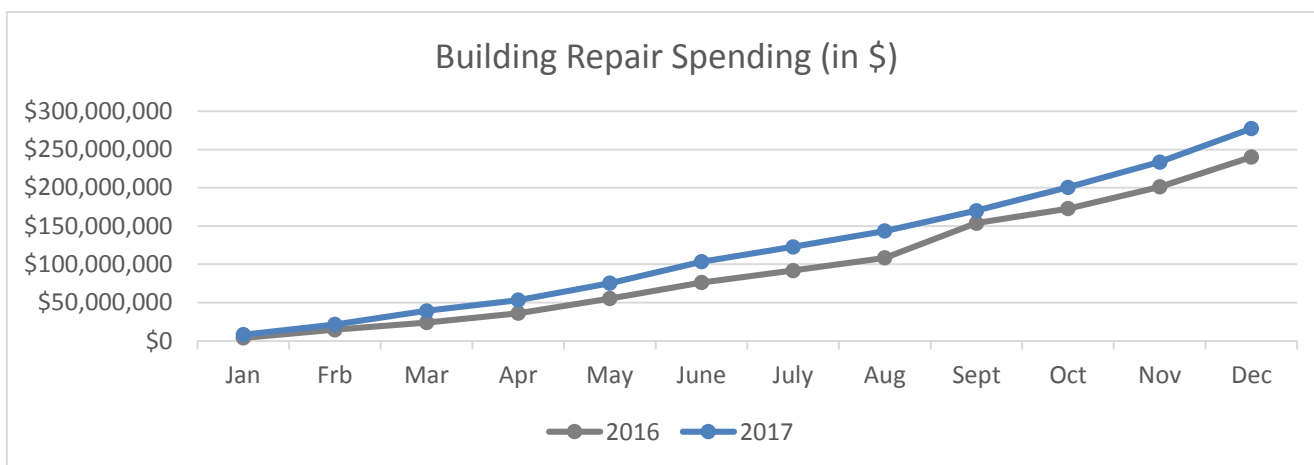


Annual Analysis of Significant Variances and Key Performance Metrics

Quality Homes

Building Capital Renewal

We delivered the full \$250M capital renewal program in 2017. With the Board’s early budget approval for 2018, we were able to advance an additional \$19.1M of the 2018 capital spend into 2017. We also completed \$8.4M in work on a combined heat and power project for Regent Park Energy Inc. In total \$277.5M was spent on capital renewal in 2017.

