

# ATTACHMENT 1

## Monthly President's Report: November 2016

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, 118 performance metrics are included in the MPR on a monthly basis:

- 31 metrics have monthly targets, 10 have annual/quarterly targets, and 4 have targets that are currently under development.
- The additional 73 metrics are summary statistics for which targets are not applicable (e.g., number of crimes against persons).

The Monthly President's Report presents the following components:

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<b>Report Summary</b>	<ul style="list-style-type: none"><li>• Highlights key results during the month along with explanations for variances and trends.</li></ul>	Page 2
<b>Financial Performance</b>	<ul style="list-style-type: none"><li>• Monthly and year-to-date financial results including variance amounts.</li></ul>	Page 8
<b>Performance Scorecard &amp; Summary Statistics</b>	<ul style="list-style-type: none"><li>• Performance measures and achievements against targets.</li><li>• Summary statistics about our work that do not reflect performance but may be of interest to the Board or public. Targets cannot be set for these statistics.</li><li>• Arrears Balances</li><li>• Staff headcount and vacancies.</li></ul>	Page 12

*Definitions of the measures and statistics begin on page 26.*

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## REPORT SUMMARY

### Financial Performance

- **Revenue:**

- Year-to-date (YTD) revenue is 11% (\$61.3 million) favourable to budget and 4% greater than the same period in 2015. The 2016 total revenue forecast is estimated to be \$49 million (8%) favourable to budget mainly related to:
  - favourable gains on the sale of homes by \$12.8 million
  - favourable gains on sale of land by \$9.9 million
  - favourable gain on sale of easement by \$0.6 million
  - favourable funding from the Housing Connections Rent Supplement program by \$25.7 million

- **Operating Expenses:**

- YTD expenses are 4% (\$24.7 million) favourable to budget and are 0.3% lower than the same YTD period in 2015. The YTD variance is due to savings of \$21 million in Ontario Clean Energy Benefits and water credits that were not budgeted, gross utilities expenditures tracking \$12 million lower than budgeted due to warmer weather, and timing differences of staff hiring and savings generated by all departments of \$15 million. These items were partially offset by \$23.6 million in expenses related to the Housing Connections Rent Supplement program that were not budgeted since the program was originally expected to be fully transferred to the City of Toronto in 2016; however, the transfer will not be finalized until 2017.
- Based on forecasts, total expenses for 2016 are expected to be \$24.9 million (5%) favourable to budget, mainly a result of the items above.

- **Capital Expenditures:** YTD capital expenditures is \$206.7 million, with an additional \$69.7 million in development expenditures, for a total of \$276.4 million compared to the total 2016 budget of \$432 million. Total capital expenditures are 51% greater than they were for the same YTD period in 2015.

- **Excess of Revenue over Expenses:**

- As a result of the additional revenue and savings noted above, the YTD excess of revenue over expenses is \$53.3 million instead of the YTD loss of \$32.6 million that was projected.
- The excess of revenue over expenses for 2016 is forecasted to be \$44.3 million, instead of the projected loss of \$29.9 million. This favourable result is related to items indicated above, including favourable gains on sale of homes and land, savings of Ontario Clean Energy Benefits and water credits that were not budgeted, gross utilities expenditures tracking lower than budgeted due to

warmer weather, timing differences of staff hiring and savings generated by all departments.

- TCHC's net cash position for 2016 is projected to be \$252 million, with the final amount to be confirmed next month in the December report.
- **Liquidity:** Unrestricted cash on hand as of November 30, 2016 totalled \$5 million, as compared to \$11 million as at November 30, 2015. Restricted cash primarily held for upcoming capital expenditures and State of Good Repair (SOGR) totalled \$53 million, a decrease of \$2 million from November 2015, primarily due to the 2013 IO equity withdrawal that have been used up. The line of credit usage increased by \$60 million year-over-year to \$62 million as at November 30, 2016.
- **Cash Reserves:** In addition to the cash noted above, TCHC has \$29 million in investments held by Infrastructure Ontario (IO), along with \$215 million in long-term reserves.

