

**TORONTO ISLANDS RESIDENTIAL COMMUNITY**

**TRUST CORPORATION**

**Business Plan 2022-25**



**January 2022**

## 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 Riviera, 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 half of the 2021-22 fiscal year, the board was composed of five volunteer members. Four of the five board members were Island residents and one was a City of Toronto resident. On September 16, 2021, City of Toronto resident Melek De-Wint was appointed to the board until June 13, 2024. The board is supported by one provincial staff liaison, one City of Toronto staff liaison, two part-time staff persons employed by the Trust, and a contract bookkeeper.

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 March 2018, clarifies the mandate of the Trust and the accountability relationship between the Minister and the Trust.

To comply with the Province's Agencies and Appointments Directive, the Trust Chair is required to 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 Islands; and
- 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

**Stewardship of the Land:** The Island remains a popular place for non-residents and international travelers to visit and this is a trend that is 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 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 such as we are experiencing during the COVID-19 pandemic, 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 the closure of the Toronto Islands 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.

The COVID-19 outbreak and associated lockdowns and physical distancing requirements continue to directly affect the business of the Trust, both operationally and financially. Office and community building closures, the closure of the park as well as the shuttering of Island businesses had a direct impact on Trust financially and that impact will continue into 2022 until things open up completely. The Trust board will continue to work diligently with all stakeholders in order to mitigate any lasting effects the pandemic may cause.

## **E. STRATEGIC DIRECTIONS – 2022-2025**

The strategic direction and objectives of the Trust ensures that the mandate is achieved. The Trust's strategic direction is consistent with its mandate, government priorities for the agency sector, key policies and directives.

The Trust held a strategic planning session in October 2019. A new strategic plan was approved by the board in March 2020 and will continue to direct the Trust to 2025.

### **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 sustainable and resilient Toronto Islands community  
for the benefit of the residents and the public**

### **THE STRATEGIC GOALS**

The strategic plan, developed in 2020, identified, for the subsequent three to five years, specific goals on which the Trust has focused 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, knowledge, capacity, resources and support necessary to carry out the mandate of the Trust.
- The Trust will use efficient and effective systems to fulfil its mandate.
- The Trust will enable a well-informed Island community, using principles of transparency, accountability and effective communication.
- The Trust will effectively oversee the management of its buildings and its natural assets.

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.

## **ALIGNMENT TO GOVERNMENT PRIORITIES**

As part of the government of Ontario, agencies are expected to act in the best interests of Ontarians by being efficient, effective, and providing value for money to taxpayers. In alignment with this expectation, the Trust's strategic direction and objectives are consistent with the following government priorities:

### **Transparency and Accountability**

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting.
- Adhering to requirements of the Agencies and Appointments Directive, and responding to audit findings, where applicable.
- Identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability.

### **Risk Management**

- Ensure the appropriate governance structures continue to be in place for decision making and to effectively support the work of the Trust.
- Develop and implement a robust succession planning process for board, staff, consultants and committee members.
- Continue to review the technology plan to determine additional IT modernization opportunities including those related to cyber security.
- Develop and implement an effective process for the identification, assessment and mitigation of risk including planning for and responding to health and other emergency situations including, but not limited to COVID-19

### **Digital Delivery and Customer Service**

- Exploring and implementing digitization or digital modernization strategies for the provision of services online and continuing to meet and exceed customer service standards through transition.

### **COVID-19 Recovery**

- Using a variety of approaches or tools to ensure service delivery in all situations, including COVID-19.
- The Trust continues to maintain and monitor its capital and contingency reserves and cash flows, including adequate insurance coverage to help ensure the operations of the Trust continue in the event of park closure or state of emergency due to the world health crisis.

Throughout the business plan, there are many examples of actions the Trust has undertaken to achieve the government's priorities. Additionally, the Trust in its activities and implementation plan has identified opportunities to further implement the outlined priorities of the government. For example, planned activities including performance measures involve enhancing the orientation and training program for board members

and staff and technology modernization opportunities including the development of e-commerce.