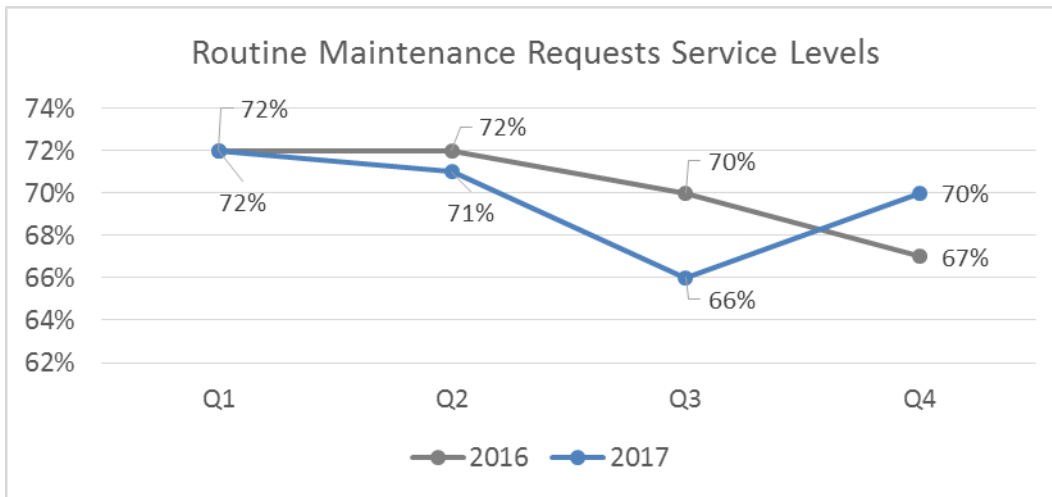


Service Excellence

Service Request Response

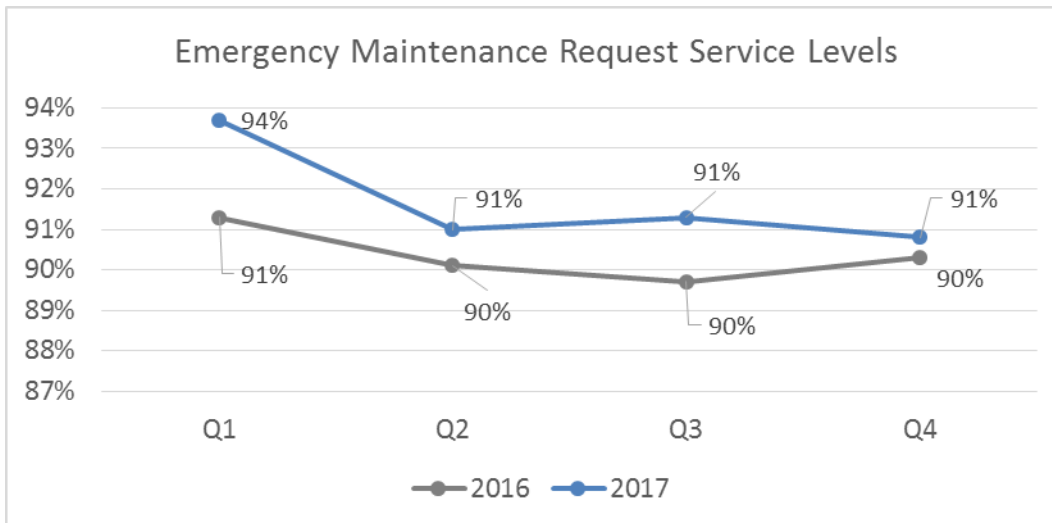
Routine Maintenance Requests

The average number of routine maintenance requests closed within five business days decreased slightly from 70.1% in 2016 to 69.7% in 2017. The decline in the service standard for the year is largely the result of a decrease in service levels in Q3 which was largely a result of outstanding work orders and lower rates of reported compliance among staff at contract managed buildings and for vendor delivered work orders. Management engaged the providers to supply service level recovery plans and has been examining the root causes of service level failure. As a result of this intervention service levels increased in Q4 by four percentage points and exceeded the 2016 Q4 results by three percentage points. Improving service to tenants in this area is a key priority.



Emergency Maintenance Requests

The service level for emergency maintenance requests closed within four hours increased to 91.4% in 2017, from 90% in 2016, and has bettered the target level of 90% in all four quarters.

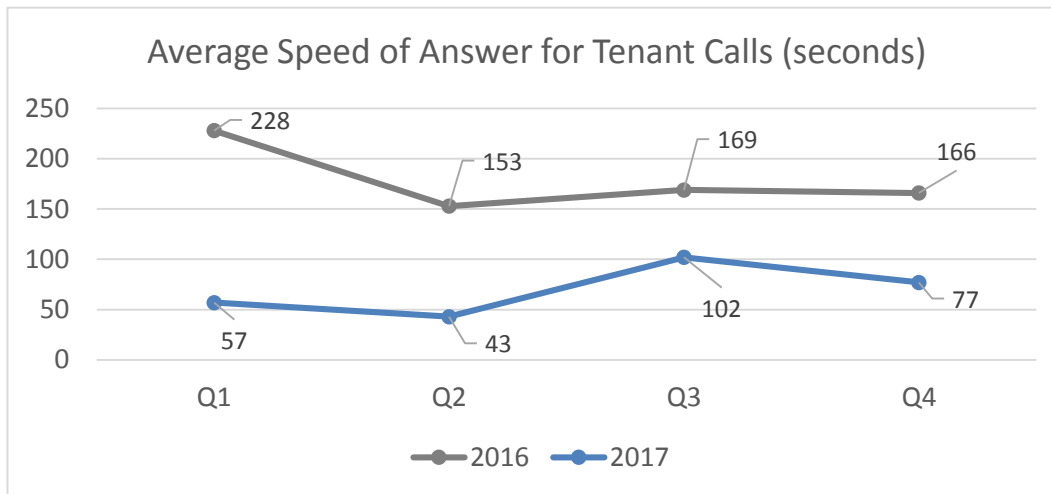


Client Care Centre

The measures below highlight service performance provided by Client Care for tenant, elevator, emergency, alarm and community safety response calls. Overall, Client Care improved its level of service during 2017, with 11 of the 18 service level measures improving year-over-year.

