

ATTACHMENT 1

Monthly President's Report: March 2017

The Monthly President's Report (MPR) 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, 75 performance metrics are included in the MPR:

- 32 metrics have monthly targets and 4 have annual/quarterly targets
- The additional 39 metrics are summary statistics for which targets are not applicable (e.g., number of crimes against persons).

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Changes to Monthly President's Report for March 2017:

In order to better align the scorecard section of the report with its primary objective of providing a snapshot of key performance indicators, 39 extraneous/subsidiary metrics (one third of the 114 metrics reported in February) have been removed from the March report.

The removed metrics did not provide the relevant level of detail for the Board (e.g., metrics listing the individual categories of capital program spending such as planned, demand, energy, etc.) In addition, none of the removed metrics had monthly performance targets established.

The condensed version of the report maintains all metrics pertaining to key priorities such as unit vacancies, arrears, and customer service. However, there is still considerable room for improvement within the scorecard to enable the tool to be used, as intended, as a quick snapshot of performance. Accordingly, we intend to refine metric reporting and presentation further in the April 2017 report.

REPORT SUMMARY

Financial Performance

Operating Results

- **Revenue** (\$167 million YTD - 11% favourable):
 - Year-to-date (YTD) revenue is 11% (\$9.4 million, net of Housing Connections revenue of \$6.6 million) favourable to budget due to:
 - Favourable gains on sale of land by \$11.6 million as a result of timing of sale on Regent Park Phase 3 that was budgeted in 2016 but did not close until 2017.
 - YTD revenue is 1% (\$2.3 million) favourable to the same period in 2016 mainly due to:
 - Favourable gains of \$1.3 million in residential rent as a result of increases in monthly rent rates.
 - Favourable funding from the *Getting It Done* program and subsidies of \$1.1 million and \$0.6 million, respectively.
 - Unfavourable variance of \$0.5 million from amortization of deferred capital contributions.
- **Operating Expenses** (\$168 million - 1% favourable):
 - YTD expenses are 1% (\$8.0 million net of Housing Connections expenses of \$6.6 million) favourable to budget mainly due to:
 - Favourable variance in utilities of \$3.8 million mainly due to \$2.2 million in lower consumption of electricity from warmer weather and \$1.6 million from lower electricity rates than budgeted.
 - Favourable variance in labour costs (due to timing required to fill vacancies for corporate positions) and other related costs (staff training, WSIB, etc.) of \$2.7 million.
 - Favourable variance in interest expense of \$2.3 million due to the delay in receiving the 2016 IO refinancing funds and early retirement of CMHC mortgage.
 - YTD expenses are 5% (\$8.3 million) higher than the same period in 2016 as a result of:
 - Higher depreciation expense of \$2.6 million due to additional capital spending on buildings.

- Higher spending of \$2.5 million in operating and maintenance mainly due to maintenance of buildings.
 - Higher spending of \$1.8 million in corporate services mainly due to timing difference in recording vacation accruals.¹
 - Higher spending of \$1.1 million for the Getting it Done (GID) program due to the timing of expenditures, as GID expenses were not incurred until the second quarter of 2016.

- **Net Income (Loss):**
 - As a result, TCHC reported a YTD loss of \$1.2 million, which represents a favourable variance to budget of \$17.5 million

- **Capital Expenditures (\$58 million):**
 - YTD Building Repair Capital (BRC) expenditure of \$39.3 million represents 16% of full year planned spending.
 - BRC is 34% greater than prior year primarily due to accelerated spending on repairs in 2017.
 - Development Capital of \$15.8 million is 107% higher than prior year as a result of the timing of expenditures for multi-year development projects.

- **Total Cash (\$327 million):**
 - Net cash on hand and investments totaled \$327.0 million, consisting of:
 - \$56.9 million in cash;
 - \$52.9 million in investments held by Infrastructure Ontario (IO), and;
 - \$217.2 million in reserves.
 - \$100.0 million of the \$310.0 million 2016 IO refinancing has been received to date, with the remaining balance expected to close in Q2.

¹ Vacation accruals are now recorded on a quarterly basis in 2017 as opposed to on an annual basis in prior years to provide more timely information.

Scorecard

March Performance

- Overall performance improved during March, with 30% of metrics improving, while 17% declined:
 - 11 of metrics improved (by at least 5%) primarily due to continued customer service improvements at the Client Care Centre
 - 6 declined (by at least 5%), however these 6 metrics typically vary month over month due to external factors (e.g., the number of joint patrols with Toronto Police Services (TPS) that TCHC conducts is contingent on the availability of TPS officers)
 - 19 (53%) remained constant (i.e., within 5% of the previous month's result).



Quality Homes

- Building Repair Capital:
 - \$17.7 million spending in Building Repair Capital (BRC) during March, resulted in YTD spending of \$39.3 million, exceeding the Q1 target of \$24.1 million.
- Development:
 - \$12.2 million in development expenditures were incurred during March, bringing YTD spending to \$15.8 million as of March 31, 2017. A total of 1,913 rental and refurbishment units are currently in the planning, design or construction phases of the revitalization process.



Vibrant Communities

- Community safety:
 - The Community Safety Unit (CSU) conducted 50 joint patrols with Toronto Police Services (TPS) in March, meeting the target of 50 patrols per month, but was down from the 135 patrols conducted in February. This decline was due to a lack of availability from TPS in March to conduct more than the targeted number of patrols.

