

TORONTO ISLANDS RESIDENTIAL COMMUNITY

TRUST CORPORATION

Business Plan 2026-2029



January 2026

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 Rectory, 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, one of which was destroyed by fire in March 2024.

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.

Trust operations are financed by revenues received from levies on leaseholders, property rentals, administrative fees, fees for purchasers' list and draw applications, and investment income. The Trust receives no provincial funding.

A Memorandum of Understanding (MOU) clarifies the mandate of the Trust and the accountability relationship between the Minister and the Trust. A new MOU was approved by the Trust on November 13, 2025.

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 *Toronto Islands Residential Community Stewardship Act, 1993* 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 residential community and 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 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.

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 is an increasingly popular place for non-residents and international travelers to visit and this is a trend expected to grow as the population rises and with the increased visibility of the island through social media. There was a spike in the Island's popularity during the COVID-19 pandemic when people were looking for outdoor activities to keep busy, and the public has remained increasingly interested in visiting in the years since then. While there are concerns about the impact of overcrowding on the environment, the community welcomes visitors to the island to experience its beauty. 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 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.

On March 17, 2024, the Ward's Island Association (WIA) Clubhouse at 20 Withrow Avenue was destroyed by fire. The Trust currently holds the insurance money in an investment account. The Trust is working closely with the province and awaiting guidance on the next steps for the WIA Clubhouse rebuild.

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. With many residents being senior citizens, the upkeep of homes and properties can be affected due to physical limitations. Fixed incomes and difficulty commuting to the Islands can also influence the ability to hire help to work on household projects.

As the population ages, there is an expected increase in home sales and transfers in the next 5-10 years. This will increase the workload for the Trust, should there be an increase in Islands home turnover.

Economy: In times of slow economic growth that we have been experiencing in Ontario, 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 Islands. However, the economy may restrict the community's capacity to continue to respond, particularly with an aging community. This can also result in higher-than-normal house sales or transfers. There have been two houses up for sale on the Islands in 2025, one has been sold, and one in the process to sell.

Business Environment/Social Change: The residential area on Ward's and Algonquin Islands is a unique community that residents are eager to preserve. However, there are impacts that surround the Islands that could potentially change this uniqueness, such as flooding events, expansion of Billy Bishop Airport, changing capacity in ferry services, changes in political direction, increased need and accessibility to social services, specifically for seniors, increased lakefront development and growing interest from the Greater Toronto Area for recreational opportunities. While these matters do not impact the delivery of the Trust's mandate, they have the potential to affect how residents and visitors experience the island.

Board Composition: In the 2025-2026 fiscal year, the Board has been composed of five (5) volunteer Board members, rather than the complement of seven (7) Board members. Three Board members are Islands residents, and two are City of Toronto residents. There is one existing City of Toronto vacancy and one Islands vacancy on the Board. There are two (2) part-time staff employed by the Trust, working four (4) days a week. The Board is also supported by one provincial staff liaison.

E. STRATEGIC DIRECTIONS – 2026-2029

The strategic direction and objectives of the Trust ensure that the mandate is achieved. The Trust's strategic direction is consistent with its mandate and government priorities as set out in the annual letter of direction.

The current Strategic Plan was approved by the Board in March 2020 and will continue to direct the Trust to 2025. The Trust held a strategic planning session in December 2025, to create a new plan and execute for the following year.

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 current strategic plan, developed in 2020, identified specific goals on which the Trust has focused its resources to ensure that the objectives of the Trust are met. The following are the strategic goals that were identified:

- The 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 Islands 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 (see Section M).

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:

Protect Ontario

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

Deliver Better Services

- Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.
- 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.
- Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency.

Drive Innovation and Value-for-Money

- Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within the agency's budget, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.
- Prudently and responsibly manage workplace size.
- 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.

Priorities Specific to the Agency:

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; and
6. Work with Ministry staff on the implementation of any approved mandate review recommendations once direction is received from Treasury Board/Management Board of Cabinet on the mandate review report.

