

The Trust maintains insurance and capital reserve/contingency funds, to help ensure the operations of the Trust continue in the event of park closure and/or flooding.

### I. FINANCIAL BUDGET, 2019-2022

The Trust does not receive any funding from the province. The proposed funds that the board intends to allocate for the Trust’s upcoming fiscal year (2019-2020), and proposed operating expenditures for 2020-21 and 2021-22, are outlined in the chart below.

#### 2018-19 Budget and 2019-22 Estimated Requirements, ($)

<table>
<thead>
<tr>
<th></th>
<th>2018-19 Budget (approved)</th>
<th>2019-20 Budget (Estimated)</th>
<th>2020-21 Budget (Estimated)</th>
<th>2021-22 Budget (Estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expense¹</td>
<td>$180,000</td>
<td>$184,000</td>
<td>$190,000</td>
<td>$190,000</td>
</tr>
<tr>
<td>Capital Expense²</td>
<td>$1,480</td>
<td>$1,480</td>
<td>$1,480</td>
<td>$1,480</td>
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<tr>
<td>Expenses - Total</td>
<td>$180,000</td>
<td>$185,480</td>
<td>$191,480</td>
<td>$191,480</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$180,000</td>
<td>$185,480</td>
<td>$191,480</td>
<td>$191,480</td>
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<tr>
<td>Revenue³</td>
<td>$185,000</td>
<td>$190,000</td>
<td>$191,480</td>
<td>$191,480</td>
</tr>
<tr>
<td>To Reserves⁴</td>
<td>$5,000</td>
<td>$4,520</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Balance -- net</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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</tbody>
</table>

**Notes to Chart:**

1. **Operating Expense:** Approximately 60 percent to 70 percent of the Trust’s expenses are for staff and services (staff salary, bookkeeping, and legal/audit services). The remainder is mainly 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.
The Trust's capital assets include the land lease of the residential area, leasehold interest in buildings and building improvements. The net amortization of capital assets and unamortized capital contribution of $1460 is included in the budget as a capital expense.

Asset management plans are maintained and implemented by the leaseholders of the community buildings.

Note that maintenance and repairs of the Rectory is stated as an operating cost. Maintenance and repairs of all other Trust buildings is the responsibility of the leaseholder.

3. Revenue: Approximately 40 per cent to 50 per cent of the Trust's revenue 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 (approximately $350,000 for the year ended March 31, 2018). 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. Furthermore, final transfer amounts are confirmed by the board once audited financial statements are received. (see Annual Report for details)

J. STAFFING

In the 2019 to 2022 planning period, the Trust will continue to be supported by one part-time manager, a contract bookkeeper and temporary staff as needed. This year the management committee recommended a minor staffing model change that will take place in 2019. This change involves replacing the temporary summer staff position with a 10-month, one day a week model.

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 manager to ensure performance plan and Trust commitments are met.
K. BOARD ACTIVITIES

Board Meetings

Generally, the Trust holds 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. An additional meeting will be scheduled prior to the 2019-20 fiscal year-end to approve changes to the Organizational Bylaw and the Governance Bylaw and approve the new Transfer Bylaw.

Administrative Activities

The Trust office holds regular business hours and the manager 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. It was not opened in the 2018-19 fiscal year and there is no plan to open it in 2019-20.

