

**Ministry of
Municipal Affairs
and Housing**

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Ontario

234-2024-4369

October 15, 2024

Alison Rogers

Chair

Toronto Islands Residential Community Trust Corporation

102 Lakeshore Avenue, Ward's Island

Toronto, ON M5J 1X8

Dear Chair Rogers:

I am pleased to share our government's 2025-26 priorities for the Toronto Islands Residential Community Trust Corporation (the Trust).

Agencies are a part of government and are expected to act in the best interests of the people of Ontario and ensure that they provide value for money to taxpayers. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive, agencies are required to align goals, objectives and strategic direction with our government's priorities and direction. As of October 1, 2024, the Agencies and Appointments Directive has been updated to support agencies in becoming more efficient, sustainable and accountable. This includes additional guidance and reporting. Key changes to the AAD that will be applicable to the TIRCTC, include requirements for: 1) Chair/Minister quarterly meetings, 2) Chief Executive Officer (CEO) and Deputy Minister (DM) quarterly meetings (or as delegated), 3) DM performance feedback of CEO, 4) communications protocol, 5) updated compliance deadlines for business plans and annual reports, 6) an inventory of AI use cases, 7) amendments to the MOU Template, 8) DM/CEO signatures within 4 months of new appointments to the MOU, 9) quarterly reporting on Full Time Equivalent staff, consultants, and executives, and 10) Chair reviews of the skills matrix for Board/Advisory Committee with the Minister.

As Chair, you must ensure that the Toronto Islands Residential Community Trust Corporation's business plan demonstrates the agency's plans in fulfilling the expectations and government priorities below and that progress and achievements are reported through your annual report. Compliance with these requirements is reported to Treasury Board/Management Board of Cabinet annually.

As set out in the *Toronto Islands Residential Community Trust Stewardship Act, 1993* (the Act), the mandate includes:

- Managing the sale of houses and land leases and vacant land leases on the Toronto Islands;
 - Operating for the benefit and enjoyment of the public the buildings and structures, other than houses and the firehall, that existed on the day the Act came into force described in the Schedule to the Act;
 - Ensuring that the public has reasonable access to the buildings and structures operated by the Trust;
 - Raising sufficient revenue to carry out the objects of the Trust; and
- In certain circumstances, arranging for an appraisal of a house when it is proposed to be transferred or sold.

This letter sets out my expectations for 2025-26 that the Toronto Islands Residential Community Trust Corporation is innovative, sustainable, and accountable through the following direction:

Innovative

1. Simplify client/customer interactions.
2. Expand and optimize digital service offerings.
3. Improve client/customer satisfaction.
4. Share data with Supply Ontario, when requested, regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

Sustainable

5. Strengthen public service delivery by optimizing organizational capacity and directing existing resources to priority areas.
6. Use public resources efficiently and operate within agency's financial allocations.

Accountable

7. Develop and report on outcome-focused performance measures to effectively monitor and measure performance.
8. Protect individual, business or organization data by actively managing data and cybersecurity and reporting Artificial Intelligence uses.
9. Report all high risks including effective mitigation plans.
10. Develop and encourage diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority and the accompanying performance measures that can be utilised if measurements are not currently in place.

I am also sharing several priorities specific to the Toronto Islands Residential Community Trust Corporation:

1. Continue to grow board, staff and committee members' skills and knowledge to carry out the Trust's mandate;
2. Continue to expand the public's access to a variety of Trust materials such as Board agendas, minutes, policies and by-laws to advance transparency and accountability of operations;
3. Effectively manage the public buildings and the natural assets under its mandate to protect and preserve them for the benefit and enjoyment of the public, including ensuring funding is available to address required maintenance and/or replacement;
4. Provide effective ongoing controllership of Trust operations;
5. Continue to monitor lease agreements and ensure Island properties are maintained and not creating health and safety risks to the community and public; and
6. Work with Ministry staff on the implementation of any approved mandate review recommendations once direction is received by Management Board of Cabinet and Treasury Board on the mandate review report.

I would be pleased to discuss these priorities, and I look forward to hearing how they will be reflected in the agency's upcoming business plan and in ongoing agency operations. Looking ahead my ministry will be reaching out about an information session for Agency Chairs, that I encourage you to attend.

Thank you and your fellow board members for your continued commitment to the Toronto Islands Residential Community Trust Corporation. Your work and ongoing support is invaluable to our government and the people of Ontario.

Should you have any questions, please feel free to contact Terry Fenton, Local Government and Housing Manager at 416-629-0737 or by email at terry.fenton@ontario.ca.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Paul Calandra', with a stylized flourish at the end.

Hon. Paul Calandra,
Minister of Municipal Affairs and Housing

Attachment:

- Government Priorities for Agency Sector Chart