Throughout the business plan, there are many examples of actions the Trust will undertake or continue to undertake, in order 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, the introduction of digital house tours to simplify the sales process, digitizing house files and records, operating within the financial budget and cost-saving objectives (for example, less use of high-cost registered mail), meeting timelines for house sales and introducing a communication plan that increases awareness and revenue for the Trust.

F. ACTIVITIES AND IMPLEMENTATION PLAN FOR 2026-2029

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 in the letter of direction provided by 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 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 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.
- Continue to encourage staff and board to engage in ongoing training from our list of approved classes.
- Develop and encourage diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
- Develop and implement a robust succession planning process for Board, staff, consultants, and committee members.
- Track completion rate for projects and deliverables.
- Continuing to meet timelines for house sales, purchasers' list renewals and levy notices.
- Track queries and response times to ensure they meet agency guidelines.
- Protect individual, business, or organization data by actively managing data and cybersecurity and reporting Artificial Intelligence uses.
- Develop and report outcome focused performance measures to

effectively monitor and measure performance.

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 addition to the on-going review of the Trust's inventory of existing by-laws, policies and procedures, the Trust's governance committee will develop new by-laws and policies. The reviews will result in up to date and relevant by-laws, policies, and procedures.
- Continue to review the technology plan to determine additional IT modernization opportunities including the further 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, as needed, to ensure compliance with the Accessibility for Ontarians with Disabilities Act, 2005 and be used as a communications conduit for both leaseholders, Purchasers' List members, and the public.
- Ensure detailed project plans and timelines are developed for all Trust projects.
- Implement closed captioning for all online community meetings for better accessibility.
- Continue to use web-based solutions for the house sale process including 3D modelling of homes to simplify client and customer interactions.
- Continue to expand and optimize digital service offerings.
- Share data with Supply Ontario, when requested, regarding procurement, spending and planning contract arrangements and vendor relations to support data-driven decision making.
- Improve client and customer satisfaction.

3. The Trust will enable a well-informed Islands community, using principles of transparency, accountability, and effective communications.

The Board will undertake the following activities:

- Continue to engage the Islands community and the public at large so they are informed about Trust activities, policies and by-laws, and role 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 by-laws, 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.
- Develop online informational videos for community and public education of Trust roles and responsibilities.
- 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 five (5) Trust buildings are completed and address any deficiencies identified in inspection reports.
- Continue annual building inspections.
- 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 to drive innovation and value-for-money, the Board will ensure the following:

- Compliance with all financial and resource related 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 and building tenants regarding insurance and their roles and responsibilities as per their lease agreements.
- A professional financial/accounting system for managing Trust finances that currently is in place.

- Use resources efficiently and operate within the agency’s financial budget.
- Provide audited financial statements on an annual basis.
- Report all high risks, including effective mitigation plans.
- Provide an attestation confirming that the agency has maintained an effective systems of internal controls including reasonable assurance regarding the reliability of financial reporting and identifying and responding to the risk of fraud.
- Strengthening service delivery by optimizing organizational capacity and directing existing resources to priority areas.

G. RESOURCES NEEDED TO MEET OBJECTIVES

Trust business is financed by revenue received from levies on leaseholders, property rentals, administrative fees, fees for the Purchasers’ List, including renewals and draw applications, 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 and one part-time administrative bookkeeper (4 days a week). Board members are volunteers and do not receive remuneration for their service to the Trust.

The Trust is also supported by several 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.

The Trust must be supported by an appointments system which addresses the necessary skill sets required, keeps board positions filled, responds to applications in a timely fashion and which allows for successful succession planning to ensure that Board Members possess appropriate skills, knowledge and experience.

In December 2025, the Trust Board approved a Board skills matrix to guide which skills and experiences are needed from members or future candidates to increase Board efficiency and outline responsibilities and tasks with ease.

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 three risks.

RISK EVALUATION MATRIX

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

RISK #1 (Medium Risk): BREACHES TO LAND LEASES (Legal/Contractual Compliance Risk Category)

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 not be 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 continuously reviewing and updating the lease breach policy, as required. As the Trust makes decisions to address breaches, concerns from Islands 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. As a deterrent to lease breach violations, the Trust has adopted a policy that it will not sign any legal documentation, such as mortgage documents and tripartite agreements for mortgages, pertaining to an Islands house with a substantiated breach. This policy pertains to breaches regarding residency, such as leasing the home beyond the period of time permitted within the lease.

