Toronto Islands Residential Community
Trust Corporation

Business Plan 2017-20

March 2017
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 (the Minister) by the Lieutenant Governor in Council. In 2016-17 the board is composed of six volunteer members and supported by one part-time staff person. Four of the six board members are employees of the Ontario Public Service and two members are Island 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 January 2011, clarifies the mandate of the Trust and the accountability relationship between the Minister and the Trust. This document was, most recently, reaffirmed by the new Minister of Municipal Affairs, the Honourable Bill Mauro on December 8, 2016.

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. 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.

In 2016 the Trust underwent a mandate review, results of which are being examined in partnership with the Ministry of Municipal Affairs.

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 2014, the Ministry received direction that all provincial agencies would need to undergo independent and objective assessments of their mandates once every seven years. In 2016, the Trust underwent a mandate review, which confirmed that the agency continues to be important to the province.

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 Harbour-front 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 and growing interest from
the Greater Toronto Area in using the Island for recreation. 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 – 2017-2020

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 based on the results of the 2016 mandate review.

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. 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 2017-20

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 reviewing the recommendations and working with the Ministry on implementation. It is anticipated that the 2018-2021 Trust Business Plan will provide detail related to implementation of the recommendations.

Once the implementation of the mandate review recommendations is underway, by the end of 2017/2018, 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 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.

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. The reviews will result in up to date and relevant by-laws, 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.

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.
   • Finalize a multi-year cost forecast and implement a tree maintenance program to ensure the ongoing viability of the Island canopy on Trust land.

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.
   • Consider the findings of the Mandate Review.
   • 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

![Risk Evaluation Matrix Diagram]

- **RISK #1:** Breaches to land leases
  - **IMPACT:**
    - LOW: Tolerate; no action
    - MEDIUM: Tolerate; Monitor
    - HIGH: Mitigation controls / contingency plans
  - **PROBABILITY:**
    - LOW: Mitigation controls & contingency plans
    - MEDIUM: Mitigation controls & contingency plans; monitor closely
    - HIGH: Take Urgent Remedial Action; Monitor Rigorously

(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 lease-holders 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. 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 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.

\textit{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.

\textit{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 (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.

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.

\textit{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.
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.

I. FINANCIAL BUDGET, 2017-2020

The Trust does not receive any funding from the province. The funds that the board has allocated for the Trust’s current year (2016-17), and proposed operating expenditures for 2017-18 through 2018-20, are outlined in the chart below.

### 2016-17 Budget and 2017-20 Estimated Requirements, ($)

<table>
<thead>
<tr>
<th></th>
<th>2016-17 Budget (approved)</th>
<th>2017-18 Budget (Estimated)</th>
<th>2018-19 Budget (estimated)</th>
<th>2019-20 Budget (estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expense</td>
<td>$175,000</td>
<td>$192,000</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>$175,000</td>
<td>$192,000</td>
<td>$184,000</td>
<td>$190,000</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$175,000</td>
<td>$192,000</td>
<td>$184,000</td>
<td>$190,000</td>
</tr>
<tr>
<td>Revenue</td>
<td>$182,000</td>
<td>$192,000</td>
<td>$190,000</td>
<td>$190,000</td>
</tr>
<tr>
<td>To Reserves</td>
<td>$7,000</td>
<td>$0</td>
<td>$6,000</td>
<td>$0</td>
</tr>
<tr>
<td>Balance -- net</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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</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 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. Maintenance and repairs of the community buildings is 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 2017 to 2020 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. Four additional smaller community meetings were held in 2016-17 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 2015 to the general public to fill vacancies by means of a draw of eligible applications. The Purchasers’ List by-law
was updated in 2013-14 to modernize the administration of the List. It is posted on the Trust website.