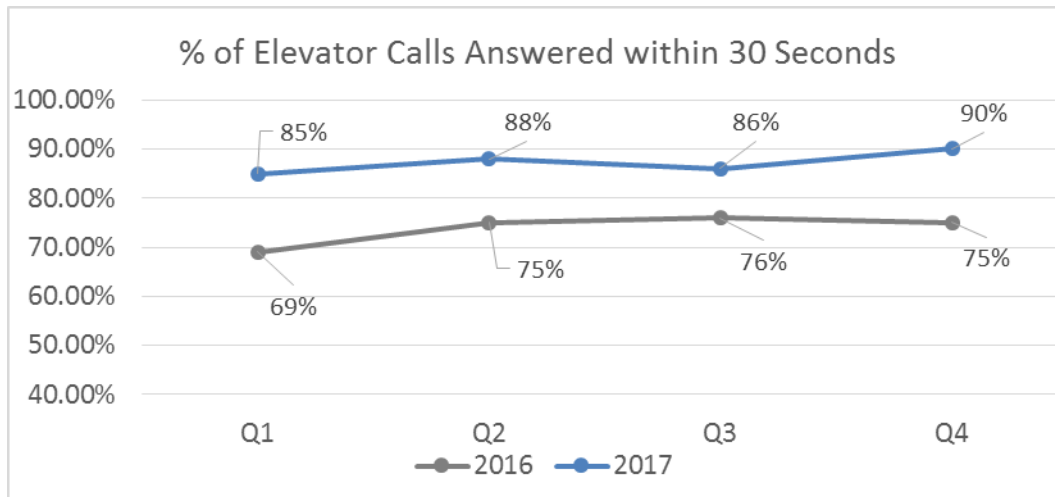
Tenant Calls

Client Care received 416,290 calls from tenants during 2017, which was a 4% increase over the 2016 call volume. The metrics for these calls have shown significant improvement and are now meeting two out of the three target levels. The average speed of answer for tenant calls improved by 61% from 109 seconds on average to 69 seconds, and is well within the average speed of answer target of 90 seconds. The 2016 abandonment rate for these calls was cut in half in 2017 to an average of 9%. While the percentage of calls being answered within 90 seconds in 2017 was 74% and remains below the target of 90% there was considerable improvement year-over-year with an improvement of 64% on 2016's performance. The improvement in service levels was largely a result of increased staff resources at the Client Care Centre. The additional staff allowed for greater shift coverage throughout the peak call periods, resulting in lower wait times in the queues which improved average speed-of-answer and service level performance.



Elevators

The average speed of answer for elevator calls improved by 49% from 25 seconds in 2016 to 13 seconds in 2017. The percentage of calls answered within 30 seconds remained below the target of 90% for the year; however, the target was met by Q4. Overall there was a year-over-year improvement, from 74% in 2016 to 86% in 2017. The abandonment rate also improved, decreasing from 11% to 5% in 2017, and is currently bettering the 10% target level. The rate of service disruption to TCHC's elevators increased slightly, from 1.17 disruptions per elevator cab per month in 2016 to 1.20 in 2017.



Emergency Calls

Client Care received 2,478 emergency calls during 2017, which was 14% lower than in 2016. The year-over-year decline was primarily a result of capital repairs and upgrades to building systems, which improved their reliability and lowered the number of emergency maintenance issues experienced by tenants. As a result, the average speed of answer decreased from 47 seconds in 2016 to 44 seconds in 2017 and the percentage of calls answered within 30 seconds increased from 55% in 2016 to 62% in 2017.

Alarm Calls

Client Care received 73,032 alarm calls during 2017, which was 14% above 2016 levels. Despite this increase, the average speed of answer and the percentage of calls answered within 30 seconds improved by 6% and 13% respectively in 2017. The abandonment rate remained unchanged at 7%.