## **F. ACTIVITIES AND IMPLEMENTATION PLAN FOR 2022-25**

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 and also in the mandate letter of the Minister of Municipal Affairs and Housing. These activities strive to achieve the government's priorities and goals identified in the strategic plan as follows:

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

The board will undertake the following activities in support of the Trust's strategic plan and the government's priority of transparency and accountability:

- 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.
- Enhance the orientation and ongoing training program to board members including any new members, and where appropriate include staff and volunteers of the Trust committees. Initial orientation training is administered jointly with the Ministry of Municipal Affairs and Housing to support the board's role in governance and accountability.
- Develop and implement a robust succession planning process for board, staff, consultants and committee members.
- Review staffing model to ensure capacity to fulfil Trust's mandate.

**2. The Trust will use efficient and effective systems to fulfil its mandate for the benefit of the residents and the public.**

The board will undertake the following activities in support of the Trust's strategic plan and the government's priority in digital delivery and customer service:

- 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 including the development of e-commerce.

- 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 not only be compliant with the Accessibility for Ontarians with Disabilities Act, 2005, but to also be used as a communications conduit for both leaseholders and purchasers' list members
- Ensure detailed project plans and timelines are developed for all Trust projects.

**3. The Trust will enable a well-informed Island community, using principles of transparency, accountability and effective 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 using both accessible and electronic formats.
- Expand the use of facilitated meetings to communicate with community members on key issues.
- Develop a communication plan for all significant Trust projects.
- Continue to maintain compliance with the Management Board of Cabinet's Agencies and Appointments Directive including the completion and public posting of the business plan and annual report each year.

**4. The Trust will effectively oversee the management of its buildings and its natural assets**

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.**

In support of the government's priority on transparency and accountability, the board will ensure the following:



- Compliance with all legislative, regulatory and financial accountability requirements including the Government of Ontario's 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 purchaser 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 part-time administrative assistant and a contract bookkeeper. 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 and one provincial staff liaison and one City of Toronto staff liaison.

## **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 four risks.

## RISK EVALUATION MATRIX

<b>IMPACT</b>	<b>HIGH</b>	Mitigation controls & contingency plans	Mitigation controls & contingency plans; monitor closely	Take Urgent Remedial Action; Monitor Rigorously
	<b>MEDIUM</b>	Tolerate Monitor	Mitigation controls / contingency plans	Mitigation controls / contingency plans; monitor closely
	<b>LOW</b>	Tolerate; no action	Tolerate; Monitor	Mitigation controls / contingency plans
		<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>
		<b>PROBABILITY</b>		

### **RISK#1: Breaches to Land Leases (Legal/Contractual Compliance Risk Category)**

**Agency Objective: Manage certain lands on Toronto Islands 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 is currently reviewing and updating 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 increased legal costs to the Trust.

The board determined that the overall risk of breaches 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 2021, the Toronto Islands did not experience any flooding. Flood preparation measures were undertaken including working with residents of the Cove area of the island to ensure water pumps are available for use when needed.

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:** All community buildings are regularly assessed and inspected, and new asset management plans are in place to 2024. The completion of this process is not only to ensure the maintenance of the buildings, but to also mitigate any possible flood damage.

**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 of community buildings 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 monitors and maintains its capital and contingency reserves and cash flows including adequate insurance coverage to help ensure the operations of the Trust continue in the event of park closure, flooding or state of emergency due to the world health crisis.

**RISK #3: Additional costs will be incurred by the Trust related to a property matter and the potential corresponding financial impact to Trust Reserves (Legal/Contractual/Compliance Risk Category)**

**Agency Objective: Manage sale of houses and land leases**

In 2020, the Trust board made an application to the Ontario Superior Court of Justice relating to a transfer of a home on Toronto Islands to an individual adopted by the current homeowner as an adult. The Court dismissed the Trust's application in 2021. The Court

required the Trust to pay costs. This court action has impacted the Trust's reserves for contingencies.

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:** Continuously reviewing the Trust's financial statements to ensure fiscal responsibility with regards to ongoing litigation.

**Mitigation:** The Trust continues to maintain and monitor its contingency reserves and cash flows. In 2021 the Trust was able to transfer \$87,088 into the reserves for contingencies from its unappropriated balance assisting to mitigate previous deductions due to the court action.