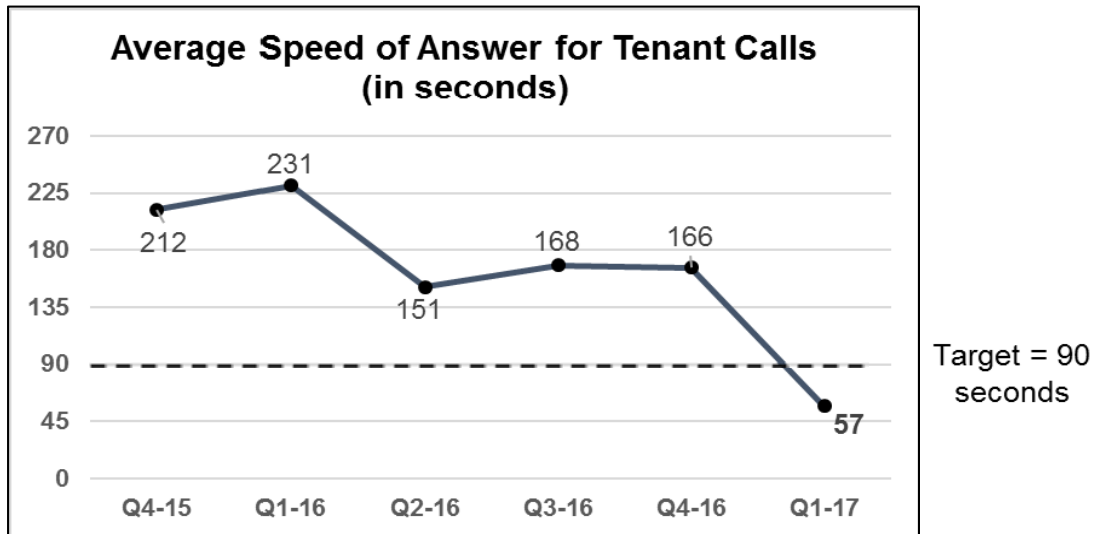
- During the quarter, a total of 263 joint patrols were conducted with TPS, up 25% from the 211 joint patrols that were conducted during Q1 of 2016.
- The number of incidences of crimes against persons in Q1-2017 were 187 as compared to 177 in Q1-2016, and 156 in Q1-2015. The number of incidences of crimes against property in Q1-2017 were 654 as compared to 620 in Q1-2016, and 465 in Q1-2015.
- Combined crimes against persons and property have increased by an average of 15% per year since Q1-2015 which is significantly higher than the City average.
- In an effort to reduce crimes and incidents, TCHC meets regularly with police divisions and promote awareness of the Crime Stoppers program. As part of our discussions, we are considering plans to more effectively address 'hot spot' areas.



Service Excellence

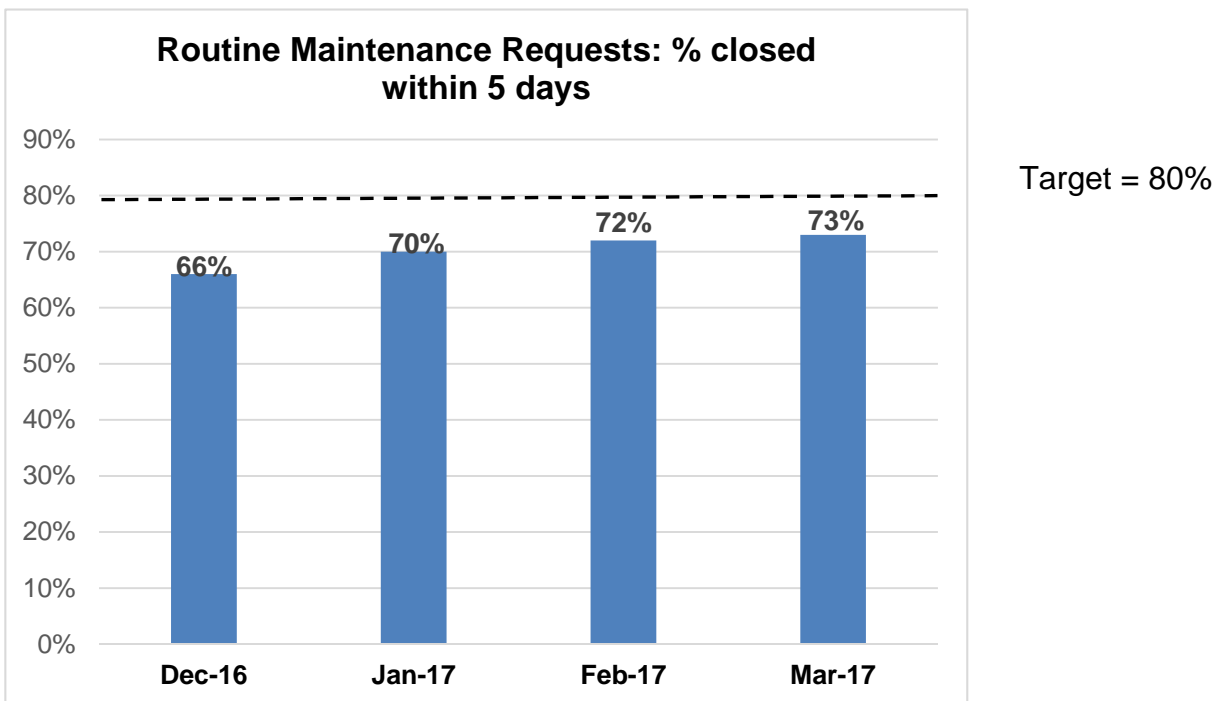
- Client Care Centre:
 - Client Care continued to improve the majority of its metrics through all categories during March, and overall during Q1.
 - 89% of elevator calls were answered within 30 seconds in March 2017, which while slightly below the target of 90% was an improvement from the 86% reported February.
 - Tenant calls were answered at an average speed of 43 seconds in March, compared to 55 seconds in February, once again exceeding target.
 - The average speed of answer for the first quarter of 2017 was 57 seconds (see Figure 1 below), compared to 231 seconds during the first quarter of 2016, representing a 75% improvement year-over-year. While tenant call volumes were 7% lower year-over-year, this significant improvement was primarily due to the increased staff resources at the Client Care Centre since December 2016.

