

ATTACHMENT 1

Monthly President's Report: January 2017

The Monthly President's Report to the Board is produced following the end of each month. It provides high-level performance information and summary statistics on services delivered by Toronto Community Housing.

Along with financial information and information on staffing levels, 113 performance metrics are included in the MPR:

- 31 metrics have monthly targets and 6 have annual/quarterly targets
- The additional 76 metrics are summary statistics for which targets are not applicable (e.g., number of crimes against persons).

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REPORT SUMMARY

Financial Performance

Financial performance for January 2017 is not available yet as 2016 results are being closed out in the system. In addition, the manual inputting of the 2017 Budget and setting up of the templates for 2017 financial reporting was in progress at the time of this report's submission. Year-to-date (YTD) financial results will be included in the February 2017 Monthly President's Report.

Scorecard

January Performance

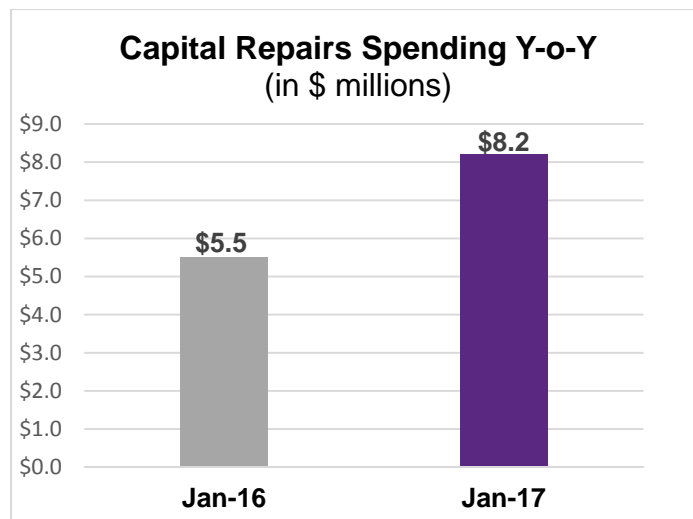
- Performance improved during January, with 63% (22 metrics) of metrics with targets improving or remaining constant with December levels.



Quality Homes

- Capital repairs spending in January 2017 totalled \$8.2 million, compared to \$5.5 million in January 2016.

Figure 1: Year-over-Year Capital Repairs Spending





Vibrant Communities

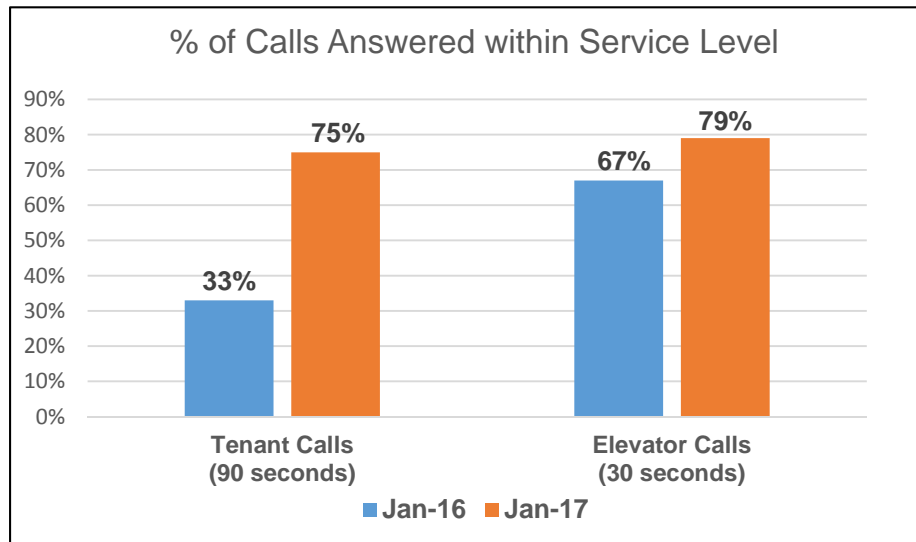
- Community safety:
 - **78 joint patrols** were conducted with Toronto Police Services (TPS), similar to the 79 conducted in December.
 - The **number of crimes against persons** decreased by 26% to 54 crimes, while there were 204 **crimes against property**, similar to the 206 that occurred in December.



Service Excellence

- Client Care Centre:
 - The Client Care Centre significantly improved its service levels in January, with the **average speed of answer** for tenant calls improving by 48% to 73 seconds. This was also 71% greater than the average speed of answer of 255 seconds in January 2016.
 - The **percentage of tenant calls answered within 90 seconds** also increased significantly to 75%, up from 54% in December 2016 and up from 33% in January 2016.
 - There were also notable improvements in **service levels for elevator calls**, with 79% of elevator calls answered within 30 seconds, compared to 74% in December 2016 and 67% in January 2016.
 - The key driver of these improvements was an increase in staff capacity at the Client Care Centre. Eight new Client Care agents were hired in December and were fully trained by the start of 2017, while six part-time agents transferred to full-time positions.
 - The additional hires have returned the Client Care Centre to its full complement (following a high rate of attrition in 2015), and are expected to move service levels towards target levels.

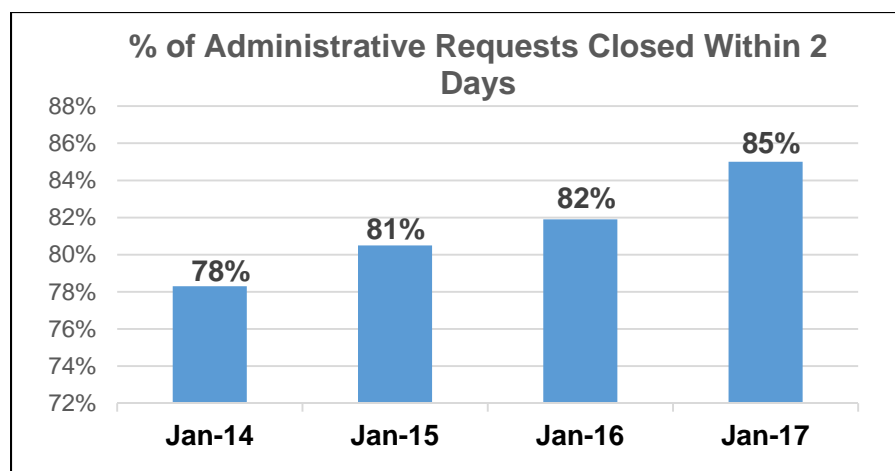
Figure 2: Tenant and Elevator Call Service Levels



- Service Requests

- Routine maintenance requests closed within 5 days increased to 70% from 66% in December.
- Administrative requests closed within 2 days increased from 82% to 85%, which was a slight increase but was also the highest service level in at least 3 years.