#### **RISK #4: Loss of Revenue due to COVID-19 (Service/Operational Risk Category)**

##### **Agency Objective: Raising sufficient revenues to carry out its objectives**

In 2020, there were global impacts from the COVID-19 outbreak. This has continued into 2021 and will also impact at a minimum, the first quarter of 2022. The outbreak had a direct impact on the Trust's rental revenue from the Riviera for 2020-21, with lower than budgeted revenues due to rent relief provided. For 2021-22 the impact is more subtle, with concerns around Island organizations and businesses that have been financially impacted due to a significant drop in tourism and large gatherings such as weddings and private parties.

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

**Current approach:** The Trust continuously reviews the financial statements and monitors cash flow. The Trust meets with its tenants regularly to ensure their financial stability and ability to maintain their facilities.

**Mitigation:** The Trust continues to maintain and monitor its capital and contingency reserves and cash flows, including adequate insurance coverage to help ensure the operations of the Trust continue in the event of park closure or state of emergency due to the world health crisis.

## **I. FINANCIAL BUDGET, 2022-2025**

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 (2022-23), and proposed operating expenditures for 2023-24 and 2024-25, are outlined in the chart below. The Trust budget is anticipated to be approved at the March 2022 Trust Board meeting. This section has been completed and reflects the proposed budget not yet approved by the Trust Board.

**2021-22 Budget and 2022-23 Estimated Requirements, (\$)**

	<b>2021-22 Budget (approved)</b>	<b>2022-23 Budget (estimated)</b>	<b>2023-24 Budget (estimated)</b>	<b>2024-25 Budget (estimated)</b>
<b>Operating Expense<sup>1</sup></b>	\$183,971	\$199,520	\$199,520	\$199,520
<b>Capital Expense<sup>2</sup></b>	\$ 1,480	\$ 1,480	\$ 1,480	\$ 1,480
<b>Expenses - Total</b>	\$185,451	\$201,000	\$201,000	\$201,000
<b>Total Budget</b>	\$185,451	\$201,000	\$201,000	\$201,000
<b>Revenue<sup>3</sup></b>	\$190,451	\$213,000	\$199,000	\$213,000
<b>To Reserves<sup>4</sup></b>	\$5,000	\$ 5,000	\$ 5,000	\$ 5,000
<b>Balance -- net</b>	\$0	\$ 7,000	\$ (7,000)	\$ 7,000

**Notes to Chart:**

- Operating Expense:** Approximately 60 per cent 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.

In May 2022 the Trust will be transitioning to a new staffing model, replacing the retiring bookkeeper with an additional permanent part-time position.

- 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 province's contribution of a leasehold interest in the non-residential buildings is also amortized. The net amortization of capital assets and unamortized capital contribution of \$1,480 is included in the capital expense budget.

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.

- 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). Every year the board increases the levy by the December Ontario Consumer Price Index (CPI) with approval from the community. In any given year, the board in consultation with the Island community, may increase the levy further 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 \$336,000 for the year ended March 31, 2021). 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).

Note that the estimated transfer to reserves of \$5,000 in the financial table is based on the unappropriated reserve balance which is comprised of interest from investments. the excess of revenues over expenses including the balance at the beginning of each year.

For 2023-24, the estimated negative net balance of \$7,000 is mainly due to the projected transfer to reserves of \$5,000. The 2023-24 net balance is offset from the prior year's estimated positive net balance.

## J. STAFFING

In the 2022-2025 planning period, the Trust will be moving to a new staffing model that will include a part-time manager, a part-time bookkeeper/administrator and occasional staffing as required to address staffing needs, including the retirement of the current bookkeeper.

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.

Due to the COVID-19 pandemic the Trust office was closed to leaseholders and the public from March 18, 2020 to November 1, 2021. Currently, the office is open one to two days a week with vaccine protocols in place. Working from home will also continue until all emergency measures are lifted.

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. As a measure of transparency, 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. As a result of COVID-19, the Trust has implemented digital modernization strategies such as holding all meetings virtually.

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. Over the last year, the Trust Chair has hosted four additional online meetings for the community to discuss various topics including the levy.