Figure 1: Average Speed of Answer for Tenant Calls to Client Care



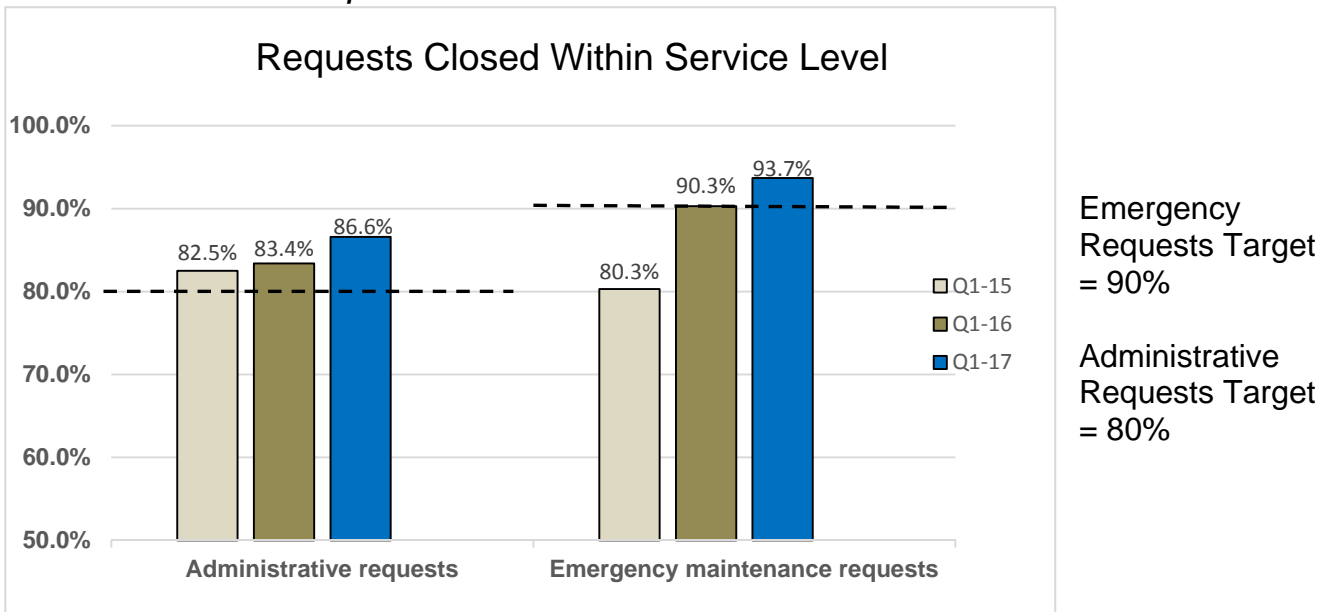
- Service Request Response:
 - For the third consecutive month, the service level for routine maintenance requests closed within 5 business days improved, up to 73% in March compared to 66% in December 2016.

Figure 2: Routine Maintenance Requests Closed Within 5 Business Days



- Service levels for administrative requests and emergency maintenance requests declined by an average of two percentage points during March, but remained well above target levels and have improved compared to the first quarter of previous years.

Figure 3: Service Levels for Emergency Maintenance Requests and Administrative Requests



Business Foundations

Vacancies:

- The rent-geared-to-income (RGI) vacancy rate decreased for the second consecutive month in March, from 2.75% to 2.68%.
 - The market vacancy rate also decreased slightly, from 2.38% to 2.33%, which was the lowest market vacancy rate since December 2015.
 - There were a total of 1,491 rentable vacant units in March, down 3% from the 1,533 rentable vacant units in February.
- Arrears:
 - The amount of rent and parking arrears decreased by \$0.5 million (6%) in March to \$8.04 million.

- More than half of the rent and parking arrears balance is less than 60 days old (i.e., only this month or the previous month's rent is owed)
- 85% of the total arrears owed are at the managed stage of the legal process.

Figure 4: Rent and Parking Arrears Balance



Monthly President's Report: Financial Summary Metrics (March 2017)

(Amounts in '\$000s)

	Mar. 17	YTD 2017			Mar. 16	YoY	YoY	2017
	YTD Actual \$	Budget \$	Variance \$	%	YTD Actual \$	Variance \$	%	Annual Budget \$
Results of Operations								
Revenue	167,039	150,998	16,041	11%	164,784	2,255	1%	659,351
Expenses	168,262	169,668	(1,406)	1%	159,951	8,311	-5%	671,863
Net income (loss)	(1,223)	(18,670)	17,447	93%	4,833	(6,056)	-125%	(12,512)

Capital Expenditure

	Mar. 17	Mar. 16	2017
	YTD Actual \$	YTD Actual \$	Annual Budget \$
Building Repair Capital	39,270	29,634	250,000
Corporate Capital	2,670	1,809	11,542
Development Capital	15,775	7,618	147,647
Total Capital Expenditure	\$ 57,715	\$39,061	\$ 409,189

Monthly President's Report: Financial Summary Metrics (March 2017)

(Amounts in '\$000s)

Other Key Balance Sheet Items

Cash on hand

MFS investment

Investments held by IO

Investments related to development projects

Total cash on hand and investments

Line of Credit Usage

Net cash and investments

Long-term debt

Net Working Capital

	Mar. 17	Mar. 16	YoY	YoY
	YTD Actual	YTD Actual	Variance	
	\$	\$	\$	%
Cash on hand	56,925	61,967	(5,042)	-8%
MFS investment	217,185	211,846	5,339	3%
Investments held by IO	52,950	216,798	(163,848)	-76%
Investments related to development projects	2,306	13,919	(11,613)	-83%
Total cash on hand and investments	329,366	504,530	(175,164)	-35%
Line of Credit Usage	(2,401)	(2,678)	277	-10%
Net cash and investments	326,965	501,852	(174,887)	-35%
Long-term debt	2,015,746	1,947,125	68,621	4%
Net Working Capital	43,864	(195,823)	239,687	-122%

Financial Ratios	As at		YoY Variance	
	Mar. 2017	Mar. 2016	Difference	%
Current Ratio	1.17	0.41	0.76	185%
Quick Ratio	1.15	0.39	0.76	194%
Interest coverage ratio	1.80	2.56	(0.76)	-30%

Monthly President's Report: Financials Month-to-Month Comparison (March 2017)

Statement of Operations

Month-to-month comparison
amounts in \$000s

	Jan	Feb	Mar	2017 YTD	Budget 2017
Revenue					
Subsidies - TCHC	\$ 16,646	\$ 16,642	\$ 16,638	\$ 49,926	\$ 200,689
Subsidies - AHCI	2,194	2,176	2,190	6,560	-
	<u>18,840</u>	<u>18,819</u>	<u>18,828</u>	<u>56,486</u>	<u>200,689</u>
Residential					
RGI Rent	19,004	18,768	18,792	56,564	224,064
Market Rent	6,397	6,472	6,430	19,299	76,389
Commercial rent	1,218	1,208	1,250	3,676	14,889
Amortization of deferred capital contributions	3,667	3,666	3,667	11,000	44,359
Parking, laundry and cable fees	1,456	1,394	1,486	4,335	17,243
Investment income	248	397	661	1,306	6,022
Joint venture income (loss)	-	-	(208)	(208)	32,362
Gain on sale of housing projects	29	830	(24)	835	2,000
Gain on sale of land	-	11,588	-	11,588	37,174
Gain on sale of capital assets	-	-	11	11	
Plant	126	119	206	452	2,378
Other	195.62	248	164	607	1,576
Subsidies for task force initiatives	359	393	334	1,087	4,205
	<u>51,539</u>	<u>63,903</u>	<u>51,598</u>	<u>167,039</u>	<u>663,350</u>

