



TORONTO ISLANDS RESIDENTIAL
COMMUNITY TRUST CORPORATION
STRATEGIC PLAN

2026 to 2030

VISION

A
sustainable
and
resilient
Toronto
Island
community
for the
benefit of
the
residents
and the
public.



TORONTO ISLANDS RESIDENTIAL COMMUNITY TRUST CORPORATION

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Message from the Chair

The past several years have tested the Trust and its operations. In March 2020, the global COVID-19 pandemic laid waste to everyone's plans. The world stopped and pivoted. The Island community was not alone in turning its attention to personal and collective safety above all else. Around the world, folks rushed to devote resources to the needs of their families, friends, and neighbours. And began to Zoom instead of meeting together.

Four years later, in March 2024, the Island's cherished Ward's Island Association clubhouse was destroyed by fire. The community was devastated. For many it was like losing a family home. Again, we stopped and pivoted. And now, the community stands ready to rebuild.

These events underscored both our vulnerabilities and our resilience. They reminded us that adaptability, foresight, and collective strength are not optional - they are essential.

This Five-Year Strategic Plan charts a course from recovery to renewal. This plan is not simply a roadmap; it is a commitment to our stakeholders: the Island community and the people of Ontario. It reflects lessons learned from crisis. It accounts for an ever-increasing emphasis on transparency and accountability. It integrates community voices, old and new. It positions us to thrive in a rapidly changing environment.

Key priorities of the plan include:

- Manage buildings and natural assets efficiently to ensure long term sustainability
- Provide volunteers and staff with the resources and support needed to fulfill its mandate effectively, guided by a strong governance framework.
- Continue to remain financially sustainable by being cost-effective, improving service and administration efficiency, and seeking new funding opportunities and partnerships.
- Keep stakeholders informed through transparent, accountable, and effective communication.

We believe this plan represents not only a path forward but also a promise: that we will emerge stronger, more connected, and better prepared for the challenges ahead. We invite you to review the enclosed document and join us in shaping a future defined not by crisis, but by resilience and renewal.

Together, we can transform adversity into opportunity and ensure that the next five years are marked by transparency, stability, and success.

Sincerely,

Alison Rogers,
Chair

Strategic Plan

Vision and Action for Long-Term Sustainability

Introduction

This strategic plan for the Toronto Islands Residential Community Trust Corporation (the Trust) presents a detailed framework designed to advance organizational objectives, enhance operational efficiency, and support long-term sustainability. Developed with input from new leaseholders, board members, committee members, past chairs and staff, it provides clear direction for the next five years. This plan has been structured with flexibility in mind, allowing for adjustments as circumstances evolve and new opportunities present themselves.

The 2026 to 2030 strategic plan was developed in December 2025 with assistance from former Trust manager Amanda Street-Bishop who facilitated a five-hour planning session and drafted this report. The session agenda included

1. Mandate Overview (including a financial summary and review of recent events)
2. An Environmental scan and SWOT analysis
3. A Community Building assessment
4. Governance Review and Board Development
5. Financial Sustainability and Revenue Review
6. Community Engagement and Transparency
7. Strategic Priorities and Road Map for going forward

Who is the Trust?

The Trust was created under the Toronto Islands Residential Community Stewardship Act, 1993 (the Act) to administer the provincially owned lands and buildings on the Island, while safeguarding affordable housing within the residential area. The establishment of the Trust followed the Province of Ontario's intervention in a legal dispute concerning the proposed removal of residences from Ward's and Algonquin Islands. As an agency of the Province of Ontario, the Trust is overseen by a board comprised of provincially appointed directors and reports directly to the Province through the Minister of Municipal Affairs and Housing.

The Act gave land title to the province, established a Trust, and enabled 99-year land leases for existing homeowners. It also allocated lots for new Islanders to build homes.

The province continues to have an interest in Toronto Island as the owner of 33 acres of land including six community buildings, which are leased for 99 years to the Trust, and is responsible for the administration of the Act.

By establishing the Act and creating the Trust, the Province put in place the governance that ensures the long-term protection of housing on the Island, and for the land and its community buildings to be managed for the benefit of both the residential community on the Island and the public.

The Environment

Recent Developments

Since the last strategic plan was developed several major events took place that significantly affected the Trust and its interests.