### **Administrative Activities**

The Trust office holds regular business hours and the manager is normally available to Island residents, members of the public and board members in person, by phone and email during those hours. For the 2021- 22 fiscal year the Trust office was closed to the public and leaseholders due to the COVID-19 pandemic until November 1, 2021. The office is now open one to two days per week and the Trust manager and administrative assistant are available during regular business hours by phone and email only on the other days. The work from home protocol will continue until further notice.

### **Purchasers’ List**

The Purchasers’ List was opened in January 2021. For the first time the Trust offered payment with credit card via the new Trust website and more than doubled the amount of entries from previous years. This option was also extended to purchasers’ list renewals.

## **L. INITIATIVES INVOLVING THIRD PARTIES**

The Trust worked 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 seven committees: governance, management, finance, properties, communications, technology and voting. The committees report to the board at the monthly board meetings.

## M. PERFORMANCE MEASURES AND TARGETS

In accordance with the Mandate letter issued by the Minister of Municipal Affairs and Housing on October 1, 2021, the Trust continues to review and update its performance targets with an increased consideration of incorporating outcome-based measures. The Trust has incorporated some outcome-based measures and has revised other existing measures to meet the requirements set out in the 2021 mandate letter.

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.

Strategic Goals	Performance Measures	Performance Targets 2021-24	2021-22 Commitments and Achievements	2022-25 Commitments
<p>1.The Trust Board, its staff and members of its committees will have the skills, knowledge, capacity, resources and support necessary to carry out its mandate</p>	<p>Timely completion of a training plan to strengthen Trust capacity and decision-making to deliver its mandate</p>	<p>Board members, and where appropriate staff and committee members, attend at least one training event annually that enhances capacity of staff and board members.</p>	<p>New members of the Trust board completed two online training courses:</p> <ul style="list-style-type: none"> <li>• Accessibility for Ontarians with Disabilities Act Workplace Wellness, and</li> <li>• Working Together: The Ontario Human Rights Code and the AODA</li> </ul> <p>The Trust manager attended a webinar entitled: Conflict Competence: Building your confidence and capacity for dealing with workplace conflict</p> <p>A staff model change is being implemented to ensure succession plan is in place for the retirement of the bookkeeper in 2022</p> <p>A non-voting past chair position on the</p>	<p>Board members, and where appropriate staff and committee members, attend at least one training event annually</p> <p>Succession planning is to continue to ensure the board, staff and committees retain capacity to carry out its mandate</p>



Strategic Goals	Performance Measures	Performance Targets 2021-24	2021-22 Commitments and Achievements	2022-25 Commitments
			<p>board was created to ensure the successful transition to a new chair and board.</p> <p>Achieved</p>	
<p>2. The Trust will use efficient and effective systems to fulfil its mandate</p>	<p>Development of an e-commerce component within the Trust website to facilitate online payment of all Trust fees including Purchasers' List applications and renewals and levy payments</p>	<ol style="list-style-type: none"> <li>1. 50 per cent of Purchasers' List Applications and payments are received via website</li> <li>2. 20 per cent purchasers' list fees and renewal forms are received via website</li> <li>3. 20 percent of levies received via website</li> </ol>	<ol style="list-style-type: none"> <li>1. 90 % of all purchasers' list applications fees and applications were received via the e-commerce section of the Trust website. 100% achieved</li> <li>2. 62 % of the purchasers' list renewal forms and fees were received via the e-commerce section of the Trust website. 30% received via e-transfer. 100% achieved</li> <li>3. 5% of levies were paid via the e-commerce section of the website and 56% were paid via e-transfer</li> </ol> <p>Did not meet target here. The demographics of the community have affected this performance measure.</p>	<p>A 5 per cent increase in uptake of the online payment and renewal service should be reached each year to a maximum of 75%</p> <p>Explore ways to encourage leaseholders to register on the website so they can pay their fees and access leaseholder only documents.</p>