Mitigation: The Trust, as part of its goal of having a strong relationship with the Islands 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 is 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 (Medium Risk): Increased future costs due to aging condition of Trust buildings and environmental issues such as flooding. (Service/Operational Risk Category)

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 in Trust tenant buildings, as tenants are expected to cover their own maintenance and repairs as outlined in their lease. This also applies to the Trust, who covers maintenance and repairs in its office and for the tenants who share that property building with the Trust.

The Board determined that the overall risk of increased costs due to aging of Trust buildings is medium, as the probability that it will happen is medium and its impact if it happens is medium.

Current approach: All community buildings are regularly assessed and inspected by a third party, now on an annual basis. The completion of this process is not only to ensure the maintenance of the buildings, but to also mitigate any possible damage due to lack of regular maintenance.

Mitigation: Effectively managing its public buildings and natural assets is a Trust strategic goal. In 2024, the Ward's Island Association Clubhouse was destroyed by fire, the cause of which was determined to be accidental. The Trust worked with fire safety professionals and an insurance appointed risk engineer to ensure all Trust buildings continue to meet risk requirements.

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 will also require tenants of Trust buildings to provide the Trust with

their reports from their fire safety contractor on a yearly basis.

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, lease non-compliance, litigation, fire or states of emergency.

RISK #3 (High Risk): Risk of Board having difficulty in meeting its mandate due to lack of board members.

Pronounced appointment deficiencies have existed continuously since 2021.

The Board determined that the overall risk of reaching quorum or meeting its mandate due to appointment deficiencies is high, as the probability that it will happen is high and its impact is high.

Current approach:

While the Trust does not have responsibility for appointments, the Islands community has always played an active role in recruitment by providing recommendations for members from the Islands community. In an effort to expedite the recruitment process, the Trust has also undertaken active recruitment of City of Toronto resident candidates.

Long appointment wait times, and the significant workload and responsibility for volunteer members have reduced the attractiveness of the position and number of candidates willing to come forward.

While Trust board members are not remunerated, there are other benefits which generally accrue to volunteers, such as growth opportunities.

Mitigation: The Trust is working with the ministry to find solutions such as the feasibility of increasing the board composition so that the workload can be divided more evenly amongst volunteer members, appointments can be staggered more effectively to ensure continuity of operations.

I. FINANCIAL BUDGET, 2026- 2029

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 (2026-2027), and proposed operating expenditures for 2027-2028 and 2028-2029, are outlined in the chart below. This section has been completed and reflects the proposed budget that will be presented to the Trust Board at the March 2026 meeting, for approval.

2025-2026 Budget and 2026 to 2029 Estimated Requirements (\$)

	2025-2026 Year-to-Date Actuals ¹ (unaudited)	2025-2026 Budget (approved)	2026-2027 Budget (estimated)	2027-2028 Budget (estimated)	2028-2029 Budget (estimated)
Operating Expense²	\$143,060	\$229,842	\$249,618	\$265,570	\$275,570
Capital Expense³	\$1,480	\$1,480	\$1,480	\$1,480	\$1,480
Total Expense	\$144,540	\$231,322	\$251,098	\$267,050	\$277,050
Revenue⁴	\$191,862	\$225,846	\$267,943	\$277,943	\$287,943
To Reserves⁵	\$0	\$5,835	\$5,952	\$10,417	\$10,893
Balance -- net	\$47,322	\$(11,311)	\$10,893	\$476	\$0

Notes to Chart:

1. 2025-2026 year-to-date actuals (unaudited) are for the nine-month period from April 1 to December 31, 2025. The Trust will provide audited financial statements for the full year in the 2025-2026 Annual Report.

The year-to-date actuals for revenues are on track to the projections. Note that the actuals include the WIA interest income which is set aside for the WIA project and is therefore not included in the Trust’s revenue projection.