Figure 3: January Trend Analysis for Administrative Request Service Level





- Vacancies:
 - The **rent-geared-to-income (RGI) vacancy rate** increased slightly in January from 2.62% to 2.77%, while the **market vacancy rate** increased from 2.92% to 3.19%.
 - Both the RGI and Market vacancy rates are highest within the Seniors portfolio (Operating Units A and B), as there is a large proportion of bachelor units, which receive less demand.
 - At the end of January, a quarter of the vacant units were pending a move-in, or were pending acceptance of an offer to lease.
 - While vacancy rate increases are not favourable, a key driver of this change is likely seasonality, as these rates have historically increased every January.
 - The Asset Management division will continue to focus on its planned vacancy management strategies in order to address increasing vacancy rates, which include advertising market units on public websites, evaluating options to improve the Hard-to-Rent portfolio of units, and a clean-up of TCHC's over-housed units.
- **Arrears:** The amount of rent and parking-related arrears increased by 1% to \$8.74 million, up from \$8.64 million in December 2016.

Changes to Monthly President's Report for 2017:

The following changes were made to the January 2017 Monthly President's Report (MPR) scorecard (Pages 8-22) compared to the December 2016 scorecard:

Format Changes:

- The Year-to-Date (YTD) trend column has been removed from the scorecard (pages 8-14) as only one month of data is currently available for a 2017 trend line. The column will be included again in the March 2017 report, when three months of data will be available to populate the trend line.
- For metrics that are reported on a YTD basis (e.g. capital repairs spending, sales of market units), there is no data included in the 'Last Reported' column or the 'Variance from Last Reported' column, as one month of 2017 data cannot be accurately compared to the 12 months of 2016 data that was last reported in the December 2016 MPR. These columns will be populated again in the February 2017 MPR.
- Separate tables have been created for information on vacancies and the number of staff hires (page 16), which were previously included in the same table as head count information (page 15). Separating this information into distinct tables allows for more clarity and for more information, such as year-to-date figures and 2016 data, to be included.

Metrics Changes:

- **Joint patrols conducted with Toronto Police Services** (metric 36 on page 9): the monthly target for these patrols has been reduced to 50 from 75 as a result of reduced availability from Toronto Polices Services to participate in the patrols.
- **Community safety response time for emergency calls** (metric 82, page 12): A target of 20 minutes has been established for this metric, as the target was under development in 2016.

- **Sale of standalone homes:** The four sale of standalone home metrics have been removed from the scorecard. Of the 158 stand-alone houses that were approved for sale by City Council between 2010 and 2012, 17 remain to be sold. These will not be targeted for sale in 2017 mainly due to regulatory restrictions that will likely take an extended period of time to resolve as well as the prohibition against evicting rent-geared-to-income tenants due to sale of properties.
- **Percentage of Addressable Spend Awarded via Public Procurement:** This annual metric was added to the scorecard in 2016, however upon further investigation of the data collection process required to calculate this metric, it was determined that TCHC would not be able to accurately report on this metric.
- **Ombudsman Inquiries:** During 2016, the service standard for Ombudsman inquiries (metric 111, page 14) was calculated based on the percentage of inquiries that were closed during the reporting month. The service standard has been revised to a target of 90% of inquiries closed within 5 business days, to align with the service standard for City Councillor and elected officials requests (metric 113, page 14).
- **Arrears:** In 2016 TCHC reported on the number of referrals made to the Office of the Commissioner of Housing Equity (OCHE), for seniors households and for all households. The calculation of the referrals included both new files that were referred to the OCHE, as well as any re-referral of files due to a tenant's breach of a local repayment agreement that had been previously brokered with OCHE. These two types of referrals have now been broken out (see pages 19 and 22) and are reported separately for further clarity on the volume of referrals.

Monthly President's Report: Performance Scorecard & Summary Statistics (January 2017)

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Dec. 2016)	% variance from last reported	January 2016
Quality Homes						
1	Capital program: complete (YTD)	◆ \$ 24,102,783 (Q1)	\$8,189,136	-	-	\$5,538,175
2	Carry Forward from Previous Years	-	4,281,386	-	-	1,408,581
3	Planned	-	1,798,471	-	-	2,029,735
4	Demand	-	1,206,233	-	-	1,120,571
5	Capital Operations	-	903,047	-	-	885,659
6	Energy Capital	-	-	-	-	93,628
7	Current Year program completed YTD	-	3,907,751	-	-	4,129,593
7	Capital projects (YTD)	-	4,204	-	-	1,080
8	# jobs in progress	-	1,371	-	-	920
9	# jobs completed	-	2,833	-	-	160
Portfolio Summary						
10	Total occupied units	-	➡ 55,418	55,541	-0.2%	55,203
11	# RGI units - occupied	-	⬇ 49,679	49,791	-0.2%	49,501
12	# market units - occupied	-	➡ 5,739	5,750	-0.2%	5,702
13	Total vacant units	-	⬆ 3,540	3,389	4.5%	3,308
14	Rentable vacant units	-	⬆ 1,590	1,501	5.9%	1,521
15	Non-rentable vacant units	-	⬆ 1,950	1,888	3.3%	1,787
16	Units out of service	-	➡ 326	326	0.0%	254
17	Units held for operational purposes	-	⬆ 1,405	1,375	2.2%	1,217
18	Units held for relocation	-	⬆ 219	187	17.1%	316
Revitalization						
<i>Total Planned, Under Design and In Construction</i>						
19	Total Units	-	➡ 7,527	7,527	0.0%	7,700
20	Total Value	-	➡ \$2,155,279,000	\$2,155,861,000	0.0%	\$2,197,356,000

Monthly President's Report: Performance Scorecard & Summary Statistics (January 2017)

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Ref #	Measure	Target	Result	Last reported (Dec. 2016)	% variance from last reported	January 2016
Quality Homes (cont'd)						
21	Market Units	-	⇒ 5,614	5,614	0.0%	5,744
22	Market Value		⇒ \$1,749,091,000	\$1,749,673,000	0.0%	\$1,774,286,000
23	Rental Units	-	⇒ 1,327	1,327	0%	1,368
24	Rental Value		⇒ \$383,988,000	\$383,988,000	0%	\$400,870,000
25	Refurbishment Units		⇒ 586	586	0%	588
26	Refurbishment Value	-	⇒ \$22,200,000	\$22,200,000	0%	\$22,200,000
<i>Sales (YTD)</i>						
27	Market Units		42	-	-	22
28	Market Value		\$27,698,000	-	-	\$11,908,000
<i>Occupied/Closed (YTD)</i>						
29	Market Units	-	0	-	-	0
30	Market Value	-	\$0	-	-	\$0
31	Rental Units	-	0	-	-	0
32	Rental Value	-	\$0	-	-	\$0
33	Refurbishment Units	-	0	-	-	0
34	Refurbishment Value	-	\$0	-	-	0
35	Portfolio Facilities Condition Index (Annual)	12.4%	<i>Annual metric calculated every April</i>	2015, 10.8%	-	<i>N/A (annual metric)</i>
Vibrant Communities						
<i>Community safety</i>						
36	Joint patrols conducted with Toronto Police Service	● 50	↓ 78	79	-1%	95
37	Community education sessions held	● 2	→ 6	6	0%	3
38	Crime against persons	-	↓ 54	73	-26%	56
39	Crime against property	-	↓ 204	206	-1%	215
40	Reported incidents	-	↑ 3546	3246	9%	3,082
41	# of arrests	-	↓ 10	14	-29%	27