The Pandemic

The COVID-19 pandemic brought a dramatic shift in the way the way the Trust communicated with its stakeholders and internally. Staff were charged with creating a mobile working environment so they could effectively and efficiently work from home. The Trust moved quickly to online services for its accounting and fee collection.

Tenants of all Trust buildings had to pivot to new forms of service delivery to ensure health safety was adhered to.

Inflation

The inflation that followed the pandemic not only increased costs for the Trust and its tenants but had a dramatic effect on house sale prices as construction costs soared. Double digit inflation increased levies and lease fees and decreased profit margins for Trust tenants such as the Riviera.

Increased foot traffic to the Island

Another effect the pandemic had on the Island was a renewed interest in the park. Foot traffic increased ten-fold which meant that more boats, new bike rental stations and stress on the environmental footprint of the park. Although the pandemic is over, the increased traffic has not ceased.

WIA Building Fire

On March 17, 2024, the WIA community building was destroyed by fire. The impact on the community and the Trust has not only been financial but emotional as well. The insurance process was very onerous on Trust staff and volunteers and the lack of progress on the new build has caused undue stress and strained relations between the Trust, the Community, and the province.

Board Make-Up

Since the last strategic plan was developed a new board make up was implemented. The board went from two Island members and four provincial employees to four Island members and three members from the city at large. The slow appointment process and the lack of interested parties from the city have made maintaining a full board complement a challenge which in turn has increased the workload for not only staff, but volunteers also.

Mandate Review

In early 2023, the province concluded a mandate review of the Trust; however, the outcomes of this assessment have not yet been disclosed. As such reviews typically inform the strategic direction of the

Trust, development of this plan was postponed. Nevertheless, the Trust proceeded with the strategic planning process, incorporating flexibility to accommodate any substantial recommendations that may arise from the review.

Island Demographics

The Island population is experiencing an ongoing demographic shift towards an older age group, now classified as a Naturally Occurring Retirement Community (NORC). The pool of potential purchasers is likewise aging, resulting in new homeowners who frequently belong to a similar demographic segment. This trend presents challenges related to volunteer engagement, health and safety, and social isolation, as many Islanders choose to age in place.

This demographic issue has also created additional workload for Trust employees with increased house sales, transfers and questions around estate planning.

Trust 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:

- Manage the land described in the Schedule to the Act, including the houses and other buildings and structures on the land, for the benefit of the residential community on the Toronto Islands and the public.
- Operate for the benefit and enjoyment of the public the buildings and structures, other than houses and the fire hall, that existed on the day the Act came into force on the land described in the Schedule of the Act. Nothing in this clause prevents the Trust from demolishing or relocating those buildings and structures at any time.
- Ensure that the public has reasonable access to the buildings and structures required to be operated by the Trust.
- Raise sufficient revenue to carry out the objects of the Trust.
- Manage the sale of houses and land leases and vacant land leases on the Toronto Islands.
- Subject to applicable legislation, such other matters as may be assigned to the Trust by the minister which are within the Trust's statutory mandate.

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.

Vision and Mission

Vision

A sustainable and resilient Toronto Island community for the benefit of the residents and the public.

Core Values

A core group of organizational values helps to shape both the strategic vision and daily operations of the Trust. The Ministry of Municipal Affairs and Housing also requires the Trust to adhere to specific guiding principles, which work alongside these values and are incorporated into the strategic plan.

- Protection and preservation of the Island community
- Integrity
- Diversity and Inclusion
- Transparency
- Respect
- Sustainability
- Accountability
- Responsiveness
- Efficiency

Strategic Goals and Key Actions

Strategic Goal 1

The Trust will manage its buildings and natural assets efficiently to ensure long term sustainability.

Key Actions:

- Annual building inspections of all Trust properties
- Regular safety audits which include fire risk assessments
- Annual tree audit
- Regular meetings with building executives
- Draft a building reserve budget for major repairs of the Rectory building
- Create a staffing model that incorporates a dedicated maintenance element.
- Foster a strong working landlord/tenant relationship with tenants of the Old Fire Hall and Rectory buildings
- Ensure that the annual Trust budget reflects the building needs

Strategic Goal 2

The Trust will provide its members and staff with the resources and support needed to fulfill its mandate effectively, guided by a strong governance framework.