Monthly President's Report: Financials Month-to-Month Comparison (March 2017)

Statement of Operations

Month-to-month comparison
amounts in \$000s

	Jan	Feb	Mar	2017 YTD	Budget 2017
Expenses					
Operating & maintenance	9,482	11,571	13,403	34,456	151,881
Utilities	11,823	12,616	15,663	40,102	148,437
Depreciation expense	12,954	12,954	12,975	38,883	156,245
Municipal taxes	1,351	1,484	1,426	4,260	15,607
Interest	5,964	6,100	6,117	18,180	82,446
Rent supplement program	2,190	2,173	2,186	6,549	-
Community safety services	1,084	1,000	1,298	3,382	18,414
Residential services	626	645	574	1,845	12,383
Corporate services	4,146	4,199	6,015	14,360	52,815
Human resources	668	714	827	2,209	13,072
Information technology	783	599	779	2,161	12,847
Plant	233	184	247	664	2,947
Loss from guaranteed equity housing projects	36	37	50	122	563
Task force initiatives	403	425	259	1,087	4,205
	51,741	54,700	61,821	168,262	671,862
Net Income (Loss)	(202)	9,203	(10,223)	(1,223)	(8,512)

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

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Feb. 2017)	% variance from last reported	March 2016	YTD Trend
Quality Homes							
1	Capital program: complete (YTD)	Q1: \$24,102,783 2017: \$250,000,000	↑ \$39,269,669	\$21,519,759	82%	\$29,917,100	
2	Carry Forward from Previous Years	-	↑ 15,883,405	10,236,285	55%	5,305,032	
3	Current Year program completed YTD	\$ 11,800,000	23,386,264	11,283,473	107%	24,612,068	
4	Capital projects (YTD)	-	↑ 5,158	4,750	9%	2,790	
5	# jobs in progress	-	↑ 2,387	1,850	29%	1,602	
6	# jobs completed	-	↓ 2,771	2,900	-4%	1,173	
Portfolio Summary							
7	Total occupied units	-	↑ 55,454	55,443	0.0%	55,154	
8	# RGI units - occupied	-	↑ 49,667	49,655	0.0%	49,472	
9	# market units - occupied	-	⇒ 5,787	5,788	0.0%	5,682	
10	Total vacant units	-	↓ 3,503	3,510	-0.2%	3,344	
11	Rentable vacant units	-	↓ 1,491	1,533	-3%	1,574	
12	Non-rentable vacant units	-	↑ 2,012	1,977	2%	1,770	
13	Units out of service	-	⇒ 326	326	0%	265	
14	Units held for operational purposes	-	↑ 1,427	1,406	1%	1,226	
15	Units held for relocation	-	↑ 259	245	6%	279	
Revitalization							
Total Units Planned, Under Design and In Construction							
16	Total Units	-	⇒ 7,525	7,525	0.0%	7,700	
17	Market Units	-	⇒ 5,612	5,612	0.0%	5,744	
18	Rental Units	-	⇒ 1,327	1,327	0%	1,368	
19	Refurbishment Units	-	⇒ 586	586	0%	588	

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

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Feb. 2017)	% variance from last reported	March 2016	YTD Trend
Vibrant Communities							
Community safety							
20	Joint patrols conducted with Toronto Police Service	● 50	↓ 50	135	-63%	40	
21	Community education sessions held	● 2	→ 3	3	0%	5	
22	Crime against persons	-	↑ 75	58	29%	69	
23	Crime against property	-	↑ 254	196	30%	229	
24	# of evictions for cause	-	↑ 13	8	63%	7	
25	# of legal notices issued for evictions for cause	-	↓ 46	92	-50%	47	
26	# of parking tickets issued	◆ 3,500	↑ 3,458	3,086	12%	2,828	
27	# of community safety audits conducted (YTD)	◆ 6 (annual)	→ 0 (YTD)	0	-	3	
Supporting vulnerable residents							
28	# of new files from vulnerable residents addressed	● 60	↓ 308	338	-9%	194	
29	# of referrals to external support services	● 75	↓ 333	364	-9%	182	
Tenant engagement (YTD)							
30	# of residents that have input into developing new system	◆ 1,000 (annual)	↑ 80 (YTD)	63	27.0%	838	
31	# of residents connected to various training opportunities	◆ 610 (annual)	↑ 93 (YTD)	39	138%	27	

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

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Feb. 2017)	% variance from last reported	March 2016	YTD Trend
Service Excellence							
Client Care Centre							
<i>Tenant Calls</i>							
32	Total calls received	-	↑ 26,417	23,050	15%	26,537	
33	Average speed of answer (seconds)	● 90	↓ 43	55	48%	192	
34	% calls answered within 90 seconds	◆ 90%	↑ 83%	78%	6%	42%	
35	Abandonment rate	● 10%	↓ 6%	8%	-25%	21%	
<i>Elevator Calls</i>							
36	Total calls received	-	↑ 3,161	2,714	16%	2,705	
37	Average speed of answer (seconds)	● 30	↓ 9	12	-21%	24	
38	% calls answered within 30 seconds	◆ 90%	↑ 89%	86%	3%	71%	
39	Abandonment rate	● 10%	↓ 7%	8%	-13%	14%	
<i>Emergency Calls</i>							
40	Total calls received	-	↑ 169	158	7%	203	
41	Average speed of answer (seconds)	◆ 30	↓ 44	45	-3.5%	47	
42	% calls answered within 30 seconds	◆ 90%	↓ 58%	62%	-6.5%	66%	
43	Abandonment rate	● 10%	↓ 9%	13%	-31%	6%	
<i>Alarm Calls</i>							
44	Total calls received	-	↑ 5,823	5,252	10.9%	4,726	
45	Average speed of answer (seconds)	◆ 30	↓ 42	44	-4%	47	