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Ref #	Measure	Target	Result	Last reported (Dec. 2016)	% variance from last reported	January 2016
Vibrant Communities (cont'd)						
42	# of Provincial Offences tickets issued	-	↑ 35	25	40%	
43	# of evictions for cause	-	↓ 11	12	-8%	5
44	# of legal notices issued for evictions for cause	-	↑ 93	28	232%	47
45	# of parking tickets issued	● 3,500	↑ 3,660	2,615	40%	3,306
46	# of community safety audits conducted (YTD)	◆ 6 (annual)	0 (YTD)	-	-	2
Supporting vulnerable residents						
47	# of new files from vulnerable residents addressed	● 60	↓ 281	331	-15%	210
48	# of referrals to external support services	● 75	↑ 283	255	11%	96
Resident engagement (YTD)						
49	# of residents that have input into developing new system	◆ 1,000 (annual)	37 (YTD)	-	-	12
50	# of residents connected to various training opportunities	◆ 610 (annual)	0 (YTD)	-	-	0
Service Excellence						
Client Care Centre						
<i>Tenant Calls</i>						
51	Total calls made to Client Care	-	↓ 31,957	32,507	-2%	34,431
52	Total calls received	-	↓ 25,363	26,068	-3%	28,006
53	Total calls answered	-	↑ 21,918	20,449	7%	18,174
54	Average speed of answer (seconds)	● 90	↓ 73	141	48%	255
55	% calls answered within 90 seconds	◆ 90%	↑ 75%	54%	39%	33%
56	Abandonment rate	● 10%	↓ 9%	15%	-40%	25%

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Ref #	Measure	Target	Result	Last reported (Dec. 2016)	% variance from last reported	January 2016
Service Excellence (cont'd)						
<i>Elevator Calls</i>						
57	Total calls made to Client Care	-	↓ 37,446	51,598	-27%	17,089
58	Total calls received	-	↓ 9,465	17,004	-44%	2,507
59	Total calls answered	-	↓ 8,966	15,291	-41%	2,114
60	Average speed of answer (seconds)	● 30	↓ 22	28	-22%	26
61	% calls answered within 30 seconds	◆ 90%	↑ 79%	74%	7%	67%
62	Abandonment rate	● 10%	↓ 5%	10%	-50%	16%
<i>Emergency Calls</i>						
63	Total calls made to Client Care	-	↓ 199	283	-30%	252
64	Total calls received	-	↓ 192	266	-28%	245
65	Total calls answered	-	↓ 163	230	-29%	221
66	Average speed of answer (seconds)	◆ 30	↑ 54	51	5.9%	44
67	% calls answered within 30 seconds	◆ 90%	↑ 60%	59%	1.7%	63%
68	Abandonment rate	◆ 10%	↑ 15%	14%	7%	10%
<i>Alarm Calls</i>						
69	Total calls made to Client Care	-	↑ 6,353	5,912	7.5%	4,588
70	Total calls received	-	↑ 6,070	5,635	7.7%	4,347
71	Total calls answered	-	↑ 5,753	5,262	9.3%	4,144
72	Average speed of answer (seconds)	◆ 30	↓ 57	67	-15%	42
73	% calls answered within 30 seconds	◆ 90%	↑ 53%	48%	10%	65%
74	Abandonment rate	● 10%	↓ 5%	7%	-29%	5%

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Service Excellence (cont'd)						
75	% calls with hold time exceeding 2 minutes	-	↓ 16%	24%	-8%	46%
76	Elevators: # of disruptions per cab per month (YTD)	◆ 1.00	↓ 1.16	1.19	-2.5%	1.18
Community safety response						
77	Total calls received	-	↓ 7,937	8,034	-1%	8,046
78	% calls dispatched	-	→ 39%	39%	0%	32%
79	Abandonment rate	◆ 8%	→ 12%	12%	0%	8%
80	Average speed of answer (seconds)	● 20	↑ 16.0	15.0	7%	9
81	% calls answered within 20 seconds	◆ 80%	↑ 76%	75%	1%	81%
82	Response time for emergency calls (minutes)	● 20	↓ 16.0	17.0	-6%	16
83	Response time for non-emergency calls (minutes)	◆ 30	↑ 35.0	34.0	3%	31
Service Request Response						
84	Administrative requests: % closed within 2 days	● 80%	↑ 85%	82%	4%	82%
<i>Maintenance requests</i>						
85	Routine requests: % closed within 5 days	◆ 80%	↑ 70%	66%	6.8%	72%
86	Emergency requests: % contained within 4 hours	● 90%	↑ 93%	90%	2%	92%

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Ref #	Measure	Target	Result	Last reported (Dec. 2016)	% variance from last reported	January 2016
Service Excellence						
Internal transfers (Priority)						
<i>Special priority</i>						
87	Newly updated or new applications	-	➡ 0	0	N/A	0
88	# of households on waitlist	-	⬆ 22	22	0%	21
<i>Overhoused</i>						
89	Newly updated or new applications	-	⬆ 18	17	6%	28
90	# households on waitlist	-	⬆ 1,431	1,429	0%	1,399
<i>Medical priority</i>						
91	Newly updated or new applications	-	⬆ 21	1	2000%	9
92	# households on waitlist	-	⬆ 1,240	1,228	1.0%	1,284
<i>Safety at risk</i>						
93	Newly updated or new applications	-	⬇ 2	4	-50%	1
94	# households on waitlist	-	➡ 418	418	0%	406
<i>Underhoused by 2 bedrooms</i>						
95	Newly updated or new applications	-	➡ 2	2	0%	6
96	# of households on waitlist	-	➡ 466	468	0%	397
Accessibility accommodation						
97	# of requests received	-	⬆ 39	29	34%	17
98	# of requests processed	-	⬆ 38	29	31%	16
99	% of outstanding rent reviews	-	⬇ 11.3%	12.0%	-6%	5.7%
100	# of move-ins	-	⬇ 182	343	-47%	251
101	# of move-outs	-	⬆ 222	168	32%	249

