

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

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234-2024-4392

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 2026-27 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. In a time of economic uncertainty, agencies play a critical role in supporting our commitment to Protect Ontario by improving service delivery, driving innovation, and ensuring responsible stewardship of public resources – all while adhering to government policies and directives.

In accordance with the Agencies and Appointments Directive, agencies are required to align their goals, objectives and strategic direction with our government's priorities. As Chair, you are responsible for ensuring that the Trust's business plan clearly demonstrates how the agency will fulfill these expectations. Progress and achievements must be reported through your annual report, and compliance with these requirements will be monitored and 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 Trust's 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;
- 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 2026-27, with a focus on how the Trust will contribute to protecting Ontario by delivering better services and driving innovation and value for money.

Protect Ontario

1. Procure from Ontario and Canadian businesses whenever feasible, particularly in light of ongoing U.S. tariff threats and economic uncertainty.
2. Provide economic relief for Ontario families, consumers and businesses by freezing Trust fees and fares, where possible.

Deliver Better Services

3. Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.
4. Identify opportunities to enhance efficiency, improve services, drive innovation, and achieve cost savings for the people of Ontario, including through the use of AI and other advanced technologies.
5. Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency.

Drive Innovation & Value for Money

6. Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within agency's budget, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.
7. Prudently and responsibly manage workplace size.
8. Provide to your oversight minister by October 1, 2025, the amended human resource policy, guideline or directive that adheres to the OPS in-office standard of four (4) days per week effective October 20, 2025, and five (5) days per week effective January 5, 2026, and work with your oversight ministry to address any office space constraints.

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 outcomes and performance measures that can be utilised if measurements are not currently in place.

I am also sharing several priorities specific to the Trust:

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 costs.
4. Provide effective ongoing controllership of Trust operations.
5. Continue to monitor lease agreements and ensure Trust properties are maintained and not creating health and safety risks to the community and public.
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.

At our next meeting, 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.

Thank you and your fellow board members for your continued commitment to the Trust. 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,



Hon. Robert J. Flack
Minister of Municipal Affairs and Housing

Attachment:

- Government Priorities for Agency Sector Chart

c: Martha Greenberg, Deputy Minister, Municipal Affairs and Housing (MMAH)
Sean Fraser, Assistant Deputy Minister, Municipal and Housing Operations Division, MMAH
Terry Fenton, Manager, Municipal and Housing Operations Division, MMAH