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

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Feb. 2017)	% variance from last reported	March 2016	YTD Trend
Service Excellence (cont'd)							
46	% calls answered within 30 seconds	◆ 90%	↑ 57%	56%	2%	63%	
47	Abandonment rate	● 10%	→ 4%	4%	0%	5%	
48	% calls with hold time exceeding 2 minutes	-	↓ 14%	22%	-36%	40%	
49	Elevators: # of disruptions per cab per month (YTD)	◆ 1.00	↑ 1.11	1.10	0.9%	1.15	
Community safety response							
50	Total calls received	-	↑ 8,117	7,151	14%	7,329	
51	% calls dispatched	-	→ 38%	38%	0%	34%	
52	Abandonment rate	◆ 8%	→ 9%	9%	0%	8%	
53	Average speed of answer (seconds)	● 20	↓ 13.0	16.0	-19%	11	
54	% calls answered within 20 seconds	◆ 80%	↑ 79%	77%	3%	80%	
55	Response time for emergency calls (minutes)	● 20	→ 17.0	17.0	0%	17	
56	Response time for non-emergency calls (minutes)	◆ 30	↑ 32.0	30.0	7%	33	
Service Request Response							
57	Administrative requests: % closed within 2 days	● 80%	↓ 86%	89%	-3.2%	84%	
<i>Maintenance requests</i>							
58	Routine requests: % closed within 5 days	◆ 80%	↑ 73%	72%	1.2%	72%	



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

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Feb. 2017)	% variance from last reported	March 2016	YTD Trend
Service Excellence (cont'd)							
59	Emergency requests: % contained within 4 hours	● 90%	↓ 94%	95%	-0.6%	95%	
Internal transfers (Priority)							
60	Newly updated or new applications	-	↑ 46	36	N/A	50	
61	# of households on waitlist	-	↑ 3,429	3,450	-1%	3,551	
Accessibility accommodation							
62	# of requests received	-	↑ 35	32	9%	18	
63	# of requests processed	-	↑ 33	32	3%	13	
64	% of outstanding rent reviews	-	↓ 8.8%	10.7%	-18%	6.4%	
65	# of move-ins	-	↓ 372	387	-4%	320	
66	# of move-outs	-	↑ 290	289	0%	270	
Business Foundations							
Vacancy							
67	RGI: Vacancy rate	◆ 2.00%	↓ 2.68%	2.75%	-3%	2.80%	
68	RGI: Vacancy loss	◆ \$372,986	↓ \$540,433	\$556,456	-3%	\$547,615	
69	Market: Vacancy rate	◆ 2.00%	↓ 2.33%	2.38%	-2%	2.59%	
70	Market: Vacancy loss	◆ \$129,980	↓ \$165,244	\$166,490	-1%	\$171,144	
71	# of days to re-occupy vacated units	-	↓ 201	231	-13.2%	164	
Ombudsman Inquiries							
72	# of inquiries	-	↑ 12	3	300%	11	
73	% of inquiries closed within 5 business days	● 90%	↑ 92%	67%	37%	N/A - introduced in 2017	

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

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Feb. 2017)	% variance from last reported	March 2016	YTD Trend
Business Foundations (cont'd)							
City Councillor Requests							
74	# of requests	-	↓ 185	188	-2%	221	
75	% of requests closed within 5 days	● 90%	↑ 97%	96%	1%	96%	

March 2017 Staffing

Department	2017 Budgeted Head Count	Actual Head Count
Asset Management	846	782
Community Safety Unit	158	132
Resident and Community Services	155	114
Facilities Management	192	169
Corporate ¹	443	378
<i>Sub-total</i>	1,794	1,575
Staff on LTD	0	69
Mayor's Task Force Initiatives	111	99
Summer Hires (July and August only)	331	-
Grand Total	2,236	1,743

¹ Corporate includes Business Efficiencies, CEO Office, Chief Internal Auditor's Office, Client Care Centre, Development, Finance, Human Resources, Information Technology, Legal Services, Office of the Commissioner of Housing Equity, Service Integration and Delivery, and Public Affairs

Full Cycle Recruitment Median Time to Fill (# of days)	Q1 2017	Jan	Feb	March
Vacancy for Competition	49	63	45	53

Note: Contract Extensions, Conversions, Acting Assignments & Lateral Transfers are considered administrative processes and do not require full cycle recruit

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

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Feb. 2017)	% variance from last reported	March 2016	YTD Trend
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Business Foundations (cont'd)

Requisitions for Recruitment

Department	Q1 2017		January		February		March	
	M&E ¹	Union	M&E	Union	M&E	Union	M&E	Union
Asset Management	13	173	3	29	6	68	4	76
Community Safety Unit	3	5	2	5	1	0	0	0
Corporate	52	8	14	1	16	6	22	1
Facilities Management	20	24	4	4	4	9	12	11
Resident and Community Services	27	40	1	4	21	10	5	26
Grand Total	115	250	24	43	48	93	43	114

¹ Management and Exempt

Note: 38% of requisitions entered in March are considered to be administrative processes such as Contract Extensions, Conversions, Acting Assignments, and Lateral Transfers.

Number of Hires

Department	Q1 2017		January		February		March	
	M&E	Union	M&E	Union	M&E	Union	M&E	Union
Asset Management	4	28	0	8	2	4	2	16
Community Safety Unit	4	6	3	2	1	4	0	0
Corporate	35	20	11	5	11	8	13	7
Facilities Management	12	13	6	6	1	2	5	5
Resident and Community Services	8	128	2	83	2	5	4	40
Grand Total	63	195	22	104	17	23	24	68

Note: 35% of March hires resulted from administrative processes such as Contract Extensions, Conversions, Acting Assignments, and Lateral Transfers.

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

Business Foundations (cont'd)