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Business Foundations						
Rent calculation						
102	# of rent calculations audited	TBD	↓ 370	657	-43.7%	N/A (New measure in April 2016)
103	Overcharge error rate	TBD	↓ 2.87%	1.84%	56%	
104	Undercharge error rate	TBD	↑ 4.65%	2.99%	55.5%	
Vacancy						
105	RGI: Vacancy rate	◆ 2.00%	↑ 2.77%	2.62%	6%	2.70%
106	RGI: Vacancy loss	◆ \$372,986	↑ \$549,871	\$528,673	4%	\$525,247
107	Market: Vacancy rate	◆ 2.00%	↑ 3.19%	2.92%	9%	2.51%
108	Market: Vacancy loss	◆ \$129,980	↑ \$202,263	\$215,248	-6%	\$159,613
109	# of days to re-occupy vacated units	-	↑ 178	163	9.2%	147
Ombudsman Inquiries						
110	# of inquiries	-	↓ 8	15	-47%	7
111	% of inquiries closed within 5 business days	◆ 90%	88%	N/A - new standard introduced in 2017		
City Councillor Requests						
112	# of requests	-	↑ 243	147	65%	230
113	% of requests closed within 5 days	● 90%	↑ 97%	90%	7%	93%

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Ref #	Measure	Target	Result	Last reported (Dec. 2016)	% variance from last reported	January 2016																																	
Business Foundations (cont'd)																																							
January 2017 Staffing																																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #e0e0e0;"> <th style="text-align: center;">Department</th> <th style="text-align: center;">2017 Budgeted Head Count</th> <th style="text-align: center;">Actual Head Count¹</th> </tr> </thead> <tbody> <tr> <td>Asset Management</td> <td style="text-align: center;">846</td> <td style="text-align: center;">802</td> </tr> <tr> <td>Community Safety Unit</td> <td style="text-align: center;">158</td> <td style="text-align: center;">133</td> </tr> <tr> <td>Resident and Community Services</td> <td style="text-align: center;">155</td> <td style="text-align: center;">83</td> </tr> <tr> <td>Facilities Management</td> <td style="text-align: center;">271</td> <td style="text-align: center;">241</td> </tr> <tr> <td>Corporate²</td> <td style="text-align: center;">364</td> <td style="text-align: center;">352</td> </tr> <tr> <td><i>Sub-total</i></td> <td style="text-align: center;">1,794</td> <td style="text-align: center;">1,611</td> </tr> <tr> <td>Staff on LTD</td> <td style="text-align: center;">0</td> <td style="text-align: center;">72</td> </tr> <tr> <td>Mayor's Task Force Initiatives</td> <td style="text-align: center;">111</td> <td style="text-align: center;">122</td> </tr> <tr> <td>Summer Hires (July and August only)</td> <td style="text-align: center;">331</td> <td style="text-align: center;">-</td> </tr> <tr> <td>Grand Total</td> <td style="text-align: center;">2,236</td> <td style="text-align: center;">1,805</td> </tr> </tbody> </table>							Department	2017 Budgeted Head Count	Actual Head Count ¹	Asset Management	846	802	Community Safety Unit	158	133	Resident and Community Services	155	83	Facilities Management	271	241	Corporate ²	364	352	<i>Sub-total</i>	1,794	1,611	Staff on LTD	0	72	Mayor's Task Force Initiatives	111	122	Summer Hires (July and August only)	331	-	Grand Total	2,236	1,805
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<p>¹ The actual head count numbers are as of December 31, 2016, as the financial system that tracks head count was still in process of being set up for 2017 financial reporting at the time of this report's submission. Numbers will be updated for the February 2017 report.</p>																																							
<p>² Corporate includes Business Efficiencies, CEO Office, Chief Internal Auditor's Office, Development, Finance, Human Resources, Information Technology, Legal Services, Office of the Commissioner of Housing Equity, Public Affairs</p>																																							
<p>NOTE: The sum of actual head count and vacancies does not equal budgeted head count because multiple positions are counted as a single vacancy in some cases, and there is a lag between when a job is vacated and when it is posted as a vacancy.</p>																																							

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Ref #	Measure	Target	Result	Last reported (Dec. 2016)	% variance from last reported	January 2016
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Business Foundations (cont'd)

Vacancies

Department	2016		Year to Date 2017		January 2017	
	M&E ¹	Union	M&E	Union	M&E	Union
Asset Management	28	140	3	37	3	37
Community Safety Unit	9	11	2	3	2	3
Corporate	180	43	14	2	14	2
Facilities Management	87	66	6	4	6	4
Resident and Community Services	21	190	1	4	1	4
Grand Total	325	450	26	50	26	50

¹ Management and Exempt

Number of Hires

Department	2017 YTD	Jan-17
Asset Management	8	8
Community Safety Unit	5	5
Corporate	17	17
Facilities Management	12	12
Resident and Community Services	99	99 ²
Grand Total	141	141 ³

² 54 hires were for the Home Run Scholars Program and 22 hires were for Senior Program Leader positions

³ 12 of the 141 hires in January were for acting assignments & lateral transfers

Monthly President's Report: Performance Scorecard & Summary Statistics (January 2017)

Business Foundations (cont'd)

All Housholds

Age of Arrears: Rent and Parking ONLY		Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
Total Rent & Parking Balance	\$ in Arrears	\$ 8,016,820	\$ 8,132,987	\$ 8,126,849	\$ 8,638,570	\$ 8,738,029
	% of Total Arrears	67.1%	67.1%	66.6%	67.4%	67.2%
	# of Units	7,984	7,934	7,833	7,842	8,295
	% of Current Month Charge	31.1%	31.5%	31.4%	33.2%	33.5%
	\$ in Repayment Agreement	\$ 2,730,274	\$ 2,862,878	\$ 2,912,226	\$ 3,095,351	\$ 3,050,530
	% of Total Arrears	22.9%	23.6%	23.9%	24.1%	23.5%
	Total Arrears (less Agreements)	\$ 5,286,546	\$ 5,270,109	\$ 5,214,623	\$ 5,543,219	\$ 5,687,498
Current	\$ in Arrears	\$2,871,557	\$2,877,102	\$2,819,859	\$3,018,901	\$2,999,930
	% of Total Arrears	24.0%	23.7%	23.1%	23.5%	23.1%
	# of Units	7,984	7,934	7,833	7,842	8,295
	% of Current Month Charge	11.1%	11.2%	10.9%	11.6%	11.5%
	\$ in Repayment Agreement	\$774,263	\$793,515	\$794,337	\$809,229	\$807,221
	% of Total Arrears	6.5%	6.5%	6.5%	6.3%	6.2%
31 - 60 days	\$ in Arrears	\$1,440,378	\$1,469,356	\$1,449,705	\$1,531,595	\$1,551,723
	% of Total Arrears	12.1%	12.1%	11.9%	11.9%	11.9%
	# of Units	3,432	3,411	3,423	3,549	3,572
	% of Current Month Charge	5.6%	5.7%	5.6%	5.9%	6.0%
	\$ in Repayment Agreement	\$494,350	\$508,294	\$515,023	\$552,089	\$532,704
	% of Total Arrears	4.1%	4.2%	4.2%	4.3%	4.1%
61 - 90 days	\$ in Arrears	\$935,434	\$949,225	\$943,381	\$991,461	\$997,302
	% of Total Arrears	7.8%	7.8%	7.7%	7.7%	7.7%
	# of Units	2,107	2,127	2,094	2,202	2,230
	% of Current Month Charge	2.5%	2.5%	2.5%	2.5%	2.7%
	\$ in Repayment Agreement	\$332,367	\$360,316	\$362,388	\$388,346	\$372,337
	% of Total Arrears	2.8%	3.0%	3.0%	3.0%	2.9%

