

**TORONTO ISLANDS RESIDENTIAL
COMMUNITY TRUST CORPORATION
STRATEGIC PLAN 2013-16**

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The Rectory is a two-story, stucco residence built in 1948. For many years the Rectory housed the priest in charge of the Church of St. Andrew-by-the-Lake at Centre hence, its name. Later it served as an annex to the Sunshine Seniors Centre (to the east). Eventually, after the community-saving legislation was passed in 1993, the building became part of the Land Trust, and now contains offices and community meeting rooms as well as The Rectory Café and Island Art Gallery.

MESSAGE FROM THE CHAIR

The Toronto Island community represents a unique model of community living, one that embodies affordable housing, an accessible and engaging neighbourhood, closeness to nature, preservation of heritage and a welcome to the broader urban community and international visitors. Toronto Island is home to 262 households; many of the approximately 650 people who live there are long-time residents.

I am pleased to share with you the first strategic plan for the Toronto Islands Residential Community Trust Corporation (the Trust). This strategic plan lays out a vision and a course of action to ensure that the Island community is sustained for future generations to be enjoyed by residents and the public.

This plan is the product of cooperation between the government-appointed Trust board and a group of volunteers from the residential community. This group came together to draw up a set of strategic goals to help the Trust achieve the vision of *“a vibrant and sustainable Toronto Island community for the benefit of the residents and the public.”*

The strategic goals describe those areas that the Trust will direct its resources to over the next three to five years. These include having the organizational capacity and technology tools to manage the built and natural assets of the Trust, and enhancing relations with the community and the public through consistent and transparent operations.

The Trust is a small organization and much effort and cooperation will be needed to implement these goals. I am confident that with the work already underway and through its network of community volunteers, the Trust is well positioned to meet these goals.

The Trust is also establishing a framework of success indicators to monitor the progress of the implementation of these priorities and will revisit the strategic plan periodically to ensure it continues to be relevant.

I, along with the rest of the board, look forward to continue to engage the community and work together to fulfil the Trust's mandate.

Yours sincerely,



Lorraine Filyer

Chair

Toronto Islands Residential Community Trust Corporation

WHO WE ARE

The Toronto Islands Residential Community Trust Corporation (the Trust) was established through the *Toronto Islands Residential Community Stewardship Act, 1993* (the Act) to manage the provincially owned lands and buildings on the Island and to protect affordable housing in the residential community. This was a result of the involvement of the Province of Ontario to resolve a legal dispute over the proposed removal of houses on Ward's and Algonquin Islands. The Trust is an agency of the Province of Ontario and is governed by a board of provincially appointed directors. It reports to the Province through the Minister of Municipal Affairs and Housing.

The Act vested land title with the Province. It created the Trust with a mechanism for vesting title of houses with owners and residents and selling 99-year land leases to the existing homeowners. The Province also provided some lots for new Islanders to build on.

The Province continues to have an interest in the Toronto Island as the owner of 33 acres of land including six community buildings, which are leased for 99 years to the Trust, and is responsible for the administration of the Act.

By establishing the Act and creating the Trust, the Province put in place the governance that ensures the long-term protection of affordable housing on the Island, and for the land and its community buildings to be managed for the benefit of both the residential community on the Island and the general public



Toronto Islands

OUR ENVIRONMENT

There are a number of environmental elements that may influence how the Trust operates and delivers its mandate.

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 Pan Am Games approach in 2015. The community welcomes visitors to the Island. Island residents live close to the natural environment and will continue to serve as stewards of the public land and promoters of their unique community.

The Trust is responsible for managing those lands specified in the Act and the six related community buildings. There is increasing complexity in delivering its mandate and meeting reporting requirements of the provincial government. The Trust views the community as partners and will continue to rely on Island residents to deliver its mandate.

As the Trust moves to adopt technology for more efficient operations, it is also expected that there will be improvement in services to residents and the public and greater opportunities for engagement and communication.

The Trust buildings are aging and require ongoing capital repairs to ensure they continue to meet health and safety standards.

The Island population is aging as well. 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, residents may also be less available and able to actively participate on the Trust board or committees.

A prolonged economic downturn may cause hardship on some residents. The community has traditionally been able to support and provide financial assistance to low income households on the Island. However, such a downturn may restrict the community's capacity to continue to respond. This may in turn result in higher than normal home sales which may have an impact on the workload of the Trust administration.