All Households

Age of Arrears: Rent and Parking ONLY		Dec-16	Jan-17	Feb-17	Mar-17
Total Rent & Parking Balance	\$ in Arrears	\$ 8,638,570	\$ 8,738,029	\$ 8,589,498	\$ 8,035,138
	% of Total Arrears	67.4%	67.2%	66.5%	64.9%
	# of Units	7,842	8,295	8,124	7,739
	% of Current Month Charge	33.2%	33.5%	33.0%	30.7%
	\$ in Repayment Agreement	\$ 3,095,351	\$ 3,050,530	\$ 3,078,840	\$ 3,042,811
	% of Total Arrears	24.1%	23.5%	23.8%	24.6%
	Total Arrears (less Agreements)	\$ 5,543,219	\$ 5,687,498	\$ 5,510,658	\$ 4,992,327
Current	\$ in Arrears	\$3,018,901	\$2,999,930	\$2,939,313	\$2,727,296
	% of Total Arrears	23.5%	23.1%	22.8%	22.0%
	# of Units	7,842	8,295	8,124	7,739
	% of Current Month Charge	11.6%	11.5%	11.3%	10.4%
	\$ in Repayment Agreement	\$809,229	\$807,221	\$816,967	\$816,578
	% of Total Arrears	6.3%	6.2%	6.3%	6.6%
31 - 60 days	\$ in Arrears	\$1,531,595	\$1,551,723	\$1,502,486	\$1,401,215
	% of Total Arrears	11.9%	11.9%	11.6%	11.3%
	# of Units	3,549	3,572	3,431	3,271
	% of Current Month Charge	5.9%	6.0%	5.8%	5.4%
	\$ in Repayment Agreement	\$552,089	\$532,704	\$539,548	\$528,218
	% of Total Arrears	4.3%	4.1%	4.2%	4.3%
61 - 90 days	\$ in Arrears	\$991,461	\$997,302	\$974,681	\$919,601
	% of Total Arrears	7.7%	7.7%	7.5%	7.4%
	# of Units	2,202	2,230	2,173	2,020
	% of Current Month Charge	2.5%	2.7%	2.6%	2.5%
	\$ in Repayment Agreement	\$388,346	\$372,337	\$375,230	\$370,883
	% of Total Arrears	3.0%	2.9%	2.9%	3.0%

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

Business Foundations (cont'd)

All Households

Age of Arrears: Rent and Parking		Dec-16	Jan-17	Feb-17	Mar-17
91 - 120 days	\$ in Arrears	\$708,787	\$702,094	\$686,949	\$650,457
	% of Total Arrears	16.9%	5.4%	5.3%	5.3%
	# of Units	1,524	1,539	1,507	1,455
	% of Current Month Charge	2.5%	2.7%	2.6%	2.5%
	\$ in Repayment Agreement	\$283,767	\$266,188	\$269,911	\$270,912
	% of Total Arrears	6.8%	2.0%	2.1%	2.2%
> 120 days	\$ in Arrears	\$2,387,825	\$2,486,979	\$2,486,069	\$2,336,569
	% of Total Arrears	57.0%	19.1%	19.3%	18.9%
	# of Units	1,165	1,150	1,137	1,062
	% of Current Month Charge	9.2%	9.5%	9.5%	8.9%
	\$ in Repayment Agreement	\$1,061,920	\$1,072,081	\$1,077,183	\$1,056,219
	% of Total Arrears	25.4%	8.2%	8.3%	8.5%

		Dec-16	Jan-17	Feb-17	Mar-17
Rent & Parking Balance	\$ in Arrears	\$ 8,638,570	\$ 8,738,029	\$ 8,589,498	\$ 8,035,138
	% of Total Arrears	67.4%	67.2%	66.5%	64.9%
	# of Units	7,842	8,295	8,124	7,739
	\$ in Repayment Agreement	\$ 3,095,351	\$ 3,050,530	\$ 3,078,840	\$ 3,042,811
	% of Total Arrears	24.1%	23.5%	23.8%	24.6%
Retro-active Balance	\$ in Arrears	\$3,454,376	\$3,523,818	\$3,598,756	\$3,629,314
	% of Total Arrears	26.9%	27.1%	27.9%	29.3%
	# of Units	1,996	1,999	2,067	2,107
	\$ in Repayment Agreement	\$1,862,945	\$1,903,350	\$1,990,397	\$2,015,889
	% of Total Arrears	14.5%	14.6%	15.4%	16.3%
Other Balance	\$ in Arrears	\$ 731,797	\$ 743,408	\$ 721,460	\$ 711,959
	% of Total Arrears	5.7%	5.7%	5.6%	5.8%
	# of Units	3,245	3,368	3,329	3,283
	Agreement	\$262,842	\$289,463	\$291,191	\$294,458
	% of Total Arrears	2.0%	2.2%	2.3%	2.4%
Total Arrears	\$ in Arrears	\$ 12,824,743	\$ 13,005,255	\$ 12,909,713	\$ 12,376,411
	# of Units	10,033	10,408	10,373	10,032
	\$ in Repayment Agreement	\$ 5,221,138	\$ 5,243,343	\$ 5,360,427	\$ 5,353,157
	% of Total Arrears	40.7%	40.3%	41.5%	43.3%

Business Foundations (cont'd)

All Households

		Dec-16	Jan-17	Feb-17	Mar-17
Loss of Subsidy	\$ Rent/Parking Arrears due to non-returned rent review LOS	\$ 1,219,527	\$ 1,282,473	\$ 1,240,544	\$ 1,378,904
	# of Units	598	596	583	679
	\$ per Unit	\$2,039	\$2,152	\$2,128	\$2,031
	\$ in Repayment Agreement	\$ 169,836	\$ 168,368	\$ 146,497	\$ 257,114

		Dec-16	Jan-17	Feb-17	Mar-17
Total Arrears: Direct	\$ in Arrears	\$ 9,441,520	\$ 9,636,532	\$ 9,595,133	\$ 9,227,999
	% of Total Arrears	73.6%	74.1%	74.3%	74.6%
	# of Units	7,361	7,741	7,696	7,520
	In Arrears Due to Loss of Subsidy	Total 896,953/ 321 households	Total 916,205/ 306 households	Total 857,154/ 288 households	Total 997,455/ 388 households
Total Arrears: Contract	\$ in Arrears	\$ 3,383,223	\$ 3,368,724	\$ 3,314,581	\$ 3,148,412
	% of Total Arrears	80.8%	25.9%	25.7%	25.4%
	# of Units	2,671	2,667	2,677	2,512
	In Arrears Due to Loss of Subsidy	Total 322,574/ 277 households	Total 366,269/ 290 households	Total 383,390/ 295 households	Total 381,450/ 291 households

	Dec-16	Jan-17	Feb-17	Mar-17
# of referrals to OCHE - new files ¹	N/A - new metric	23	37 ³	30
# of referrals to OCHE - breached OCHE-brokered LRA re-referrals ²		6	15	12
# of repayment agreements	1,589	1,624	1,640	1,655
# of evictions for arrears	28	25	26	18

¹ Of the 30 new files referred to OCHE in March 2017, 23 files were seniors households and 7 files were for non-seniors vulnerable households.

² Of the 12 files re-referred to OCHE in March 2017 due to breached OCHE-brokered local repayment agreements, 11 of the files were seniors households and 1 of the files was a non-seniors vulnerable household.