The year-to-date actuals are tracking below for expenses, mainly due to spending for website development, professional services, and repairs and maintenances (e.g., tree maintenance and buildings) that are expected by year-end.

Note: the year-to-date amount for “To Reserves” is reflected as \$0. The Trust Board will confirm the transfer amount to reserves for the full year actuals when the 2025-2026 audited financial statements are received.

2. **Operating Expense:** Approximately 60 per cent to 65 per cent of the Trust’s expenditure budget is typically for staff and services (salaries and benefits, and legal/audit services). The remainder is mainly for building/grounds maintenance, utilities, office and general expenses, and insurance.

Operating expense includes the staffing budget for salaries and employee benefits for the part-time manager and part-time bookkeeper positions.

3. **Capital expense:** The lands administered by the Trust for residential purposes

and the six community buildings are vested in the Province under the Act. The leaseholders own the homes on the lots that are leased to them by the Trust. Note that on March 17, 2024, the Ward's Island Association (WIA) clubhouse was destroyed by fire.

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 building are stated as operating costs. Maintenance and repairs of all other Trust buildings are the responsibility of the leaseholder.

4. **Revenue:** Approximately 40 per cent to 50 per cent of the Trust's revenue budget 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 and Purchasers' List draw applications). Every year (except for during the pandemic - 2020) the Board has increased 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 Islands community, may increase the levy further to meet its operating requirements.

Purchasers' List draw is planned for every other year and mainly accounts for the increased revenue in the budgets for 2026-2027 and 2028-2029.

5. **Reserves:** A reserve has been established for contingencies and also for capital expenditures/major repairs and office expenses (approximately \$516,000 for the year ended March 31, 2025). 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 in 2024-2025, the Trust established a new reserve for rebuilding the Ward's Island Association clubhouse which had been destroyed by fire on March 17, 2024. Interest earned on monies held for this reserve are recorded in the reserve. This reserve balance is approximately \$1 million for the year ended March 31, 2025.

J. SUMMARY OF HUMAN RESOURCE IMPACTS

The 2025-2026 fiscal year saw the transition of a new manager at the Trust. This resulted in an increased staffing budget for one-on-one training required with the outgoing manager, over the summer months. In addition to the new manager, the Trust also employed a consultant on a casual basis to assist with the governance and policy creation.

The previous manager and consultant have completed their work for the Trust, leaving two permanent employees in the office. One 0.8 Full-Time Equivalent (FTE) manager and one 0.8 FTE bookkeeper, for a total of 1.6 FTEs. As the responsibilities of the Trust evolve, the hours of each employee may be adjusted to reflect workload. No current plans are in place to increase weekly hours.

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.

The office is open to the public three (3) days per week all year round.

The Board and Management Committee 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. Islands residents and members of the Toronto Islands Community Association (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 or business pertaining to individual lease holders. The majority of board meetings are held virtually. Board materials and reports are prepared in advance, using the agenda established by the Trust Chair in consultation with other Board members. Meeting minutes are prepared and approved by the Board, for both general and in-camera sessions. All documents are posted on the Trust's management software allowing for easy access to materials, meeting dates, and collaboration tools. Trust committees regularly access the software for streamlined meetings and project management.

Community Meetings

The Trust holds two formal community meetings per year, one related to the current year budget and the other concerning the audited financial statements for the previous fiscal year. In 2025-2026 the Trust decided to hold the June budget meeting in person and the October Annual General Meeting virtually. The virtual meeting facilitated more attendance, enabling the Trust to record the meeting and provide copies of the recordings to those community members unable to attend. The virtual format also allows the Trust to use closed captioning which continues to

receive positive feedback from the community, especially for those with hearing impairments.

Administrative Activities

The Trust office holds regular business hours, and the manager is normally available to Islands residents, members of the public, and Board members in person, by phone and email during those hours. For the 2025-2026 fiscal year the Trust office was open to the public three (3) days per week.