Community Safety Response

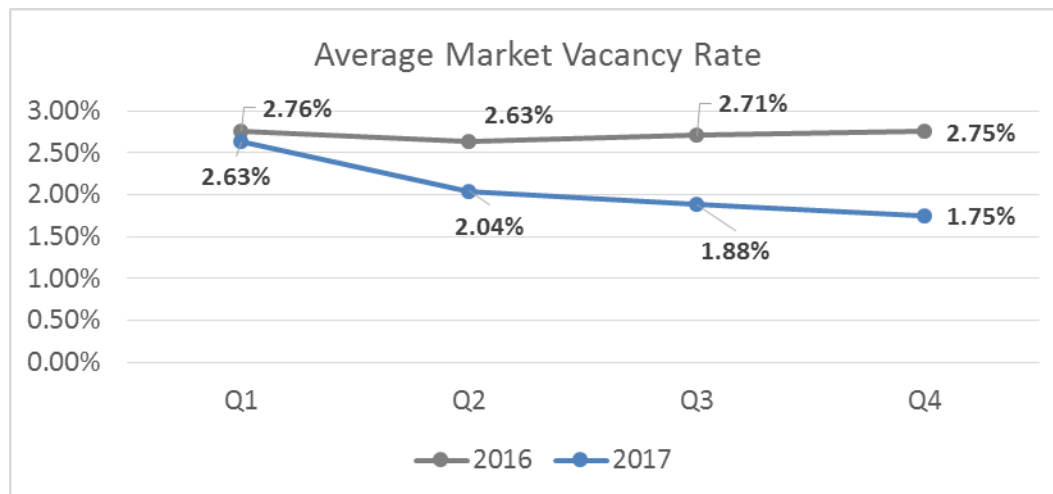
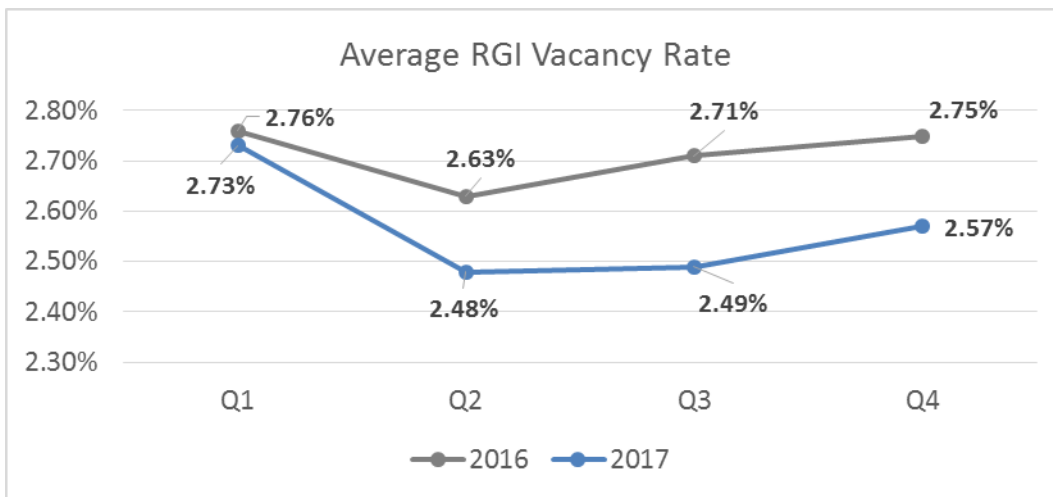
In 2017 100,309 calls were received from tenants, which was a 10% increase in call volume over 2016. Of these calls, 38% were dispatched compared with only 34% of calls in 2016. The average speed of answer for these calls increased by two seconds in 2017 to 13 seconds and continues to be well within the target of 20 seconds. There was no change between 2016 and 2017 in the percentage of calls answered within 20 seconds with the average being 77%. This continues to be below the target of 80%. The abandonment rate increased from 8% in 2016 to 10% in 2017 and did not meet the target level of

8%. To help meet the set targets CSU hired two additional dispatchers in Q3 2017. In 2018, CSU is developing a plan for the implementation of a GPS system and Computer Aided Dispatch software, technology tools that will allow for more efficient dispatching, which will contribute to meeting targets.