³ 11 of these 37 files were referred as part of a new File Referral Pilot between TCHC and the OCHE

Note: 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 (March 2017)

Business Foundations (cont'd)

Seniors Housholds

Age of Arrears: Rent and Parking ONLY		Dec-16	Jan-17	Feb-17	Mar-17
Total Rent & Parking Balance	\$ in Arrears	\$ 2,614,660	\$ 2,711,348	\$ 2,645,271	\$ 2,560,840
	% of Total Arrears	67.2%	67.4%	65.7%	64.5%
	# of Units	2,026	2,159	2,145	2,005
	% of Current Month Charge	20.5%	21.2%	20.7%	19.9%
	\$ in Repayment Agreement	\$ 1,134,084	\$ 1,181,905	\$ 1,178,349	\$ 1,226,820
	% of Total Arrears	29.2%	29.4%	29.3%	30.9%
	Total Arrears (less Agreements)	\$ 1,480,576	\$ 1,529,443	\$ 1,466,922	\$ 1,334,020
Current	\$ in Arrears	\$777,597	\$802,015	\$782,981	\$742,804
	% of Total Arrears	20.0%	19.9%	19.4%	18.7%
	# of Units	2,026	2,159	2,145	2,005
	% of Current Month Charge	6.1%	6.3%	6.1%	5.8%
	\$ in Repayment Agreement	\$242,993	\$255,423	\$256,099	\$276,634
	% of Total Arrears	6.2%	6.3%	6.4%	7.0%
31 - 60 days	\$ in Arrears	\$410,377	\$425,134	\$408,144	\$394,324
	% of Total Arrears	10.6%	10.6%	10.1%	9.9%
	# of Units	900	924	895	863
	% of Current Month Charge	3.2%	3.3%	3.2%	3.1%
	\$ in Repayment Agreement	\$171,349	\$181,133	\$178,722	\$182,993
	% of Total Arrears	4.4%	4.5%	4.4%	4.6%
61 - 90 days	\$ in Arrears	\$281,591	\$288,943	\$274,572	\$266,632
	% of Total Arrears	7.2%	7.2%	6.8%	6.7%
	# of Units	594	618	580	571
	% of Current Month Charge	1.6%	1.7%	1.6%	1.5%
	\$ in Repayment Agreement	\$131,736	\$133,521	\$130,829	\$135,932
	% of Total Arrears	3.4%	3.3%	3.2%	3.4%

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

Business Foundations (cont'd)

Seniors Households

Age of Arrears: Rent and Parking		Dec-16	Jan-17	Feb-17	Mar-17
91 - 120 days	\$ in Arrears	\$206,257	\$217,602	\$207,045	\$198,873
	% of Total Arrears	5.3%	5.4%	5.1%	5.0%
	# of Units	428	436	424	414
	% of Current Month Charge	1.6%	1.7%	1.6%	1.5%
	\$ in Repayment Agreement	\$101,291	\$105,178	\$99,695	\$106,614
	% of Total Arrears	2.6%	2.6%	2.5%	2.7%
> 120 days	\$ in Arrears	\$938,838	\$977,654	\$972,529	\$958,208
	% of Total Arrears	24.1%	24.3%	24.1%	24.1%
	# of Units	334	341	334	324
	% of Current Month Charge	7.4%	7.7%	7.6%	7.5%
	\$ in Repayment Agreement	\$486,714	\$506,650	\$513,005	\$524,648
	% of Total Arrears	12.5%	12.6%	12.7%	13.2%

		Dec-16	Jan-17	Feb-17	Mar-17
Rent & Parking Balance	\$ in Arrears	\$ 2,614,660	\$ 2,711,348	\$ 2,645,271	\$ 2,560,840
	% of Total Arrears	67.2%	67.4%	65.7%	64.5%
	# of Units	2,026	2,159	2,145	2,005
	\$ in Repayment Agreement	\$ 1,134,084	\$ 1,181,905	\$ 1,178,349	\$ 1,226,820
	% of Total Arrears	29.2%	29.4%	29.3%	30.9%
Retro-active Balance	\$ in Arrears	\$1,124,406	\$1,161,377	\$1,247,271	\$1,270,859
	% of Total Arrears	28.9%	28.9%	31.0%	32.0%
	# of Units	763	773	816	822
	\$ in Repayment Agreement	\$678,863	\$732,763	\$748,047	\$776,660
	% of Total Arrears	17.5%	18.2%	18.6%	19.5%
Other Balance	\$ in Arrears	\$ 149,031	\$ 152,569	\$ 135,714	\$ 141,365
	% of Total Arrears	3.8%	3.8%	3.4%	3.6%
	# of Units	937	1,000	984	965
	Agreement	\$57,621	\$61,121	\$54,612	\$53,685
	% of Total Arrears	1.5%	1.5%	1.4%	1.4%
Total Arrears	\$ in Arrears	\$ 3,888,097	\$ 4,025,294	\$ 4,028,256	\$ 3,973,065
	# of Units	2,841	2,946	2,987	2,877
	\$ in Repayment Agreement	\$ 1,870,568	\$ 1,975,789	\$ 1,981,009	\$ 2,057,165
	% of Total Arrears	48.1%	49.1%	49.2%	51.8%

Business Foundations (cont'd)

Seniors Households

		Dec-16	Jan-17	Feb-17	Mar-17
Loss of Subsidy	\$ Rent/Parking Arrears due to non-returned rent review LOS	\$ 210,527	\$ 229,857	\$ 229,428	\$ 253,846
	# of Units	104	109	96	124
	\$ per Unit	\$2,024	\$2,109	\$2,390	\$2,047
	\$ in Repayment Agreement	\$ 29,641	\$ 35,339	\$ 32,028	\$ 53,108

		Dec-16	Jan-17	Feb-17	Mar-17
Total Arrears: Direct	\$ in Arrears	\$ 3,241,010	\$ 3,346,413	\$ 3,377,471	\$ 3,315,569
	% of Total Arrears	83.4%	83.1%	83.8%	83.5%
	# of Units	2,308	2,400	2,439	2,366
	In Arrears Due to Loss of Subsidy	Total 184,971/ 79 households	Total 198,071/ 79 households	Total 196,071/ 69 households	Total 212,041/ 93 households
Total Arrears: Contract	\$ in Arrears	\$ 647,088	\$ 678,880	\$ 650,785	\$ 657,496
	% of Total Arrears	16.6%	16.9%	16.2%	16.5%
	# of Units	533	546	548	511
	In Arrears Due to Loss of Subsidy	Total 25,556/ 25 households	Total 31,786/ 30 households	Total 33,357/ 27 households	Total 41,805/ 31 households