Purchasers' List

The Purchasers' List was opened in October 2024, as per the Purchasers' List by-law that was approved by the community in October 2022. The 2025-2026 year did not see any additions to the list, as a draw is not scheduled until 2026. In preparation for the 2026-2027 draw, the Board will review feedback and process ahead of time, to ensure a streamlined process.

Board Skills Matrix

In December 2025, the Trust Board approved a Board skills matrix that will assist in ensuring the Trust board has members that have the skills required to meet their mandate. The skills matrix will also identify any gaps within its board composition and target recruitment for those skills.

This will also enable the Board in advising the Minister of its competency skill gaps on the board and to provide recommendations for recruitment strategies and appointments during the Chair's quarterly meeting with the Minister.

L. INITIATIVES INVOLVING THIRD PARTIES

The Trust is supported by several 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 monthly to the Board.

A properties subcommittee was created in 2025 to assist specifically with the lease negotiation process for the Island Outpost at the old Firehall. This consisted of some properties committee members, and two additional community members with experience in law, negotiation, and real estate.

M. PERFORMANCE MEASURES AND TARGETS

In accordance with the letter of direction issued by the Minister of Municipal Affairs

and Housing on October 3, 2025, the Trust continues to review and update its performance targets with an increased consideration of incorporating outcome-based measures. The Trust has incorporated several outcome-based measures and has revised other existing measures to meet the requirements set out in the letter of direction.

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	Outcome Performance Measures	Performance Targets 2026-2029	2025-2026 Commitments and Achievements	2026-2029 Commitments
1. Strengthen Trust governance capacity and accountability.	The Trust Board, committees, and staff demonstrate strong governance, transparency, and compliance with the Agencies and Appointment Directive (AAD) and Trust mandate.	<p>Completion of training plan; Board orientation sessions held; policy review cycle adherence.</p> <p>100 per cent of Board and staff trained; annual review of all core policies; 90 per cent of deliverables submitted on time.</p>	New manager onboarded and trained. All Board and staff completed Accessibility for Ontarians with Disability Act, 2005 (AODA) and Human Rights Code training. Governance Committee began reviewing policy update schedule.	<p>Annual governance training refreshers.</p> <p>Ongoing policy review every five (5) years. Maintain full compliance with AAD deliverables.</p>
2. Enhance transparency, accessibility, and digital resource management.	Stakeholders can easily access information through secure, user-friendly digital platforms.	<p>Online hub established; 100 per cent of public documents published.</p> <p>Accessibility compliance audits.</p>	Governance Committee developing and organizing all policy documents.	<p>Maintain online document hub on website. Ensure continuous AODA compliance.</p> <p>Publish annual transparency summary.</p>

Strategic Goals	Outcome Performance Measures	Performance Targets 2026-2029	2025-2026 Commitments and Achievements	2026-2029 Commitments
3. Maintain financial sustainability and operational efficiency.	The Trust remains financially stable and efficiently allocates resources to deliver its mandate.	Financial sustainability ratio (revenues: expenses); reserve growth rate; levy collection rate. Maintain ratio ≥ 1:1 annually; 3 per cent annual increase to reserves; 90 per cent levy collection on time.	Achieved 92 per cent levy collection rate. Finance Committee working towards new multi-year projection model.	Strengthen revenue predictability. Develop cost-sharing opportunities. Enhance quarterly financial dashboards.
4. Advance equity, inclusion, and workplace wellbeing.	A respectful, inclusive, and equitable culture is embedded across all Trust activities.	Annual workplace survey results; policy compliance audits; participation in inclusion training 100 per cent policy compliance; positive staff/Board survey results (≥85 per cent).	All staff completed Respectful Workplace and AODA training. Policy reviewed by Human Resource sub-committee.	Continue inclusion training. Embed equity lens into all policy development. Annual review of workplace wellbeing practices.
5. Strengthen risk management, data protection, and responsible Artificial	The Trust manages data responsibly and mitigates cybersecurity and AI-related risks.	Cybersecurity audits completed; AI usage disclosures published.	Drafted Responsible Use of AI statement. Conducted internal review of data-	Implement AI risk framework. Publish annual report on data and AI governance.

