

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

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Ontario

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Lorraine Filyer  
Chair

Toronto Islands Residential Community Trust Corporation  
102 Lakeshore Avenue, Ward's Island  
Toronto ON M5J 1X8

Dear Lorraine Filyer:

I am pleased to write to you in your capacity as the Chair of the Toronto Islands Residential Community Trust Corporation ("the Trust"). I want to express my appreciation to you and the Board of Directors for your leadership and service.

The Agencies and Appointments Directive requires that I set out my expectations for the Trust for the 2020-21 fiscal year, which I shall do by way of this letter.

The Trust is a valued partner in the delivery of services for the people of Ontario. Together with your fellow Board members, you are expected to establish the goals, objectives and strategic direction for the Trust consistent with its mandate, our government policies and directives. With the completion of the Agency Review Task Force, I look forward to the Trust's continued commitment to providing the necessary oversight, compliance and enforcement of matters within its mandate, while ensuring that these services provide value for money.

As you know, the *Toronto Islands Residential Community Stewardship Act, 1993*, ("the Act") requires the Trust to manage the land on Algonquin Island and Ward's Island described in the Schedule to the Act, including the houses and other buildings and structures on the land; for the benefit of the residential community on Toronto Islands and the public.

As set out in the Act, the Trust's mandate includes:

- Operating for the benefit and enjoyment of the public the buildings and structures, other than the houses and the fire hall that existed on the day the Act came into force
- Ensuring that the public has reasonable access to the buildings and structures operated by the Trust
- In certain circumstances, arranging for an appraisal of a house when it is proposed to be sold

- Managing the sale of houses and land leases and vacant land leases on the Toronto Islands
- Raising sufficient revenue to carry out the objects of the Trust

Restoring trust, transparency and accountability is foundational to our government's plan to build a fiscally sustainable government and protect critical public services as outlined in the "2019 Ontario Budget: Protecting What Matters Most". As minister, I expect the Trust to continue to focus on:

- Ensuring compliance with the requirements of the Act, applicable government directives/policies as well the memorandum of understanding between the Trust and ministry
- Effectively managing Trust expenses to align with the government's fiscal objectives to ensure the efficiency and sustainability of the Trust and deliver value for money services for the benefit of island residents and the public
- Managing the operational, strategic and financial risks encountered by the Trust to help ensure that business objectives are met
- Maintaining an effective system of internal controls and compliance, with applicable requirements, including robust performance measures to promote transparency and accountability
- Continuing its productive working relationship with the ministry staff as the Board composition is transformed to ensure a skills-based Board
- Maintaining effective client service

In addition to its ongoing operational activities, the Trust should also continue to focus on achieving the goals identified in its business plan, and ensure that:

- The Board, staff and members of its committees have the skills and knowledge to carry out its mandate
- It delivers responsive services for the benefit of the residents and the public
- It has strong relationships with the Island community, the public and ministry staff in delivering its mandate through enhanced and consistent communications
- It effectively manages the public buildings and the natural assets under its mandate to protect and preserve them for the benefit and enjoyment of the public
- It provides effective ongoing controllership of its operation

I thank you and the Trust for your commitment and service to the Toronto Islands residential community and the public.

Sincerely,



Steve Clark  
Minister