Monthly President's Report: Performance Scorecard & Summary Statistics (January 2017)

Business Foundations (cont'd)

All Households

Age of Arrears: Rent and Parking ONLY		Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
91 - 120 days	\$ in Arrears	\$646,796	\$661,769	\$658,854	\$708,787	\$702,094
	% of Total Arrears	16.5%	16.6%	16.1%	16.9%	5.4%
	# of Units	1,479	1,479	1,456	1,524	1,539
	% of Current Month Charge	2.5%	2.5%	2.5%	2.5%	2.7%
	\$ in Repayment Agreement	\$238,743	\$255,006	\$258,557	\$283,767	\$266,188
	% of Total Arrears	6.1%	6.4%	6.3%	6.8%	2.0%
> 120 days	\$ in Arrears	\$2,122,655	\$2,175,534	\$2,255,050	\$2,387,825	\$2,486,979
	% of Total Arrears	54.0%	54.6%	55.2%	57.0%	19.1%
	# of Units	1,086	1,479	1,093	1,165	1,150
	% of Current Month Charge	8.2%	8.4%	8.7%	9.2%	9.5%
	\$ in Repayment Agreement	\$890,551	\$945,746	\$981,921	\$1,061,920	\$1,072,081
	% of Total Arrears	22.7%	23.7%	24.1%	25.4%	8.2%

		Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
Rent & Parking Balance	\$ in Arrears	\$ 8,016,820	\$ 8,132,987	\$ 8,126,849	\$ 8,638,570	\$ 8,738,029
	% of Total Arrears	67.1%	67.1%	66.6%	67.4%	67.2%
	# of Units	7,984	7,934	7,833	7,842	8,295
	\$ in Repayment Agreement	\$ 2,730,274	\$ 2,862,878	\$ 2,912,226	\$ 3,095,351	\$ 3,050,530
	% of Total Arrears	22.9%	23.6%	23.9%	24.1%	23.5%
Retro-active Balance	\$ in Arrears	\$3,171,750	\$3,242,614	\$3,347,828	\$3,454,376	\$3,523,818
	% of Total Arrears	26.5%	26.8%	27.4%	26.9%	27.1%
	# of Units	1,886	1,918	1,958	1,996	1,999
	\$ in Repayment Agreement	\$1,741,591	\$1,773,471	\$1,817,148	\$1,862,945	\$1,903,350
	% of Total Arrears	14.6%	14.6%	14.9%	14.5%	14.6%
Other Balance	\$ in Arrears	\$ 759,113	\$ 743,024	\$ 734,922	\$ 731,797	\$ 743,408
	% of Total Arrears	6.4%	6.1%	6.0%	5.7%	5.7%
	# of Units	3,334	3,274	3,293	3,245	3,368
	\$ in Repayment Agreement	\$266,684	\$269,393	\$265,654	\$262,842	\$289,463
	% of Total Arrears	2.2%	2.2%	2.2%	2.0%	2.2%
Total Arrears	\$ in Arrears	\$ 11,947,684	\$ 12,118,625	\$ 12,209,599	\$ 12,824,743	\$ 13,005,255
	# of Units	10,188	10,078	10,060	10,033	10,408
	\$ in Repayment Agreement	\$ 4,738,550	\$ 4,905,742	\$ 4,995,028	\$ 5,221,138	\$ 5,243,343
	% of Total Arrears	39.7%	40.5%	40.9%	40.7%	40.3%

Monthly President's Report: Performance Scorecard & Summary Statistics (January 2017)

Business Foundations (cont'd)

All Households

		Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
Loss of Subsidy	<i>\$ Rent/Parking Arrears due to non-returned rent review LOS</i>	\$ 1,170,066	\$ 1,082,977	\$ 1,113,564	\$ 1,219,527	\$ 1,282,473
	<i># of Units</i>	544	522	508	598	596
	<i>\$ per Unit</i>	\$2,151	\$2,075	\$2,192	\$2,039	\$2,152
	<i>\$ in Repayment Agreement</i>	\$ 183,843	\$ 165,922	\$ 154,129	\$ 169,836	\$ 168,368

		Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
Total Arrears: Direct	\$ in Arrears	\$ 8,700,869	\$ 8,892,757	\$ 9,008,070	\$ 9,441,520	\$ 9,636,532
	% of Total Arrears	221.3%	223.1%	220.6%	225.5%	74.1%
	# of Units	7,522	7,527	7,507	7,361	7,741
	In Arrears Due to Loss of Subsidy	Total \$957,576/ 352 households	Total 855,146/ 313 households	Total 856,565/ 295 households	Total 896,953/ 321 households	Total 916,205/ 306 households
Total Arrears: Contract	\$ in Arrears	\$ 3,246,815	\$ 3,225,868	\$ 3,201,530	\$ 3,383,223	\$ 3,368,724
	% of Total Arrears	82.6%	80.9%	78.4%	80.8%	25.9%
	# of Units	2,666	2,551	2,553	2,671	2,667
	In Arrears Due to Loss of Subsidy	Total \$212,490/ 192 households	Total 227,831/ 209 households	Total 257,000/ 213 households	Total 322,574/ 277 households	Total 366,269/ 290 households

	Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
# of repayment agreements	1,611	1,644	1,624	1,589	1,624
# of referrals to OCHE - new files¹	N/A - new metric reported beginning in January 2017				23
# of referrals to OCHE - breached OCHE-brokered LRA re-referrals¹	N/A - new metric reported beginning in January 2017				6
# of evictions for arrears	14	16	11	28	25

¹ The number of referrals made by TCHC to the OCHE listed in this report may not align with the OCHE's reporting on the number of referrals received from TCHC. This occurs when the OCHE returns referred files back to TCHC, having determined them to be outside the jurisdiction of the OCHE.