Business Foundations

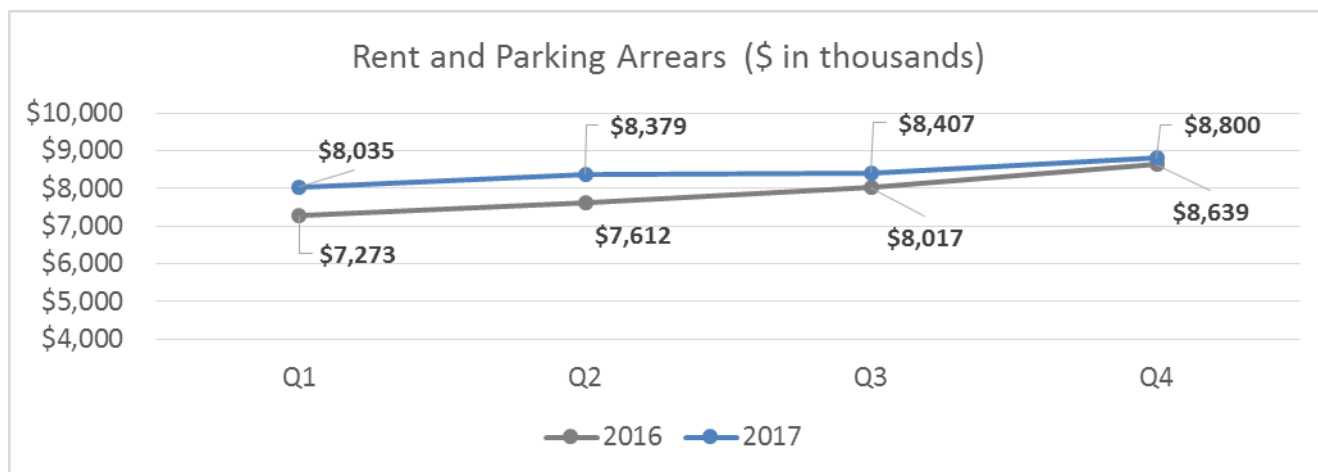
Vacancies

The average RGI vacancy rate in 2017 of 2.57% was just over a tenth of a percentage point lower than the 2016 rate of 2.71%. The average market vacancy rate in 2017 decreased by three quarters of a percentage point from 2.92% to 2.16%. The market vacancy rate decreased significantly throughout the year and has been bettering the vacancy target on average since Q3.