Key Actions:

- Create a skills matrix for the Ministry of Municipal Affairs and Housing to improve board composition
- Effectively manage the relationship between the provincial liaison and the board to ensure timely appointments
- Offer comprehensive training opportunities to all volunteers and staff
- Enhance the governance framework by periodically evaluating existing by-laws and policies, as well as pinpointing potential new areas for improvement.
- Utilize project management software efficiently to optimize workflows and maintain active engagement among the board, committees, and staff
- Effectively manage lease breaches

Strategic Goal 3

The Trust will remain financially sustainable by being cost-effective, improving service and administration efficiency, and seeking new funding opportunities and partnerships.

Key Actions:

- Continue monthly reviews of financial position
- Yearly assessment of all fee structures
- Regularly explore new revenue streams
- Create capital budgets for larger expenses and reserve spends
- Build strategic partnerships with other aligned organizations to increase awareness of the Trust, strengthen existing revenue streams, and generate new sources of income.
- Examine opening the purchasers' list yearly
- Enhance IT infrastructure to effectively and efficiently service customers

Strategic Goal 4

The Trust will keep stakeholders informed through transparent, accountable, and effective communication.

Key Actions:

- Continue to build and foster strong relationships with Island stakeholders
- Use multiple communication channels to engage all stakeholders
- Utilize technology effectively to create inclusive communication
- Improve IT infrastructure for clear, accountable, and efficient communication

Monitoring and Evaluation

Progress will be tracked using key performance indicators for each objective and initiative. Quarterly reviews will be conducted to assess effectiveness, and the plan will be reviewed annually to reflect lessons learned, new opportunities and requirements from the mandate review and any other government directive

Conclusion

This strategic plan sets the foundation for the organization’s continued success, growth, and positive impact. By remaining focused on its vision and adapting to the evolving landscape, the Trust will achieve its goals and contribute meaningfully to the communities it serves.

SWOT Analysis

The Strengths, Weaknesses, Opportunities, and Threats outlined below were identified during the planning session.

Strengths	Weaknesses	Opportunities	Threats
Strong and knowledgeable volunteer base	Burnout among volunteers	Fee restructuring	Inflation
500 person waiting list for home purchase	Inadequate support from government bodies	Grants and bonds	Flooding, fires and other environmental issues
Active community involvement	Aging population	Community building through outside stakeholder engagement	Commercial tenant relations and sustainability of their leases
Active committees (finance, properties, governance)	IT infrastructure	Advocate for outside community support from an Island history perspective	Lease breach litigation
Transfers at time of purchase which promote community sustainability	Sustainability of current revenue streams	Bridging gaps between Island organizations such as TICA and WIRA	Mortgage requirements for leased land
High percentage of legislative compliance by leaseholders	Aging buildings	New and innovative solutions for community engagement	Board appointment process
Skilled board and staff	Regulatory and government directive requirements	Yearly opening of the Purchasers’ List	Legislative changes

Active community organizations	Currently no outside funding sources	Enhance staffing model	Hostility from outside communities
Strong relationships with key service suppliers	Inability to meet mandate around lease breaches	merchandise	Increased foot traffic to the island
Renewed support from the Island community	Regulatory and directive demands on staff time	Look at creating charitable arms to facilitate funding for WIA rebuild	Aging Island infrastructure

Risk Mitigation Strategy

Risk	Level (High, Medium, Low)	Mitigation Strategy
Flood, Fires and other Environmental Issues	Medium	Community sump pump, Regular inspections of community buildings, yearly tree audits
Inflation	Medium	CPI increases to all fees
Tenant Sustainability	Low	Strong communications with tenants that includes finances, business plans etc.
Lease Breach Litigation	Medium	Continue to develop strong policies and leaseholder education
Mortgage Requirements for Leased land	High	Develop an advocacy plan to educate CMHC
Board Appointment process	High	Continue to put pressure on the Ministry to streamline the process, volunteer recruitment strategy developed
Aging Island Infrastructure	High	Develop a capital budget to ensure building sustainability

Notes and Comments:

- More in person board meetings
- Junior board members to encourage early volunteerism
- Increasing the number of people on the purchasers' list
- Fireside chats
- New website
- Executive Director position
- More board members (the legislation says up to 15)