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>2018-19 Commitments and Achievements</th>
<th>2019-22 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 Vice Chair attended the Ethics Executive Orientation Workshop on October 4, 2018 All new board members took the public service course June 19, 2018</td>
<td>Board members, and where appropriate staff and committee members, attend at least one training event annually</td>
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<tr>
<td></td>
<td>Timely notice to the ministry regarding upcoming Trust member vacancies</td>
<td>Provide 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>
<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>a. 20 per cent of leaseholders paid their levy by e-transfer</td>
<td>a. 44 per cent (115 compared to 114 from the previous fiscal year) of leaseholders paid their levy via e-transfer</td>
<td>5 per cent growth in use of e-transfers for payment of levies or purchasers' list membership each year until 2019</td>
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<td></td>
<td></td>
<td>b. 20 per cent of purchasers' list members paid by e-transfer</td>
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<tr>
<td>Number of bylaws, policies and procedures reviewed updated and communicated</td>
<td>At least one bylaw, policy or procedure is reviewed, updated and communicated annually</td>
<td>At least one bylaw, policy or procedure is reviewed, updated and communicated annually</td>
<td>The Governance Bylaw and the Organizational Bylaw were reviewed by the Governance Committee in 2018-19. A new Transfer Bylaw is in development and is set to be approved by fiscal year end</td>
<td>At least one bylaw, policy or procedure is reviewed, updated and communicated annually</td>
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<tr>
<td>Timey 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 per cent of the time</td>
<td>Calls to the Trust office are returned within two business days 100 per cent of the time 100 per cent achieved based on 721 calls received as of Q3 of 2018-19</td>
<td>Calls to the Trust office are returned within two business days 100 per cent of the time</td>
<td></td>
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<tr>
<td>Timely response to correspondence received by the Trust from residents and the public</td>
<td>Correspondence to the Trust is responded to within 15 business days of receipt 100 per cent of the time</td>
<td>Correspondence to the Trust is responded to within 15 business days of receipt 100 per cent of the time 100 per cent achieved based on nine letters received as of Q3 2018-19</td>
<td>Correspondence to the Trust is responded to within 15 business days of receipt 100 per cent of the time</td>
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<tr>
<td>Per cent 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 per cent) when the updated levy policy was implemented</td>
<td>2018-19 levy collection to date (as of Q3) is at 80 per cent</td>
<td>Levy collection will be greater than 80 per cent at the end of every fiscal year</td>
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<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>No houses were sold in 2018-19</td>
<td>Feedback from buyers/sellers indicates satisfaction with the services provided</td>
<td></td>
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<tr>
<td>Timely completion of sales process within the 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 can be accepted by a prospective owner within 30 days of the offer being sent to the purchasers' list. (ss. 22(4) of the Act), 100 per cent of the time</td>
<td>No houses were sold in 2018-19</td>
<td>Timely completion of sales process within the legislated timeframe under the Toronto Islands Residential Community Stewardship Act, 1993</td>
<td></td>
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<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>10 alleged lease breaches are being investigated, eight lease breaches have been investigated and are in transition towards compliance and eight have been remedied successfully</td>
<td>Lease breach complaints followed up in a timely manner, monthly progress reports and communication with those involved</td>
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<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 and provides all the information required by the Ministry of</td>
<td>Created a sub-committee of the Communications Committee to begin development of the new website</td>
<td>The website is completed by 2020 as per AODA</td>
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<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. Five neighbourhood meetings held for the Green Space Initiative and three community meetings (an additional meeting for bylaw approvals). Produced three newsletters in 2018-19</td>
<td>Continue to develop and communicate information bulletins on key issues. 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 five years for each community building</td>
<td>The Rectory, the Algonquin Island Association clubhouse and the Ward’s Island Association clubhouse were all inspected in 2018-19</td>
<td>Conduct timely building inspections based on a predetermined schedule so that every community building is inspected once every five years</td>
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<tr>
<td></td>
<td>Timely completion of asset management plans by the leaseholder and Properties Committee that include assessments, recommendations and action plans</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 all Trust buildings. New asset management plans are in place for the Rectory and the Algonquin Island Association clubhouse</td>
<td>All building inspections completed by the end of 2020 and new asset management plans in place</td>
</tr>
<tr>
<td></td>
<td>Timely implementation of multi-year asset management</td>
<td>Asset management plans and forecasts are</td>
<td>A multi-year forecast for the Rectory will be implemented</td>
<td>Leaseholders of Trust buildings will report in person to the</td>
</tr>
<tr>
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<td>Performance Targets</td>
<td>2018-19 Commitments and Achievements</td>
<td>2019-22 Commitments</td>
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<tr>
<td>plans and associated forecast (of the leaseholders and Trust as applicable) for all Trust buildings</td>
<td>implemented for all buildings</td>
<td>per the asset management plan to ensure ongoing maintenance of the building</td>
<td>Achieved board on their multi-year forecasts using the template provided to ensure asset management plans are up to date</td>
<td></td>
</tr>
<tr>
<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>Achieved (October 2018) Two green spaces have a maintenance plan, with three in development</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>A tree maintenance program will be completed every year Maintenance plans for Trust green spaces to be developed</td>
<td></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 bylaws.
- 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 bylaws.
- 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 bylaws; and links to related community information.