	Dec-16	Jan-17	Feb-17	Mar-17
# of referrals to OCHE - new files	N/A - new metric reported beginning in Jan-17	19	29 ¹	23
# of referrals to OCHE - breached OCHE-brokered LRA re-referrals		4	13	11
# of repayment agreements	487	514	517	542
# of evictions for arrears	4	2	2	3

¹ 9 of these 29 files were referred as part of a new File Referral Pilot between TCHC and the OCHE

Note: 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: Glossary of Terms

Ref #	Measure / Statistic	Definition
Quality Homes		
1-3	Capital Repairs Program	<p>1) Capital program: complete (YTD) Year-to-date progress made on the delivery of capital repairs based on dollar value of work completed, with select spending components highlighted.</p> <p>2) Carry Forward from Previous Years: The dollar value of capital repair work completed during the current year that was part of the previous year's capital repair program.</p> <p>3) Current Year Program Completed YTD: The year-to-date progress made on the delivery of the current year's capital repair program, based on the dollar value of work completed.</p>
4-7	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		
7	Total occupied units	The total number of units that are occupied as of the last day of the reporting period
8	RGI units - occupied	The total number of Rent-Geared-to-Income units that are occupied by tenants
9	Market units - occupied	The total number units occupied by tenants that pay market rent
10	Total vacant units	The total number of units that are vacant as of the last day of the reporting period
11	Rentable vacant units	The total number of units that are vacant and are available for renting
12	Non-rentable vacant units	The total number of units that are vacant but not available for renting
13	Units out of service	Units that are boarded up or not available for renting due to their conditions
14	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
15	Units held for relocation	Units that are not available for renting as they are set aside for tenant relocation due to revitalization activities
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.

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Quality Homes (cont'd)		
16	Total Units	The total number of market, rental, and refurbishment units that are planned, under design, and in construction
17	Market Units	The number of new full-priced ownership housing units
18	Rental Units	The number of rent-geared-to-income housing units replacing original units in revitalization communities
19	Refurbishment Units	The number of rental units that are original units in revitalization communities and will be retained and refurbished, instead of being replaced
Vibrant Communities		
Community safety		
20	Joint patrols conducted with Toronto Police Service	The number of Community safety patrols conducted by the Community Safety Unit (CSU) with Toronto Police Services
21	Community education sessions held	The number of educational sessions conducted by CSU on topics such as fire prevention and safety awareness.
22	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.
23	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.
24	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)
25	Legal notices issued for evictions for cause	The number of legal notices issued to tenants in the evictions for cause process.

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Vibrant Communities (cont'd)		
26	Parking tickets issued	The number of parking tickets issued by the CSU parking enforcement unit
27	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		
28	New files from vulnerable residents addressed	The number of new files related to maintaining tenancies for vulnerable residents addressed (may not result in referrals)
29	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		
30	# 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.
31	# 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.
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.

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Service Excellence (cont'd)		
32, 36, 40, 44, 50	Total calls received	The total number of calls received or answered in the queue (including those that lead to voicemail)
33, 37, 41, 45, 53	Average speed of answer (seconds)	The average number of seconds spent waiting in the queue before a call is answered.
34	% of calls answered within 90 seconds	Percentage of queued calls answered within the service level standard of 90 seconds.
35, 39, 43, 47	Abandonment rate	Percentage of queued calls that hung up before reaching an agent. The calculation excludes calls disconnected within 10 seconds.
38, 42, 46	% of calls answered within 30 seconds	Percentage of queued calls answered within the service level standard of 30 seconds.
48	% calls with hold time exceeding 2 minutes	The percentage of calls with more than 2 minutes spent waiting for an agent to answer.
49	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
51	% calls dispatched	The percentage of calls received that are dispatched
52	Abandonment rate	The percentage of queued calls that hung up before reaching a dispatcher
54	% calls answered within 20 seconds	The percentage of calls answered within the service level standard of 20 seconds
55	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

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Service Excellence (cont'd)		
56	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		
57	Administrative requests: % closed within 2 days	The percentage of administrative service requests resolved within the committed turnaround time of two business days
58	Routine requests: % closed within 5 days	The percentage of routine maintenance-related requests resolved within the committed turnaround time of five business days
59	Emergency requests: % contained within 4 hours	The percentage of emergency maintenance requests (i.e. requests received after hours) contained within four hours.
Internal transfers		
60	Newly updated or new applications	The total number of applications for priority internal transfers that were new or newly updated during the month. The priority internal transfer list is comprised of five statuses: special priority, overhoused, underhoused by 2 bedrooms, medical, or safety at risk.
61	# households on waitlist	The total number of households waiting for a priority internal transfer as of the end of the month.
Accessibility accommodation		
62	# of requests received	The number of accessibility-related accommodation requests received from tenants during the month
63	# of requests processed	The number of accessibility-related accommodation that were processed during the month
64	% 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
65	Move-ins	The number of households that have moved in to a unit during this month
66	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		
Vacancy		
67	RGI: Vacancy rate	The total number of vacant RGI units divided by the total number of rentable RGI Units.
68	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.
69	Market: Vacancy rate	The total number of vacant market units divided by the total number of rentable market units.
70	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.
71	# 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		
72	# of inquiries	The number of requests received during the month from the Toronto Ombudsman's office.
73	% of inquiries closed within 5 business days	The percentage of those requests that were closed within 5 business days.
City Councillor Requests		
74	# of requests	The number of inquiries received from City Councillors' offices during the month
75	% 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
Requisition		Any vacancies that are entered in HR Connect by a Hiring Manager
Acting Assisgnment		Occurs when an internal employee is temporarily hired into a different position

Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
Business Foundations cont'd		
	Contract Extension	Occurs when an employment contract is extended beyond the original end date
	Conversion	Occurs when a management/exempt position is moved from temporary to permanent
	Eligibility List	The recruitment process for unionized roles that is used to create a list of eligible candidates sorted by seniority for placement into available vacancies
	Lateral Transfer	The internal process to move a unionized employee from one position to a vacant position within the same pay band
	Vacancy for Competition	The recruitment competition open to internal and external candidates to fill a vacant position
	Time-to-Fill	Calculated by measuring the number of working days lapsed between a requisition's "open date" and fill date".
	Number of Hires	Number of staff that were hired during the month
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