Strategic Goals	Performance Measures	Performance Targets 2021-24	2021-22 Commitments and Achievements	2022-25 Commitments
	Number of bylaws, policies and procedures reviewed updated and communicated to the community	At least one bylaw, policy or procedure is reviewed, updated and communicated annually	<p>At least one bylaw, policy or procedure is reviewed, updated and communicated</p> <p>The Purchasers' List by-law is currently under review.</p> <p>A Respectful Workplace Policy was developed and will be approved before the end of fiscal year 21-22</p> <p>The Permitted Transfer By-Law policy has been developed and is under review with the Trust legal counsel. This was developed through consultation with leaseholder representatives and aspects were discussed at an online community meeting.</p>	At least one bylaw, policy or procedure is reviewed, updated and communicated annually
	Timely response to calls received by the Trust from residents and the public	Calls to the Trust office are returned within two business days 100% of the time	<p>Calls to the Trust office are returned within two business days 100 per cent of the time</p> <p>100 per cent achieved – due to the COVID-19 outbreak, the office was closed. All correspondence came via email only. Approximately 4100+</p>	Calls to the Trust office are returned within two business days 100 per cent of the time

Strategic Goals	Performance Measures	Performance Targets 2021-24	2021-22 Commitments and Achievements	2022-25 Commitments
	Timely response to correspondence received by the Trust from residents and the public	Correspondence to the Trust is responded to within 15 business days of receipt 100 per cent of the time	<p>emails received and all acknowledged within two business days</p> <p>Correspondence to the Trust is responded to within 15 business days of receipt 100 per cent of the time</p> <p>80 per cent achieved based on 3 letters received as of December 31, 2021– response delays due to office closure logistics and the need to consult outside expertise</p>	<p>Correspondence to the Trust is responded to within 15 business days of receipt 100 per cent of the time</p> <p>The Trust is to resolve an inquiry either by phone or email 80% of the time within the Trust’s control</p>
	Per cent of annual levies collected from leaseholders compared to the base year of 2011-12 when the updated levy policy was implemented	Levies collected will exceed the percentage of levies collected in 2011-12 (73 per cent) when the updated levy policy was implemented	As of December 31, 2021, 82% leaseholders have paid the current year’s levies or have a payment plan in place	Levy collection will be greater than 80 per cent at the end of every fiscal year
	Lease/sales transactions are completed to the satisfaction of the buyer and seller	Feedback from buyers/sellers indicates satisfaction with the services provided	<p>One house closed in 2021/22 fiscal year. The parties involved (purchaser and seller) of a land lease and house were satisfied with the Trust sales process 100 % of the time.</p> <p>Achieved</p>	Parties involved (Purchaser/Seller) of a land lease and house are satisfied with the Trust sales process 80% of the time.

Strategic Goals	Performance Measures	Performance Targets 2021-24	2021-22 Commitments and Achievements	2022-25 Commitments
	Timely completion of sales process within the legislated timeframe under the Toronto Islands Residential Community Stewardship Act, 1993	A timely completion of the sales process ensures that a sale offer is accepted by a prospective owner within 30 days of the offer being made. (ss. 22(4) of the Act), 100 per cent of the time	One house closed with a one-day delay due to buyer's request.	Timely completion of sales process within the legislated timeframe under the Toronto Islands Residential Community Stewardship Act, 1993
	Lease compliance as per the lease and the Toronto Islands Residential Community Stewardship Act, 1993	Following up on all lease breach complaints in a timely manner. Reporting monthly on progress	A total of 14 lease breaches were identified. 4 alleged lease breaches are being investigated, 6 lease breaches are in transition and 4 have been remedied successfully in the fiscal year 2021-22. Due to the pandemic the Trust board has not been actively pursuing lease breaches but intends to resume in the last quarter of 2021/22	Lease breach complaints followed up in a timely manner, monthly progress reports and communication with those involved
3. The Trust will enable a well-informed Island community, using principles of transparency, accountability and effective communication	Communication vehicles are available to inform residents and the public of Trust business	Information bulletins on key issues are developed as necessary. Semi-annual newsletters are produced. Community meetings are held at least twice a year.	There were four online community information sessions in 2021/22 on topics such as levies and the changing face of family.  Achieved  Two newsletters were distributed  Achieved	Continue to develop and communicate information bulletins and when necessary, community meetings, on key issues  Continue to produce a semi-annual newsletter