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

*Toronto Islands Residential Community Trust Corporation*
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 manager 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 Filyer
Chair
On behalf of the board,
Toronto Islands Residential Community Trust Corporation

Date: January 7, 2019

I approve the Business Plan:

Signed by the

MINISTER OF MUNICIPAL AFFAIRS AND HOUSING

The Honorable Steve Clark
Minister of Municipal Affairs and Housing

Date: March 26, 2019

Toronto Islands Residential Community Trust Corporation
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APPENDIX A - PROGRESS REPORT ON 2018-19 Activities

The following are activities the Trust committed to in its implementation plan for 2018-19 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 2018-19 for the board members including any new members, and where appropriate include staff and volunteers of the Trust committees.

Progress in 2018-19:
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 Vice-Chair attended the Ethics Executive Orientation Workshop on October 4, 2018. All new board members attended the public service course.

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.
   - 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 2018-19:
An inventory of bylaws, policies, procedures has been completed and a plan has been put in place for review on an annual basis.

The Governance Committee has been reviewing the Organizational and Governance Bylaws and will be presenting them to the community at a meeting in early 2019 for approval.
The Governance Committee has been working with Trust law firm Lewis & Collyer, to develop a Transfer Bylaw to assist with simplifying the transfer process. This will also be brought to the community for approval before fiscal year end.

A sub-committee of the board and the Trust manager worked with the Ministry of Municipal Affairs to facilitate board changes mandated by the 2016 Mandate Review. This involved numerous meetings to discuss the review and its impact on the Trust.

The Trust implemented an electronic format of payment for the Purchasers' List fees in addition to levies. The Trust does not have 2018-2019 fiscal year statistics on the uptake of e-transfer payment since the deadline to submit payment for the purchasers' list fees occurs on March 15, 2019.

The Trust conducted its business within the established service standards developed. As of December 14, 2018, the Trust did not complete any house sales. The Trust approved two transfers in this same time period.

The Trust met the requirements for the province's Open Data Directive and Travel, Meal and Hospitality Expenses Directive.

The Trust completed and submitted for the Minister's approval, the 2018-21 Business Plan and 2017-18 Annual Report.

The Trust continues to work enforcing the lease breach policy and has followed up on all complaints raised to date. Further follow-up and monthly reporting will continue. Currently, there are ten alleged lease breaches, eight in transition moving towards compliance with either constructioncommencing or tenants having been given notice, and eight remedied successfully.

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 2018-19:**
The Trust's 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 developed a Green Space Initiative in spring of 2016 to create a best practices model for the vacant lots on Ward’s Island to address the use of these lots and encroachment issues. During 2018-19, five neighbourhood meetings took place related to the Green Space Initiative. Maintenance plans were developed with community consultation and a set of guiding principles were developed and will be shared at a community meeting in early 2019.

The Trust produced three newsletters in 2018-19 with an additional newsletter to be produced in March 2019.

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 2018-19:
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. Building inspections are completed on a rotating five-year basis and the Rectory, the Algonquin Island Association clubhouse and the Ward’s Island Association clubhouses were all inspected in 2018-19. 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, including new subfloors in the main floor bathrooms, plumbing repairs involving the grey water pipes underneath the building and minor repairs to the chimney flashings.

A maintenance plan for the trees was developed and all work in the plan was completed by October 2018. A maintenance plan for the coming fiscal year will be completed in January 2019.

The Rectory Café lease expired on January 31, 2018. After sending out requests for proposals, the Trust board signed a lease with a new operator on April 1, 2018. Minor renovations took place and the Café has been successfully operating since early May 2018.