## Scorecard

### November Performance

- Performance improved during November, with more than two thirds (27 metrics) of the 39 metrics with targets improving or remaining constant with October levels:
  - 56% (22) of metrics improved
  - 13% (5) remained constant
  - 31% (12) declined



### *Quality Homes*

- Capital Repairs:
  - Capital repairs spending YTD increased by 17% during the month and totalled \$201.3 million as at November 30, 2016.
  - Capital repairs spending continued to accelerate during the final months of 2016, and it is estimated that work for at least 92% (\$230 million) of the \$250 million capital repair budget for 2016 was completed by the end of the year. The final amount will be confirmed in the December report.



### *Vibrant Communities*

- Community safety:
  - **The number of joint patrols** conducted with Toronto Police Services (TPS) increased for the fifth consecutive month, from 35 patrols in June to 78 patrols in November, and exceeded the monthly target of 75 patrols.

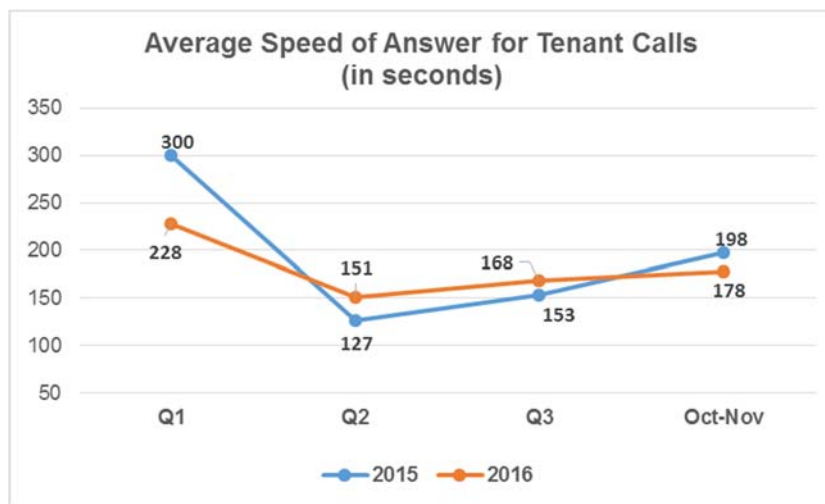
- **The number of crimes against persons** decreased by 29% in November to 49 crimes, while **the number of crimes against property** increased by 25% to 236 crimes during the month. The combined number of crimes committed during November 2016 was on par with November 2015 crime levels.
- Supporting Vulnerable Residents:
  - The number of **new files for vulnerable residents that were addressed** increased by 95% to 290 files in November, once again exceeding the target level of 60 per month. The increase in November was a result of an audit of a seniors building in the east end that was delivered as part of Mayor’s Task Force-related initiatives.



### Service Excellence

- Client Care Centre:
  - The majority of **service levels for calls made to Client Care YTD** have improved when compared against the same period in 2015. Per Figure 1 below, the average speed of answer for tenant calls made YTD has improved by 12 seconds (6%) over the same period in 2015, from an average of three minutes and fourteen seconds to three minutes and two seconds.

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



- During November 2016, the total number of **tenant calls received by Client Care** decreased by 5% compared to October 2016 (total of 26,565 calls), which resulted in improved service levels for tenant calls.

- The number of **elevator calls received** more than doubled, from 3,291 calls in October to 7,560 calls in November, as a result of a flood at Trethewey Tedder (near Jane and Lawrence) and also due to a technical issue at two buildings in Scarborough which resulted in constant calls from elevator cabs in those buildings. As a result of the increased volumes, service levels for elevator, alarm and emergency calls declined. Both issues have since been resolved and will not impact call volumes going forward.
- Service Request Response:
  - Service levels for administrative requests and emergency maintenance requests continued to remain above target levels in November, while service levels for **routine maintenance requests closed within 5 days** remains below target but increased from 66% in October to 68% in November.
- Community Safety Response:
  - **Service levels for community safety calls** declined in November as a result of a service disruption to the phone system that prevented the dispatch team from responding to calls for approximately 10 hours during one day of the month. This issue has since been resolved and the Community Safety Unit will be able to mitigate any similar service disruptions in the future through its planned implementation of analog phones as an emergency back-up procedure, which will be in place by early 2017.