Strategic Goals	Performance Measures	Performance Targets 2021-24	2021-22 Commitments and Achievements	2022-25 Commitments
			<p>Two community meetings were held, one to approve the Trust budget for 2021/22 and the other to approve the 2020/21 financial statements. Both were approved by the community</p> <p>A blog area was added to the Trust website.</p> <p>A leaseholders only section on the Trust website was developed that contains videos of community information sessions and an area to securely make levy payments</p>	<p>Continue to utilize online meetings for community information sessions.</p> <p>Further develop the Trust website to include tutorials on topics such as the equity amount and appraisal process.</p>
4. The Trust will effectively oversee the management of its buildings and its natural assets	Conduct timely building inspections	Conduct building inspections every five years for each community building	No building inspections were required in 2021-22. Next inspection phase is to begin in 2024	Conduct timely building inspections based on a predetermined schedule so that every community building is inspected once every five years
	Timely completion of asset management plans by the leaseholder and Properties Committee that include assessments,	Asset management plans are in place for all Trust buildings by March 31, 2020	Asset management plans are in place for all Trust buildings  All Trust buildings have new asset	All building inspections completed by the end of 2019-2020f fiscal year and new asset management

Strategic Goals	Performance Measures	Performance Targets 2021-24	2021-22 Commitments and Achievements	2022-25 Commitments
	recommendations and action plans		management plans to 2024 reducing the risk of unexpected building maintenance costs	plans in place on a five-year rotation.
	Timely implementation of multi-year asset management plans and associated forecast (of the leaseholders and Trust as applicable) for all Trust buildings	Asset management plans and forecasts are implemented for all buildings	A multi-year forecast for the all Trust buildings has been completed to 2024	Leaseholders of Trust buildings will report annually to the board on their multi-year forecasts using the template provided to ensure asset management plans are up to date
	Timely implementation of a multi-year tree maintenance program	Tree maintenance program is implemented annually	<p>A tree maintenance program was developed in January 2021 and all work was completed.</p> <p>Achieved (September 2021)</p> <p>For the 2022- 23 fiscal year, a tree maintenance plan will be developed in January 2022.</p> <p>Four green spaces continue to have maintenance plans and work is still ongoing with the Third Street green spaces</p> <p>Purchase of a garbage (water)</p>	<p>A tree maintenance program will be completed every year</p> <p>Maintenance plans for Trust green spaces to be developed during the 2021-2024 timeframe</p> <p>Flood mitigation plans for the cove are to continue with the assistance of those stakeholders effected.</p>

Strategic Goals	Performance Measures	Performance Targets 2021-24	2021-22 Commitments and Achievements	2022-25 Commitments
			pump for cove flood mitigation should be completed by March 31, 2022	

## 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, as 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; video recordings of community online information sessions, and links to related community information. The website allows for electronic payment of levies and purchasers' list renewals.

Information is also available from the Trust manager by telephone and email; in person meeting during office hours has been suspended until further notice due to the COVID-19 pandemic.

In an effort to be transparent and accountable to its stakeholders, 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 Trust Board:**



---

**Alison Rogers**

**Chair**

*On behalf of the Board,*

*Toronto Islands Residential Community Trust Corporation*

Date: January 14, 2022

**I approve the Business Plan:**

Signed by the

**MINISTER OF MUNICIPAL AFFAIRS AND HOUSING**

Original Signed by Minister

---

**The Honourable Steve Clark**

**DATE:**



# APPENDIX A - PROGRESS REPORT ON 2021-22 ACTIVITIES

Please note: many activities and plans for the 2021-22 fiscal year were, and continue to be, modified due to the COVID-19 pandemic and the emergency measures enacted because of it.

The following are activities the Trust committed to in its implementation plan for 2021-22 to achieve the goals identified in its new 2022-25 strategic plan:

## 1. **The Trust board, its staff and members of its committees will have the skills, knowledge, capacity, resources and support necessary 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.
- Enhance the orientation and ongoing training program for board members including any new members, and where appropriate include staff and volunteers of the Trust committees.
- Develop and implement a robust succession planning process for board, staff, consultants and committee members.