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 preserve this community. These include possible changes in the political landscape, expansion of the Billy Bishop Toronto City Airport; changing capacity in ferry services; 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 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.

OUR MANDATE

The Trust was created to manage the land and other buildings and structures on the land described in the Act, for the benefit of both the Toronto Island residential community and the general public by:

- Ensuring that the buildings and structures, other than houses, are operated 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 its objects
- Carrying out other matters as may be assigned to the Trust by the Minister which are within the Trust's statutory mandate

The Trust is responsible for 262 house leases.

The six community buildings managed by the Trust on behalf of the Island residents and the public are:

- The Algonquin Island Association Clubhouse, 18 Wyandot Avenue, Algonquin Island
- The Shaw House, 108 Lakeshore Avenue, Ward's Island
- The Rectory, 102 Lakeshore Avenue, Ward's Island
- The Old Firehall, 101 Cibola Avenue, Ward's Island
- The Ward's Island Association Clubhouse Buildings, 18 and 20 Withrow Street, Ward's Island



Ward's Island Association Club House Buildings
18 & 20 Withrow Street, Ward's Island



OUR VISION

The vision reflects what the Trust aspires to achieve and why. The Trust Vision is to have:

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

OUR VALUES

The strategic vision and operations of the Trust are shaped by a core set of organizational values. These are fundamental in all that the Trust does to achieve its mandate in providing stewardship of the land and buildings now and into the future. These are reflected in the administration of the Trust, in its interactions and relationships with the residents of the community, the public, the government and its vendors. They are what define the board, its governance and decision making.

The core values of the Trust are:

- **Protection and preservation of the Island community**
- **Integrity**
- **Trust**
- **Transparency**
- **Respect**

OUR CORE PURPOSE

To preserve the legacy of the Island community

The residential community on Toronto Island is high density, with low-rise, single family housing in a car-free, pedestrian friendly environment. Its residents provide care for one another; support its community centres, daycares, schools and church; publish newsletters; offer youth programming and recreational activities; provide stewardship to the neighbouring parkland and welcome visitors to share in their unique lifestyle. Community volunteers and their associations also maintain all but one of the buildings owned by the province for the benefit of the residents and the public.

The *Toronto Islands Residential Community Stewardship Act, 1993* was conceived to continue the legacy of this unique community model. The Trust achieves this purpose by:

- Managing the sale of houses and land leases and vacant land leases on the Toronto Islands
- Ensuring that the Trust assets are sustained for the use of both the Island residents and the public
- Collaborating and building effective partnerships with the Island community
- Providing responsive service to the community
- Overseeing compliance with the legislation
- Preserving the natural environment of Trust lands



Old Firehall
(Toronto Island Canoe Club)
101 Cibola Avenue, Wards Island



Algonquin Island
Association Club House
18 Wyandot Avenue, Algonquin Island



Shaw House (Seniors' residence)
108 Lakeshore Avenue, Ward's Island

OUR STRATEGIC GOALS

Over time, a number of factors are expected to create increasingly more complex work for the Trust. These factors relate to an aging Island population, new members joining the residential community, ongoing oversight and maintenance of aging buildings, increase in visitors, resource requirements, ongoing communication with the community and increasing reporting requirements to the Province of Ontario.

To position itself to address these challenges and achieve its vision, the Trust has identified four strategic goals. These will guide the Trust activities undertaken over the next three to five years and resources will be directed to these areas. These goals are as follows:

- **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**

MOVING FORWARD

This is the first strategic plan for the Trust. It was developed with input and insights from the government appointed board members, Trust staff, and community residents. Going forward, the plan will be revisited periodically to ensure it continues to be relevant, and community residents will continue to be engaged in the process.

ACKNOWLEDGEMENTS

Special thanks go out to the following people whose efforts, along with those of the board members, contributed to developing this plan:

Facilitators

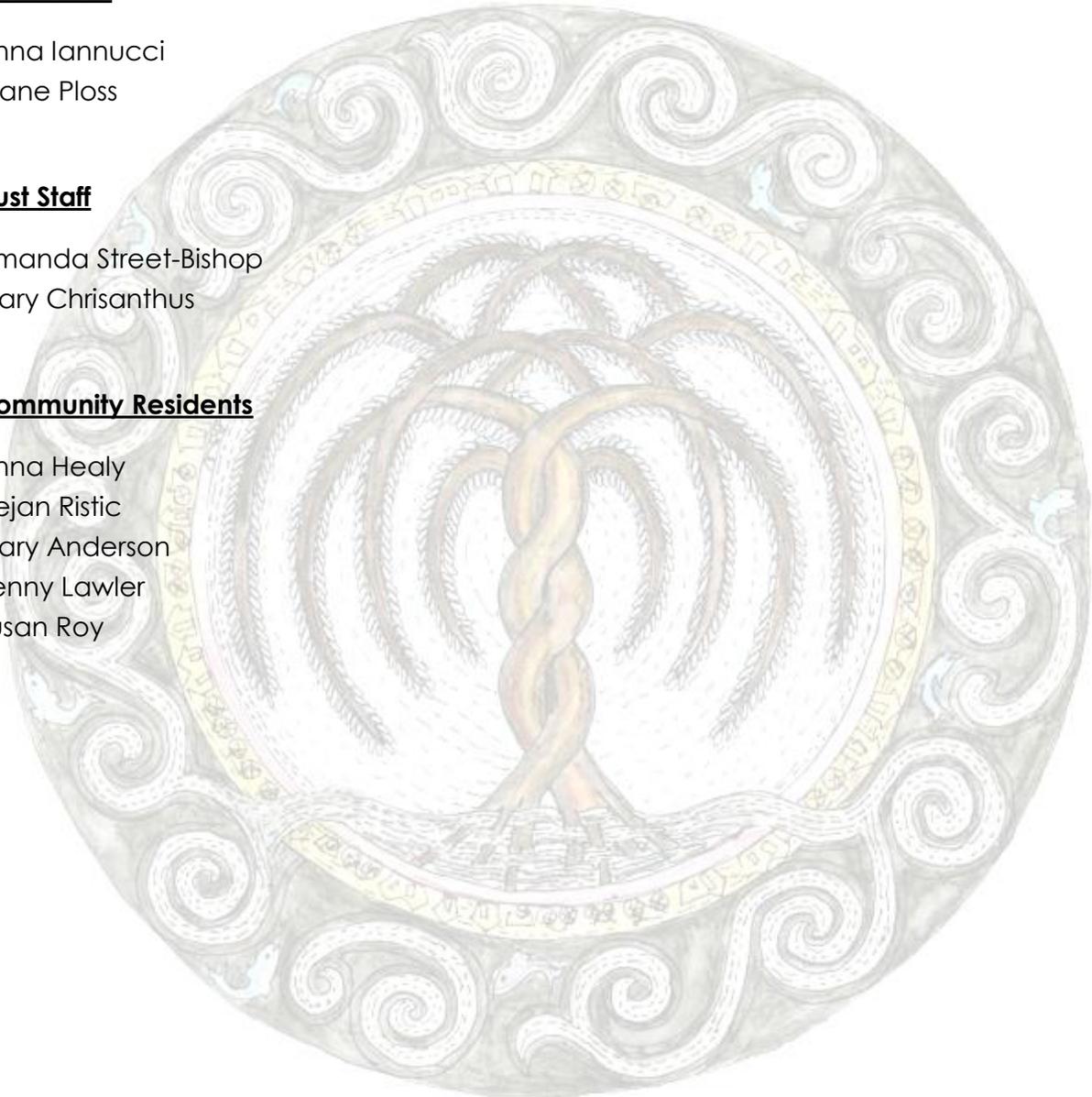
Anna Iannucci
Diane Ploss

Trust Staff

Amanda Street-Bishop
Mary Chrisanthus

Community Residents

Anna Healy
Dejan Ristic
Mary Anderson
Penny Lawler
Susan Roy



BOARD MEMBERSHIP

The Toronto Islands Residential Community Trust Corporation is governed by a board of directors appointed by the Lieutenant Governor in Council. It generally consists of four directors who are Ontario Public Service employees and two directors who are Island residents. The Trust operates an office on the Island managed by an administrator who also supports the board in carrying out its mandate.

Board Members

- Ravi Bhusia
- Geoffrey Gladdy
- Lorraine Filyer
- Astero Patsali
- Annie Szamosi
- Susan Wang

Trust Administrator

Amanda Street-Bishop

Trust Office Contact Information:

Address: 102 Lakeshore Avenue Ward's Island Toronto, Ontario M5J 1X9	Email Address: trust@torontoislands.org
	Telephone Number: (416) 203-6163

Plan Designer

Lauren Prussky

Pebble Mosaic Illustration

Design by Kathleen Doody and Barbara Klunder with input from Maggy Howarth and the Toronto Island community; illustration by Kathleen Doody