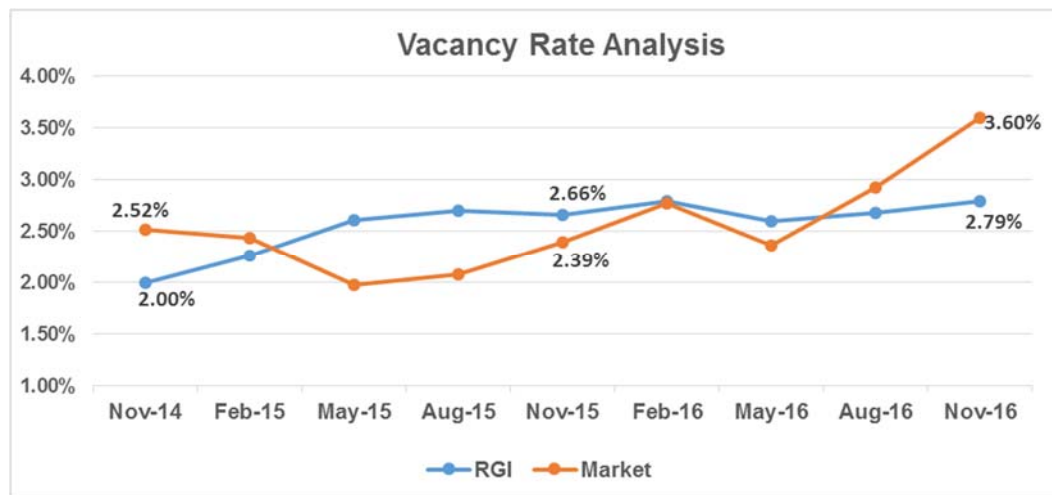


### *Business Foundations*

- Rent Calculation Audits:
  - The **number of rent calculations audited** for rent-geared-to-income households declined by 39% in November to 885 audits. This decline is due to management's decision in October 2016 to cease audits on less complex rent calculations (e.g., for households whose sole source of income is a fixed income such as Old Age Security), as there is less likelihood that calculation errors will be made on these types of files.
  - Asset Management has observed a steady improvement in the approval rate for these types of files, hence scaling back on these audits is enabling the Administrative Audit Assistant team to provide greater support on files with complex rent calculations.
  - The focus on more complex audits has resulted in the undercharge and overcharge error rates increasing by an average of one and a half percentage points since September 2016, to 2.25% and 2.88%, respectively.

- Vacancies:
  - The **rent-geared-to-income (RGI) vacancy rate** decreased in November from 2.85% to 2.79%, while the **market vacancy rate** decreased from 3.80% to 3.60%.
  - 66% of the currently vacant units are within the unit turnover or leasing stages:
    - 25% are already leased (pending move-in within next 60 days)
    - 11% are “on offer” (pending acceptance)
    - 20% are being repaired within the unit turnover process
  - YTD, vacancy rates have been increasing, with the average RGI vacancy rate from January-November 2016 a quarter of percentage point higher than it was for the same period in 2015, while the average market vacancy rate is three fifths of a percentage point higher (see Figure 2 for vacancy rate trend analysis).
  - In December, Market Rent vacancies were widely advertised on multiple websites with a streamlined inquiry process (managed within Client Care) that is anticipated to attract a generally higher volume of interest.
  - The Asset Management division will continue to focus on its planned vacancy management strategies in order to lower vacancies to the target rate of 2%, which include, evaluating options to improve the Hard-to-Rent portfolio of units, and a review of TCHC’s internal transfer policy.