Monthly President's Report: Performance Scorecard & Summary Statistics (January 2017)

Business Foundations (cont'd)

Seniors Housholds

Age of Arrears: Rent and Parking ONLY		Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
Total Rent & Parking Balance	\$ in Arrears	\$ 2,426,678	\$ 2,487,746	\$ 2,495,984	\$ 2,614,660	\$ 2,711,348
	% of Total Arrears	0.672108646	66.4%	66.1%	67.2%	67.4%
	# of Units	2,042	2,094	1,986	2,026	2,159
	% of Current Month Charge	19.4%	19.8%	19.8%	20.5%	21.2%
	\$ in Repayment Agreement	\$ 1,002,970	\$ 1,071,168	\$ 1,099,207	\$ 1,134,084	\$ 1,181,905
		27.8%	28.6%	29.1%	29.2%	29.4%
	Total Arrears (less Agreements)	\$ 1,423,708	\$ 1,416,578	\$ 1,396,777	\$ 1,480,576	\$ 1,529,443
Current	\$ in Arrears	\$751,309	\$757,654	\$734,239	\$777,597	\$802,015
	% of Total Arrears	20.8%	20.2%	19.4%	20.0%	19.9%
	# of Units	2,042	2,094	1,986	2,026	2,159
	% of Current Month Charge	6.0%	6.0%	5.8%	6.1%	6.3%
	\$ in Repayment Agreement	\$241,961	\$241,746	\$240,124	\$242,993	\$255,423
	% of Total Arrears	6.7%	6.5%	6.4%	6.2%	6.3%
31 - 60 days	\$ in Arrears	\$384,636	\$396,585	\$403,212	\$410,377	\$425,134
	% of Total Arrears	10.7%	10.6%	10.7%	10.6%	10.6%
	# of Units	843	855	861	900	924
	% of Current Month Charge	3.1%	3.1%	3.2%	3.2%	3.3%
	\$ in Repayment Agreement	\$164,191	\$164,458	\$166,269	\$171,349	\$181,133
	% of Total Arrears	4.5%	4.4%	4.4%	4.4%	4.5%
61 - 90 days	\$ in Arrears	\$263,120	\$263,996	\$268,085	\$281,591	\$288,943
	% of Total Arrears	7.3%	7.0%	7.1%	7.2%	7.2%
	# of Units	548	565	565	594	618
	% of Current Month Charge	1.4%	1.6%	1.6%	1.6%	1.7%
	\$ in Repayment Agreement	\$116,615	\$125,886	\$125,141	\$131,736	\$133,521
	% of Total Arrears	3.2%	3.4%	3.3%	3.4%	3.3%

Monthly President's Report: Performance Scorecard & Summary Statistics (January 2017)

Business Foundations (cont'd)

Seniors Households

Age of Arrears: Rent and Parking ONLY		Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
91 - 120 days	<i>\$ in Arrears</i>	\$181,563	\$195,480	\$196,307	\$206,257	\$217,602
	<i>% of Total Arrears</i>	5.0%	5.2%	5.2%	5.3%	5.4%
	<i># of Units</i>	393	400	405	428	436
	<i>% of Current Month Charge</i>	1.4%	1.6%	1.6%	1.6%	1.7%
	<i>\$ in Repayment Agreement</i>	\$84,821	\$94,566	\$96,094	\$101,291	\$105,178
	<i>% of Total Arrears</i>	2.3%	2.5%	2.5%	2.6%	2.6%
> 120 days	<i>\$ in Arrears</i>	\$846,050	\$874,030	\$894,140	\$938,838	\$977,654
	<i>% of Total Arrears</i>	23.4%	23.3%	23.7%	24.1%	24.3%
	<i># of Units</i>	297	400	317	334	341
	<i>% of Current Month Charge</i>	6.7%	6.9%	7.1%	7.4%	7.7%
	<i>\$ in Repayment Agreement</i>	\$395,383	\$444,513	\$471,578	\$486,714	\$506,650
	<i>% of Total Arrears</i>	11.0%	11.9%	12.5%	12.5%	12.6%

		Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
Rent & Parking Balance	<i>\$ in Arrears</i>	\$ 2,426,678	\$ 2,487,746	\$ 2,495,984	\$ 2,614,660	\$ 2,711,348
	<i>% of Total Arrears</i>	67.2%	66.4%	66.1%	67.2%	67.4%
	<i># of Units</i>	2,042	2,094	1,986	2,026	2,159
	<i>\$ in Repayment Agreement</i>	\$ 1,002,970	\$ 1,071,168	\$ 1,099,207	\$ 1,134,084	\$ 1,181,905
	<i>% of Total Arrears</i>	27.8%	28.6%	29.1%	29.2%	29.4%
Retro-active Balance	<i>\$ in Arrears</i>	\$1,032,065	\$1,110,385	\$1,134,753	\$1,124,406	\$1,161,377
	<i>% of Total Arrears</i>	28.6%	29.6%	30.1%	28.9%	28.9%
	<i># of Units</i>	706	742	767	763	773
	<i>\$ in Repayment Agreement</i>	\$635,077	\$673,584	\$675,741	\$678,863	\$732,763
	<i>% of Total Arrears</i>	17.6%	18.0%	17.9%	17.5%	18.2%
Other Balance	<i>\$ in Arrears</i>	\$ 151,801	\$ 149,487	\$ 144,992	\$ 149,031	\$ 152,569
	<i>% of Total Arrears</i>	4.2%	4.0%	3.8%	3.8%	3.8%
	<i># of Units</i>	978	968	947	937	1,000
	<i>\$ in Repayment Agreement</i>	\$59,059	\$59,563	\$57,801	\$57,621	\$61,121
	<i>% of Total Arrears</i>	1.6%	1.6%	1.5%	1.5%	1.5%
Total Arrears	<i>\$ in Arrears</i>	\$ 3,610,544	\$ 3,747,617	\$ 3,775,728	\$ 3,888,097	\$ 4,025,294
	<i># of Units</i>	2,828	2,880	2,813	2,841	2,946
	<i>\$ in Repayment Agreement</i>	\$ 1,697,107	\$ 1,804,315	\$ 1,832,748	\$ 1,870,568	\$ 1,975,789
	<i>% of Total Arrears</i>	47.0%	48.1%	48.5%	48.1%	49.1%

Monthly President's Report: Performance Scorecard & Summary Statistics (January 2017)

Business Foundations (cont'd)

Seniors Households

		Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
Loss of Subsidy	<i>\$ Rent/Parking Arrears due to non-returned rent review LOS</i>	\$ 221,375	\$ 198,101	\$ 212,249	\$ 210,527	\$ 229,857
	<i># of Units</i>	96	86	88	104	109
	<i>\$ per Unit</i>	\$2,306	\$2,304	\$2,412	\$2,024	\$2,109
	<i>\$ in Repayment Agreement</i>	\$ 57,035	\$ 41,723	\$ 42,479	\$ 29,641	\$ 35,339

		Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
Total Arrears: Direct	\$ in Arrears	\$ 3,018,100	\$ 3,132,402	\$ 3,166,821	\$ 3,241,010	\$ 3,346,413
	% of Total Arrears	83.6%	83.6%	83.9%	83.4%	83.1%
	# of Units	2,318	2,374	2,304	2,308	2,400
	In Arrears Due to Loss of Subsidy	Total \$202,847/ 78 households	Total 180,987/ 66 households	Total 192,361/ 69 households	Total 184,971/ 79 households	Total 198,071/ 79 households
Total Arrears: Contract	\$ in Arrears	\$ 592,445	\$ 615,216	\$ 608,908	\$ 647,088	\$ 678,880
	% of Total Arrears	16.4%	16.4%	16.1%	16.6%	16.9%
	# of Units	510	506	509	533	546
	In Arrears Due to Loss of Subsidy	Total \$18,528/ 18 households	Total 17,114/ 20 households	Total 19,888/ 19 households	Total 25,556/ 25 households	Total 31,786/ 30 households

	Sept-16	Oct-16	Nov-16	Dec-16	Jan-17
# of repayment agreements	496	517	498	487	514
# of referrals to OCHE - new files¹	N/A - new metric reported beginning in January 2017				20
# of referrals to OCHE - breached OCHE-brokered LRA re-referrals¹	N/A - new metric reported beginning in January 2017				4
# of evictions for arrears	0	1	0	4	2

¹The number of referrals made by TCHC to the OCHE listed in this report may not align with the OCHE's reporting on the number of referrals received from TCHC. This occurs when the OCHE returns referred files back to TCHC, having determined them to be outside the jurisdiction of the OCHE.

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Quality Homes		
1-6	Capital Repairs Program	<ol style="list-style-type: none"> 1) Capital program: complete (YTD) Year-to-date progress made on the delivery of the capital repair program based on dollar value of work completed, with select spending components highlighted. 2) Planned repairs that were identified and budgeted at the beginning of the program 3) Demand repairs are identified by site staff throughout the year and includes issues related to Municipal Licensing and Standards deficiencies. 4) Capital operations include spending on Building Condition Assessments and labour costs for Facilities Management staff.
7-9	Capital projects	Year-to-date progress made on the delivery of the capital repairs program in terms of the number of jobs completed and in-progress.
Portfolio Summary		
10	Total occupied units	The total number of units that are occupied as of the last day of the reporting period
11	RGI units - occupied	The total number of Rent-Geared-to-Income units that are occupied by tenants
12	Market units - occupied	The total number units occupied by tenants that pay market rent
13	Total vacant units	The total number of units that are vacant as of the last day of the reporting period
14	Rentable vacant units	The total number of units that are vacant and are available for renting
15	Non-rentable vacant units	The total number of units that are vacant but not available for renting
16	Units out of service	Units that are boarded up or not available for renting due to their conditions
17	Units held for operational purposes	Units that are not available for renting as they are held for operational purposes (e.g. superintendents' offices, recreational spaces), for demolition, or for review
18	Units held for relocation	Units that are not available for renting as they are set aside for tenant relocation due to revitalization activities
Revitalization		
	Total Planned, Under Design and Construction	Market, rental and refurbishment units in revitalization communities that are in various stages of development and are not yet occupied/closed.
19	Total Units	The total number of market, rental, and refurbishment units that are planned, under design, and in construction
20	Total Value	The total value (total development costs) of all market, rental, and refurbishment units that are planned, under design, and in construction

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Quality Homes (cont'd)		
21	Market Units	The number of new full-priced ownership housing units
22	Market Value	The value (based on the market price) of all new full-priced ownership housing units.
23,31	Rental Units	The number of rent-geared-to-income housing units replacing original units in revitalization communities
24,32	Rental Value	The value (based on development costs) of of rent-geared-to-income housing units replacing original units in revitalization communities
25,32	Refurbishment Units	The number of rental units that are original units in revitalization communities and will be retained and refurbished, instead of being replaced
26,34	Refurbishment Value	The value (based on development costs) of rental units that are original units in revitalization communities and will be retained and refurbished, instead of being replaced
	Sales (YTD)	Units are considered sold when deals have been executed for the purchase of market units in buildings in revitalization communities.
27, 29	Market Units	The number of new full-priced ownership housing units that have been sold year-to-date
28,30	Market Value	The value (based on the sale price) of all new full-priced ownership housing units that have been sold year-to-date
	Occupied/Closed (YTD)	Units are considered occupied/closed when households have moved into the rental or refurbished unit or the payment has been received for market units.
35	Portfolio Facilities Condition Index (Annual)	Industry standard for rating a building's condition; calculated by dividing the value of the unfunded liability of the entire building portfolio, divided by the current replacement value of our portfolio.
Vibrant Communities		
Community safety		
36	Joint patrols conducted with Toronto Police Service	The number of Community safety patrols conducted by the Community Safety Unit (CSU) with Toronto Police Services
37	Community education sessions held	The number of educational sessions conducted by CSU on topics such as fire prevention and safety awareness.
38	Crime against persons	The number of crimes involving the application and/or threat of force to a person. Included are sexual assaults, assaults, robbery, homicide, discharging a firearm, uttering threats, etc.
39	Crime against property	The number of crimes involving unlawful acts with respect to property but do not involve the use or threat of violence against a person. Included are theft, break and enter, trespass, mischief, arson, etc.

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Vibrant Communities (cont'd)		
40	Reported incidents	The number of incidents involving unlawful acts that are generally victimless in nature, including drug offences, fire, breach of probation; and other incidents including assisting residents, disputes, disturbances, etc.
41	# of arrests	The number of arrests made by CSU special constables of any person: <ul style="list-style-type: none"> - found committing a criminal code offence - who has contravened the Controlled Drugs and Substances Act, Ontario Trespass to Property Act, or the Ontario Liquor License Act; - who is believed to have committed or is about to commit an indictable offence; - who is wanted on an outstanding arrest warrant or who has committed a breach of peace; - who is apprehended under Section 17 of the Ontario Mental Health Act.
42	Provincial Offences tickets issued	The number of Provincial Offences Notices (Tickets) that are issued by CSU special constables for offences under the Trespass to Property Act and the Liquor License Act.
43	Evictions for cause	The number of evictions for causes that occurred during the reporting period for reasons other than arrears (e.g., substantial interference with reasonable enjoyment or with other rights, interests or privileges; damage to property; illegal acts; or the impairment of safety)
44	Legal notices issued for evictions for cause	The number of legal notices issued to tenants in the evictions for cause process.
45	Parking tickets issued	The number of parking tickets issued by the CSU parking enforcement unit
46	Community safety audits conducted (YTD)	The number of audits conducted to identify opportunities to improve community safety, according to Crime Prevention Through Environmental Design (CPTED) principles
Supporting vulnerable residents		
47	New files from vulnerable residents addressed	The number of new files related to maintaining tenancies for vulnerable residents addressed (may not result in referrals)
48	Referrals to external support services	The number of referrals made by RCS staff to connect vulnerable residents at risk of losing their tenancies to external support services.
Resident engagement		
49	# residents that have input into developing new system	The number of residents (YTD) who have had input into the development of the new resident engagement fresh system, including residents who have attended tenant consultation sessions and completed consultation surveys.
50	# residents connected to various training opportunities	The number of residents (YTD) connected to a variety of training opportunities, including for capacity building and job readiness.