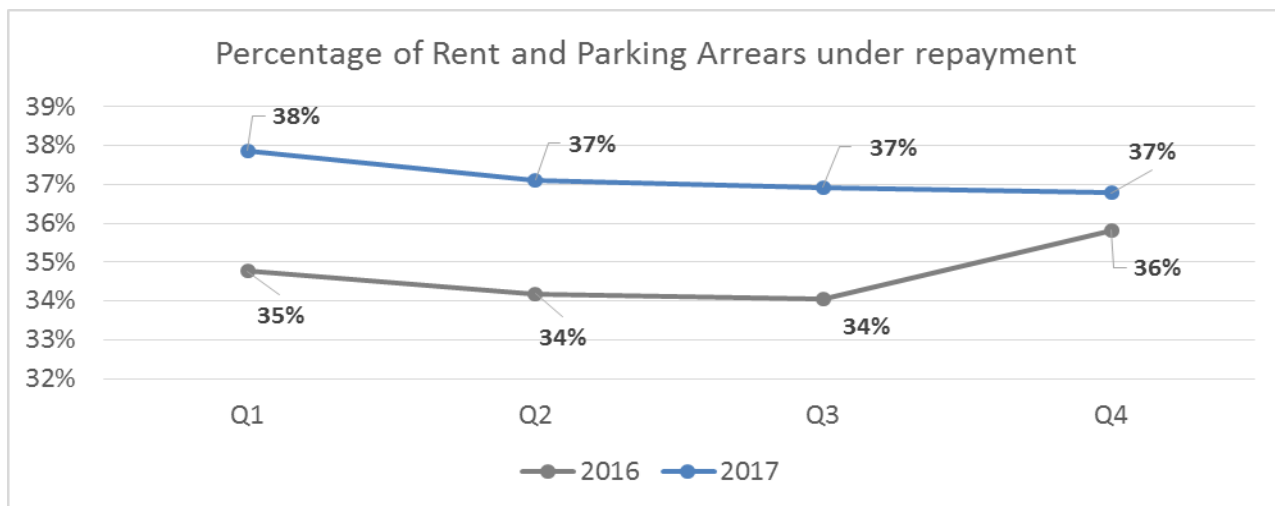


Arrears








The balance of rent and parking arrears increased by 1.9% to \$8.8 million in 2017, up from \$8.64 million at the end of 2016; however, in 2017 the number of units with arrears trended downward, with 5.7% fewer households in arrears at the end of December 2017 compared with December 2016.



In 2017 the percentage of rent and parking arrears under management remained stable at 37 % from Q 2 to Q4 and on average was two percentage points higher than in 2016.



In 2017, TCHC wrote off a \$405k receivable from a past commercial tenant who declared bankruptcy, this balance was fully provided for in 2006, and did not impact 2017 results. In 2016, TCHC wrote off \$473k of arrears from past tenants who had passed away, these balances had been fully provided for in accordance with TCHC bad debt practices and did not impact 2016 results.

Ref #	Measure	Target	2017 Result	2016 Result	% variance from 2016								
Quality Homes													
1	Building Repair Capital: complete (YTD)	Q4: 250,000,000 2017: 250,000,000	↑ \$277,321,338	\$240,031,393	15%								
2	Previous Year Carry Forward	Q4: \$31,302,783	↑ \$31,314,846	\$19,458,600	61%								
3	Current Year (YTD)	Q4: \$218,697,217	↑ \$246,006,392	\$220,572,793	12%								
Portfolio Summary													
4	Average # occupied units		↑ 55,511	55443	0.1%								
5	Average # RGI units - occupied	-	↓ 49,701	49754	-0.1%								
6	Average # market units - occupied	-	↑ 5,810	5690	2.1%								
7	Average # vacant units	-	↓ 3,444	3340	3.1%								
8	Average # rentable vacant units	-	↓ 1,429	1551	-7.9%								
9	Average # non-rentable vacant units	-	↑ 2,015	1788	12.7%								
10	Average # units out of service	-	↑ 326	308	5.9%								
11	Average # units held for operational purposes	-	↑ 1,457	1264	15.3%								
12	Average # units held for relocation		↑ 232	217	7.0%								
Revitalization													
Total Planned, Under Design and In Construction													
13	Total Units		↓ 7,124	7,526	-5.3%								
14	Market Units		↑ 5,846	5,613	4.2%								
15	Rental Units		↓ 1,278	1,327	-3.7%								
16	Refurbishment Units		↓ 0	586	-100.0%								
Legend													
	Not Meeting Target		Meeting/Exceeding Target		Favourable Increase		Favourable Decrease		Unfavourable Increase		Unfavourable Decrease		Remained Constant

Ref #	Measure	Target	2017 Result	2016 Result	% variance from 2016
Vibrant Communities					
Community safety					
17	Joint patrols conducted with Toronto Police Service	● 600	↑ 786	729	8%
18	Community education sessions held	● 24	↓ 35	96	-64%
19	Crime against persons		↑ 819	755	8%
20	Crime against property		↑ 2,907	2,690	8%
21	# of evictions for cause		↑ 109	84	30%
22	# of legal notices issued for evictions for cause	-	↑ 980	726	35%
23	# of parking tickets issued	42,000	n/a	46,790	
24	# of community safety audits conducted (YTD)	● 6 (annual)	↓ 6 (YTD)	15	-60%
Supporting vulnerable residents					
25	# of new files from vulnerable residents addressed	● 720	↑ 3,662	2,586	42%
26	# of referrals to external support services	● 900	↑ 3,527	2,053	72%
Tenant engagement (YTD)					
27	# of residents that have input into developing new system	● 1,000 (annual)	↓ 1,029	3,277	-69%
28	# of residents connected to various training opportunities	● 610 (annual)	↑ 1,168	582	101%