Review staffing model to ensure capacity to fulfil Trust's mandate.

### **Progress in 2020-21:**

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.

In an effort to improve its digital presence, the Trust formed a technology committee in 2020 to assist the Trust manager with a variety of technology requirements. The transition to online board meetings, community meetings and work from home options were necessary in order for the Trust to meet its mandate during these unprecedented times. Online bookkeeping, online payments for the Purchasers' List renewals and levy payments were also added in 2021-22.

The Trust manager attended a workshop entitled Conflict Competence: Building your confidence and capacity for dealing with workplace conflict in November 2021.

The new Trust board members completed two online courses:

- Accessibility for Ontarian's with Disabilities Act Workplace Wellness, and
- Working Together: The Ontario Human Rights Code and the AODA

As part of its succession planning, the Trust added past-chair as a new non-voting position on the Trust board to assist with the transition to a new chair and board.

The management committee is developing a new staffing model in the wake of the retirement of the contract bookkeeper. This plan, once implemented sometime in the next fiscal year, will not only provide additional support to the Trust manager, but allow for a seamless succession once the current manager retires in three to five years.

## **2. The Trust will use efficient and effective systems to fulfil its mandate.**

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 including the development of e-commerce.
- 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 by January 2021.
- Ensure detailed project plans and timelines are developed for all Trust projects.

### **Progress in 2021-22:**

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 continues to develop a Respectful Workplace Policy that will be approved by the board before the fiscal year end.

The Trust conducted its business within the established service standards developed. As of November 30, 2021, the Trust completed one house sales and three permitted transfers to the satisfaction of all parties.

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 2021-24 Business Plan and 2020-21 Annual Report.

The Trust continues to work enforcing the lease breach policy. Due to the closing of the Canadian border, enforcement of some breaches have been put on hold, as the border closure has affected some leaseholders ability to make their Island home their permanent residence. In 2021-22 there were 14 lease breaches under investigation, four alleged lease breaches are being investigated, six lease breaches are in transition and four have been remedied successfully in the fiscal year 2021-22, by either sale, transfer or owner returning.

The Trust developed a technology committee to assist not only with the new Trust website, but to help with streamlining online meetings, webinars and remote working. A consultant was hired to redesign the Trust website ensuring AODA compliance. The site now also includes an e-commerce component allowing all fees to be collected online via credit card.

### **3. The Trust will enable a well-informed Island community, using principles of transparency, accountability and effective communication.**

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.
- Expand the use of facilitated meetings to communicate with community members on key issues.
- Develop a communication plan for all significant Trust projects.

#### **Progress in 2021-22:**

The Trust's Communications Committee is no longer a committee of the board, but a separate committee made up of both Trust board members and members of the Island community. The committee developed a communications strategy which was approved by the board. The committee is currently working on communication guidelines for the Trust.

During 2021-22, the Trust met with neighbours of the Cove to discuss maintenance and flood mitigation. The properties committee continues to work with adjacent leaseholders to secure sufficient pumping capabilities in case of flooding.

The Trust produced and contributed to two newsletters in 2021-22 jointly with the Toronto Island Community Association. One information bulletin was drafted and posted on the Trust website clarifying misleading facts in a Toronto Life article about a recent Island house transfer.

The Trust chair held four informal online information sessions with community members on topics such as the Changing Family and Levies.

The Trust website enhancements include a blog post page and a leaseholders' only section that includes recordings of the information sessions and a section to pay levies online.

The Trust governance committee is developing a policy that will provide a better understanding of the Trust's and leaseholders' responsibilities around sales and transfers. It is currently being reviewed by the Trust's legal counsel.

**3. The Trust will effectively oversee the management of its buildings and its natural assets.**

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.

**Progress in 2020-21:**

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 with the last of the buildings completed in March 2020. Asset management plans are currently in place for all Trust buildings to 2024-25 fiscal year.

Notwithstanding the development of asset management plans, maintenance of Trust buildings is ongoing. Second level bathroom renovations in the Rectory building are planned for January/February 2022.

A maintenance plan for the trees was developed and all work in the plan was completed by September 2021. A maintenance plan for the 2022-23 fiscal year will be completed in January 2022.