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Service Excellence		
Client Care Centre		Key performance indicators for calls made to the Client Care Centre
	Tenant Calls	Calls made to the tenant phone line.
	Elevator Calls	Calls made from elevator cabs in TCHC buildings
	Emergency Calls	Calls made to the Client Care Centre from emergency services such as Toronto Fire, Toronto Police, the Community Safety Unit, etc.
	Alarm Calls	Calls made to the alarm line by staff, life safety technicians, third-party alarm monitoring company, etc.
51, 57, 63, 69	Total calls made to Client Care	The total number of calls made to Client Care Centre. Most of the calls reach the queue for an agent. Some callers abandon the call before reaching the queue; others opt to leave voice mail messages instead of waiting in the queue.
52, 58, 64, 70, 77	Total calls received	The total number of calls received or answered in the queue (including those that lead to voicemail)
53, 59, 65, 71	Total calls answered	The total number of calls that were answered (i.e., those that were not abandoned, or did not lead to a voicemail being left.)
54, 60, 66, 72, 80	Average speed of answer (seconds)	The average number of seconds spent waiting in the queue before a call is answered.
55	% of calls answered within 90 seconds	Percentage of queued calls answered within the service level standard of 90 seconds.
56, 62, 68, 74	Abandonment rate	Percentage of queued calls that hung up before reaching an agent. The calculation excludes calls disconnected within 10 seconds.
61, 67, 73	% of calls answered within 30 seconds	Percentage of queued calls answered within the service level standard of 30 seconds.
75	% calls with hold time exceeding 2 minutes	The percentage of calls with more than 2 minutes spent waiting for an agent to answer.
76	Elevators: # of disruptions per cab per month	The average number of calls or disruptions per month per elevator cab (YTD)
Community safety response		Key performance indicators for calls made to Community Safety Unit dispatch
78	% calls dispatched	The percentage of calls received that are dispatched
79	Abandonment rate	The percentage of queued calls that hung up before reaching a dispatcher
81	% calls answered within 20 seconds	The percentage of calls answered within the service level standard of 20 seconds

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Service Excellence (cont'd)		
82	Response time for emergency calls	The average time (in minutes) for CSU to attend to emergency calls that involve serious injury or life threatening situations, and semi-emergency calls, which involve incidents that are not emergencies but may become more serious
83	Response time for non-emergency calls	The average time (in minutes) for CSU to attend to non-emergency calls that do not represent any immediate danger.
Service Request		
84	Administrative requests: % closed within 2 days	The percentage of administrative service requests resolved within the committed turnaround time of two business days
85	Routine requests: % closed within 5 days	The percentage of routine maintenance-related requests resolved within the committed turnaround time of five business days
86	Emergency requests: % contained within 4 hours	The percentage of emergency maintenance requests (i.e. requests received after hours) contained within four hours.
Internal transfers		
	Special priority	Households that are requesting a transfer as a result of being victims of abuse
	Overhoused	Households living in units with more bedrooms than determined by occupancy standards
	Medical	Households with unit conditions that are aggravating their medical condition
	Safety at risk	Households experiencing ongoing threat(s) to their safety
	Underhoused by 2 bedrooms	Households living in units with two fewer bedrooms than determined by occupancy standards
87, 89, 91, 93, 95	Newly updated or new applications	The total number of applications for internal transfers that were new or newly updated during the month
88, 90, 92, 94, 96	# households on waitlist	The total number of households waiting for an internal transfer as of the end of the month
Accessibility accommodation		
97	# of requests received	The number of accessibility-related accommodation requests received from tenants during the month
98	# of requests processed	The number of accessibility-related accommodation that were processed during the month
99	% outstanding rent reviews	Reminders are sent to households six months before their annual rent review due dates. This measure refers to the number of households with rent review due dates in HMS equal to or less than four months from the current month, divided by total occupied units
100	Move-ins	The number of households that have moved in to a unit during this month
101	Move-outs	The number of households that have moved out of a unit during this month

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Business Foundations		
102	# of rent calculations audited	The total number of rent calculations that were audited.
103	Overcharge error rate	The amount of excess rent charged to tenants in error, divided by their total monthly charge amount, based on the the total number of rent calculations audited.
104	Undercharge error rate	The amount of rent that was not charged to tenants in error, divided by their total monthly charge amount, based on the the total number of rent calculations audited.
Vacancy		
105	RGI: Vacancy rate	The total number of vacant RGI units divided by the total number of rentable RGI Units.
106	RGI: Vacancy loss	Calculating by multiplying the number of vacant days during the month for each RGI unit and the rent charged for each unit.
107	Market: Vacancy rate	The total number of vacant market units divided by the total number of rentable market units.
108	Market: Vacancy loss	Calculating by multiplying the number of vacant days during the month for each market unit and the rent charged for each unit.
109	# of days to re-occupy vacated units	The number of days between the move-out of the previous household and move-in of the current household. Note that this includes the number of days a unit may have put on hold as unrentable unit (e.g. hold for relocation, major maintenance).
Ombudsman Inquiries		
110	# of inquiries	The number of requests received during the month from the Toronto Ombudsman's office.
111	% of inquiries closed within 5 business days	The percentage of those requests that were closed within 5 business days.
City Councillor Requests		
113	# of requests	The number of inquiries received from City Councillors' offices during the month
114	% of requests closed within 5 days	The percentage of those inquiries that were closed within 5 days.
Staffing and recruitment		
Budgeted Head Count		Number of staff in the division according to approved divisional budgets
Vacancies		The number of vacant positions to be recruited for and entered as requisitions into HR Connect. Vacancies exclude contract extensions, the conversion of a management/exempt position from temporary to permanent, and any eligibility list positions, as these requisition types are not considered true vacancies
Number of Hires		Number of staff that were hired during the month, including acting assignments and lateral transfers

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Business Foundations cont'd		
Arrears		
	Aging of Arrears: Profile	These tables shows the aging of arrears, the type of arrears, i.e. rent and parking, retroactive charges (related to discovery of undeclared income for RGI tenants), and other charges (e.g. legal, maintenance fees)
	% of Current Month Charge	Year-to-date rent and parking arrears divided by current month's rent and parking charges
	Loss of Subsidy (LOS) (Direct Managed): Profile	This table shows arrears related to the loss of RGI subsidy as a result of non-returned annual rent reviews
	# of repayment agreements	The number of active repayment agreements with arrears at month end