Strategic Goals	Outcome Performance Measures	Performance Targets 2026-2029	2025-2026 Commitments and Achievements	2026-2029 Commitments
Intelligence (AI) use.		Annual cybersecurity audit; public disclosure of AI use cases; 100 per cent of incidents reports resolved.	handling protocols.	Develop contingency response plan for digital infrastructure.

N. ARTIFICIAL INTELLIGENCE

Artificial intelligence (AI) technologies provide opportunities to advance innovation, improve service delivery, and save time and money for the people of Ontario. These technologies must be used in a way that protects the people, businesses and data of the province, preserves public trust, and in a manner that responsibly assesses and manages risk.

When using AI, the Trust is committed to engage in AI risk management and follow the requirements that are identified in the Responsible Use of Artificial Intelligence Directive (the “Directive”) that sets out requirements for the transparent, responsible and accountable use of AI. The Trust is committed to using artificial intelligence responsibly — protecting people, data, and public trust while ensuring transparency and accountability in line with Ontario’s Responsible Use of AI Directive.

In 2025-2026 the Board worked to establish an AI policy, to clearly define the parameters that the Trust must adhere to if engaging AI for work-related purposes, in alignment with the Directive. The policy is currently in progress and targeting finalization in January 2026.

O. REALTY

The Trust manages the purchase and sale of homes and land leases and six community buildings on Ward’s and Algonquin Islands. The land and community buildings are vested in the province by the Act.

The Trust is exempt from the Province of Ontario’s Realty Directive.

Should the Trust adopt or amend operational policies or Trust bylaws impacting the real property associated with its mandate, the Trust commits to analyzing any potential impacts to its portfolio. The Trust will ensure the asset management plans for all of the community buildings includes provisions that identify and mitigate for any impacts to the realty portfolio should changes to a Trust or sublessee’s policy or program or renovations to the buildings or land occur.

The Trust is not mandated to acquire any realty except as set out in the Act where the ownership of a house and land lease reverts to the Trust upon the death of the last surviving owner where there is no eligible heir.

P. INFORMATION TECHNOLOGY (IT)/ELECTRONIC SERVICE DELIVERY (ESD)

The Trust’s information technology infrastructure is rudimentary and is generally serviced by off-the-shelf products. Additionally, the Trust manages its own website and infrequently uses software for accepting payments.

As such, the Trust does not foresee the need to develop an IT/ESD plan at this time. If, however, the Trust's priorities change and a significant expenditure is deemed necessary, an IT/ESD plan will be provided as needed.

Q. COMMUNICATION PLAN

In each business cycle, the Trust may have to consult with the community on several 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 must seek the community's support for such a change, in accordance with its by-laws.
- 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 by-laws.
- Budget consultations.

The Trust is required by the Ministry to make available to the public the following documents in an accessible format (to comply with the Accessibility for Ontarians with Disabilities Act, 2005), in both official languages (to comply with the French Language Services Act), on the agency website:

- Business Plan;
- Annual Report;
- Letter of Direction;
- Memorandum of Understanding; and
- Letter of Affirmation (if applicable).

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 by-laws; video recordings of community online information sessions; current business plan, annual report and letter of direction; and links to related community information. Informational videos and blog posts are also available on the public area of the site. The website allows for electronic payment of levies and Purchasers' List applications and renewals.

Information is also available from the Trust Manager by telephone and email requests, in-person meetings during and after office hours. However, committee members prefer the convenience and ease of virtual meetings, so these remain the majority.

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.

This year communication focused on information around the Ward's Island Association Clubhouse fire as well as updates on the tenancy of the Old Fire Hall.

The Trust Board will continue to work with the manager to develop content for the community newsletter to communicate information to Islands residents on a variety of topics of interest to the Trust Board and the community.

The Trust Board will host educational seminars and feedback opportunities

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 27, 2026

I approve the Toronto Island Residential Community Trust Corporation's 2026-2029 Business Plan:

MINISTER OF MUNICIPAL AFFAIRS AND HOUSING



The Hon. Robert J. Flack

March 3, 2026