Ref #	Measure	Target	2017 Result	2016 Result	% variance from 2016
Service Excellence					
Client Care Centre					
Tenant Calls					
29	Calls received	-	↑ 416,290	400,690	4%
30	ASA (seconds)	● 90	↓ 69	178	-61%
31	% within 90 seconds	◆ 90%	↑ 74%	45%	64%
32	Abandonment rate	● 10%	↓ 9%	18%	-50%
Elevator Calls					
33	Calls received	-	↓ 161,934	304,863	-47%
34	ASA (seconds)	● 30	↓ 13	25	-49%
35	% within 30 seconds	◆ 90%	↑ 86%	64%	34%
36	Abandonment rate	● 10%	↓ 5%	11%	-55%
Emergency Calls					
37	Calls received	-	↓ 2,478	2,869	-14%
38	ASA (seconds)	◆ 30	↓ 44	47	-6%
39	% within 30 seconds	◆ 90%	↑ 62%	55%	13%
40	Abandonment rate	● 10%	→ 7%	7%	0%
Alarm Calls					
41	Calls received	-	↑ 73,032	64,022	14%
42	ASA (seconds)	◆ 30	↓ 48	50	-5%
43	% within 30 seconds	◆ 90%	↑ 57%	54%	6%
44	Abandonment rate	● 10%	→ 4%	4%	0%
45	% hold time 2 minutes	-	↓ 17%	35%	-51%
46	Elevators: # of disruptions per cab per month (YTD)	◆ 1.00	↑ 1.20	1.17	3%
Community safety response					
47	Calls received	-	↑ 100,309	90,915	10%

Ref #	Measure	Target	2017 Result	2016 Result	% variance from 2016
Service Excellence (cont'd)					
48	% calls dispatched	-	↑ 38%	34%	12%
49	Abandonment rate	◆ 8%	↑ 10%	8%	28%
50	ASA (seconds)	● 20	↑ 13	11	18%
51	% within 20 seconds	◆ 80%	→ 77%	77%	0%
52	Response time for emergency calls (minutes)	● 20	↑ 16.7	16.3	2%
53	Response time for non-emergency calls (minutes)	◆ 30	↓ 32	33	-3%
Service Request Response					
54	Administrative requests: % closed within 2 days	● 80%	↑ 85%	82%	4%
<i>Maintenance requests</i>					
55	Routine requests: % closed within 5 days	◆ 80%	↓ 69%	70%	-2%
56	Emergency requests: % contained within 4 hours	● 90%	↑ 91.4%	90%	2%
Internal transfers (Priority)					
57	New or newly updated applications	-	↓ 501	614	-18%
58	# of households on waitlist	-	↓ 3,406	3,550	-4%
Accessibility accommodation					
59	# of requests received	-	↑ 302	190	59%
60	# of requests processed	-	↑ 287	190	51%
61	% of outstanding rent reviews	-	↓ 9.0%	9.1%	-1%
62	# of move-ins	-	↑ 4,054	3,993	2%
63	# of move-outs	-	↓ 2,992	3,144	-5%

Ref #	Measure	Target	2017 Result	2016 Result	% variance from 2016
Business Foundations					
Vacancy					
64	RGI: Vacancy rate	◆ 2.00%	↓ 2.57%	2.71%	-5.4%
65	RGI: Vacancy loss	◆ \$4,475,832	↓ \$6,252,361	\$6,429,683	-2.8%
66	Market: Vacancy rate	◆ 2.00%	↓ 2.16%	2.92%	-26%
67	Market: Vacancy loss	◆ \$1,559,760	↓ \$1,763,335	\$2,384,794	-26%
68	# of days to re-occupy vacated units	-	↑ 191	159	20.4%
Ombudsman Inquiries					
69	# of inquiries	-	↓ 95	102	-7%
70	% of inquiries closed within 5 business days	◆ 90%	78.95%	na	
City Councillor Requests					
71	# of requests	-	↓ 2,322	2,644	-12.2%
72	% of requests closed within 5 days	● 90%	↑ 97.4%	93.6%	4.0%