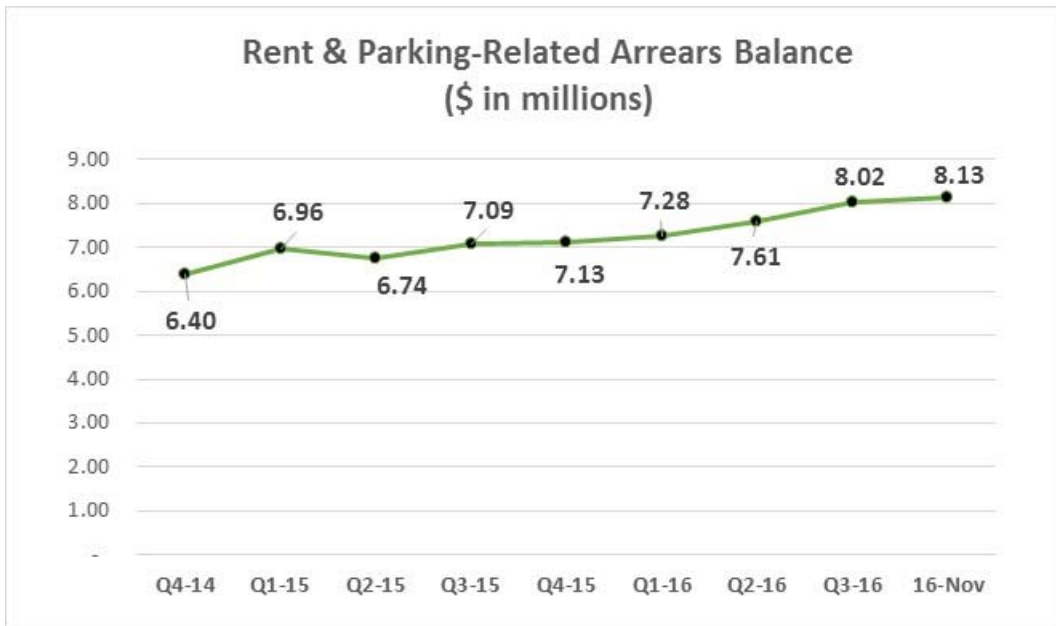
Figure 2: Vacancy Rate Trend Analysis



- Arrears: The amount of **rent and parking-related arrears** (those that accumulate), remained constant in November, totalling \$8.1 million, while the amount of **retroactive arrears charges** (those related to the discovery of undeclared income from RGI tenants) increased by 3% (\$105,000) to \$3.3 million.

- The majority of the rent and parking-related arrears balance continues to remain less than 60 days old (i.e., owing only this month and/or last month's rent), and are relatively low when comparing TCHC's prescribed process with that applied by private landlords.
- 81% of all arrears (including Retroactive and Other) are within the legal process and 41% are within repayment agreements.
- Management is actively working to reduce its arrears balance through various initiatives, such as the ongoing partnership between TCHC and the City of Toronto that began in Q2-2016 to identify shared clients on Ontario Works (OW) social assistance and to collaborate proactively to address unresolved arrears. The amount of arrears owed by TCHC tenants who receive OW social assistance decreased by \$122,023 between April and November 2016, representing the preservation of 102 tenancies.

Figure 3: Rent and Parking-Related Arrears



**Monthly President's Report: Financial Summary Metrics (November 2016)**

(Amounts in '\$000s)

	Nov. 16	YTD 2016		Nov. 15	YoY	YoY	2016		
	YTD Actual	Budget	Variance	YTD Actual	Variance		Forecast	Annual Budget	Forecasted Variance from Annual Budget
	\$	\$	\$ %	\$	\$	%	\$	\$	
<b>Results of Operations</b>									
Revenue	611,899	550,636	61,263 11%	589,182	22,717	4%	663,812	614,535	49,277
Expenses	<u>558,597</u>	<u>583,302</u>	(24,705) 4%	<u>557,566</u>	(1,031)	-0.2%	<u>619,446</u>	<u>644,403</u>	<u>24,957</u>
Excess of revenue over expenses	53,302	(32,666)	85,968 263%	31,616	21,686	69%	44,366	(29,868)	74,234
<b>Capital Expenditure</b>									
Base Building - subtotal	201,295			136,604				250,000	
IT Capital	1,861			2,985				9,020	
Corporate Capital	3,557			2,310				3,500	
<b>Total (excluding Development)</b>	<b>206,713</b>			<b>141,899</b>				<b>262,520</b>	
Development	69,691			40,832				169,787	
<b>Total Capital Expenditure</b>	<b>\$ 276,404</b>			<b>\$ 182,731</b>				<b>\$ 432,307</b>	