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>2016-17 Commitments and Achievements</th>
<th>2017-20 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 and chair attended information session on Data Inventories. Trust administrator attended advanced Excel training March 2017</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>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>1. 20% of leaseholders paid their levy by e-transfer 2. 20% of purchasers’ list members paid by e-transfer</td>
<td>1. 32% (83 compared to 71) of leaseholders paid their levy via e-transfer 2. 44% (214) of purchasers’ list members paid by e-transfer</td>
<td>5% growth in use of e-transfers for payment of evies or purchasers’ list membership each year until 2C19</td>
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<tr>
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<tr>
<td>Number of by-laws, policies and procedures reviewed and communicated</td>
<td>At least one by-law, policy or procedure is reviewed, updated and communicated annually</td>
<td>At least one by-law, policy or procedure is reviewed, updated and communicated annually</td>
<td>Achieved Green Space Initiative endorsed by community June 2016</td>
<td>At least one by-law, policy or procedure is reviewed, updated and communicated annually</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>Calls to the Trust office are returned within two business days 100% of the time</td>
<td>100% achieved based on 635 calls received as of Q3 of 2016-17</td>
<td>Calls to the Trust office are returned within two business days 100% of the time</td>
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<tr>
<td>Tmely response to correspondence received by the T'ust from residents and the public</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>100% achieved based on 8 letters received as of Q3 2016-17</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 2016-17 is at 81%</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>No house sales in current fiscal year</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 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 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>No house sales in current fiscal year</td>
<td>Timely completion of sales process within the legislated timeframe under the Toronto Islands Residential Community Stewardship Act, 1993</td>
<td></td>
</tr>
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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>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>New Commitment</td>
<td>Lease breach complaints followed up in a timely manner, monthly progress reports and communication with those involved.</td>
</tr>
<tr>
<td></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 Green space initiative endorsed by the community and 3 facilitated meetings were conducted with community groups. Produced three newsletters in 2016-17</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 5 years for each community building.</td>
<td>N/A. Building inspections for all Trust buildings completed by March 31, 2014</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>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. Achieved Draft of reporting template completed, Met with 1 of 5 building executives.</td>
<td>Meetings with all Trust building executives and providing them with a reporting template in 2017-18 prior to their next scheduled building inspection to continue</td>
</tr>
<tr>
<td></td>
<td>Timely implementation of multi-year asset management plans and associated</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</td>
<td>Leaseholders of Trust buildings will report in person to the board or their multi-year forecasts</td>
</tr>
<tr>
<td>Strategic Goals</td>
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<tr>
<td>forecast (of the leaseholders and Trust as applicable) for all Trust buildings</td>
<td>per the asset management plan to ensure ongoing maintenance of the building</td>
<td>Achieved</td>
<td>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 (February 2017)</td>
<td>A multi-year cost projection will be finalized by 2018/19 to ensure the ongoing viability of the trees on Trust land</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 Filyer  
Chair  
On behalf of the Board,  
Toronto Islands Residential Community Trust Corporation  

Date: March 31, 2017

I approve the Business Plan:

Signed by the  
MINISTER OF MUNICIPAL AFFAIRS

The Honourable Bill Mauro  
Minister of Municipal Affairs  
Date: May 17, 2017
APPENDIX A - PROGRESS REPORT ON 2016-17 Activities

The following are activities the Trust committed to in its implementation plan for 2016-19 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 2016-17 for the board members including any new members, and where appropriate include staff and volunteers of the Trust committees.

**Progress in 2016-17:**
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.

Board members attended an information session on the Open Data Directive.

The Trust administrator attended advanced excel training in March 2017.

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 2016-17:**
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 board drafted the green space initiative and it was endorsed by the community in the spring of 2016. The Trust held four facilitated meetings with community groups to discuss plans for the green spaces.
The Trust implemented an electronic format of payment for the purchasers' list fees in addition to levies. Thirty-two percent of Island leaseholders used this method of payment for their levies as of the third quarter of the 2016/17 fiscal year, an increase of five percent since last year. Forty-four percent of purchasers' list members paid their fees via e-transfer.

The Trust conducted its business within the established service standards developed. The Trust did not undertake any house sales in 2016/17. The Trust approved eight transfers in 2016/17.

The Trust transferred all electronic corporate files to a secure centralized system (cloud) to ensure continuity of business operations.

The Trust updated relevant business software (Windows 10 and QuickBooks 2016) and migrated necessary data to maintain efficient business operations.

The Trust moved to electronic cheques.

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 2016-19 Business Plan and 2015-16 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.

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.

**Progress in 2016-17:**

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 community associations developed facilitated information sessions for members of
the community directly impacted by the initiative. Four sessions took place in the current fiscal year.

In addition to the two community meetings and the above information sessions the Trust engaged the community in the budget process. Leaseholders were encouraged to provide input on the budget via email or regular mail.

The Trust also produced three newsletters in 2016-17.

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 2016-17:**

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 have been completed on all of the Trust buildings. 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 new windows, plumbing replacement and eaves trough.

A maintenance plan for the trees was developed and all work in the plan was completed by February 2017. A maintenance plan for the coming fiscal year has been completed and a multi-year cost projection is to be updated in 2018.