**Monthly President's Report: Financial Summary Metrics (November 2016)**

(Amounts in '\$000s)	Nov. 16	YTD 2016		Nov. 15	YoY	YoY	2016		
	YTD Actual	Budget	Variance	YTD Actual	Variance		Forecast	Annual Budget	Forecasted Variance from Annual Budget
Other Key Balance Sheet Items	\$	\$	\$ %	\$	\$	%	\$	\$	
Cash on hand -unrestricted	\$5,068			\$11,473	-\$6,405	-56%		\$14,733	
Cash on hand -restricted	53,070			54,856	(1,786)	-3%		44,882	
MFS investment	215,410			210,979	4,431	2%		230,569	
Investments held by IO	29,195			234,832	(205,637)	-88%		62,531	
Investments related to development projects	2,307			2,286	21	1%		-	
Total cash on hand and investments	305,050			514,426	(209,376)	-41%		352,715	
Line of Credit Usage	(61,667)			(1,788)	(59,879)	3349%		(61,306)	
<b>Total cash and investments, less line of credit</b>	<b>243,383</b>			<b>512,638</b>	<b>(269,255)</b>	<b>-53%</b>		<b>291,409</b>	
Long-term debt	1,335,300			1,498,344	(163,044)	-11%		1,670,078	
Net Working Capital	(151,208)			(844)	(150,364)	17816%			

Financial Ratios	As at		YoY Variance	
	Nov. 2016	Nov. 2015	Difference	%
Current Ratio	0.48	0.99	-0.51	-52%
Quick Ratio	0.46	0.95	-0.49	-52%
Interest coverage ratio	2.53	2.40	0.13	5%

## Monthly President's Report: Financials Month-to-Month Comparison (November 2016)

### Statement of Operations

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

	Q1	Q2	Q3	Oct	November	2016 YTD	Budget 2016
<b>Revenue</b>							
Subsidies - TCHC	\$ 49,487	\$ 50,196	\$ 49,556	\$ 18,487	\$ 17,245	\$ 184,971	\$ 199,202
Subsidies - AHCI	6,389	6,396	6,439	2,161	2,177	23,562	-
	<u>55,876</u>	<u>56,592</u>	<u>55,995</u>	<u>20,648</u>	<u>19,422</u>	<u>208,533</u>	<u>199,202</u>
Residential							
RGI Rent	56,056	56,558	55,934	18,792	18,874	206,214	222,053
Market Rent	18,468	18,645	18,666	6,236	6,266	68,281	76,428
Commercial rent	3,744	3,484	3,536	1,116	1,201	13,081	14,278
Amortization of deferred capital contributions	11,495	11,808	11,516	3,734	3,880	42,433	45,514
Parking, laundry and cable fees	4,167	4,261	4,501	1,488	1,554	15,971	17,221
Investment income	5,409	991	1,378	404	388	8,570	6,219
Joint venture income (loss)	97	(428)	218	(1) -	211	(325)	444
Gain on sale of housing projects	8,531	5,055	2,311	-	1,051	16,948	5,000
Gain on sale of land	-	23,894	-	(287)	4,432	28,039	18,134
Gain on sale of capital assets	3	6	3	-	-	12	-
Gain on easement	-	443	173	- -	7	609	-
Plant	337	281	397	93	91	1,199	1,985
Other	600	691	663	215	165	2,334	2,582
Subsidies for task force initiatives	-	-	-	-	-	-	5,475
	<u>164,783</u>	<u>182,281</u>	<u>155,291</u>	<u>52,438</u>	<u>57,106</u>	<u>611,899</u>	<u>614,535</u>

## Monthly President's Report: Financials Month-to-Month Comparison (November 2016)

### Statement of Operations

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

	Q1	Q2	Q3	Oct	November	2016 YTD	Budget 2016
<b>Expenses</b>							
Operating & maintenance	36,359	42,683	39,196	13,483	12,641	144,362	162,427
Utilities	39,502	30,587	6,796	11,297	8,329	96,511	142,303
Depreciation expense	36,266	36,834	38,264	13,027	13,544	137,935	149,718
Municipal taxes	3,740	3,703	4,234	1,096	1,398	14,171	15,535
Interest	19,045	18,706	18,373	6,048	5,965	68,137	78,127
Rent supplement program	6,389	6,396	6,439	2,161	2,177	23,562	-
Community safety services	3,749	4,469	4,076	1,056	1,281	14,631	17,500
Residential services	1,921	2,146	3,453	877	893	9,290	11,825
Tenancy management	1,918	1,845	1,913	594	641	6,911	9,051
Corporate services	5,427	5,019	5,804	3,612	1,124	20,986	25,516
Human resources	2,978	2,378	2,475	919	1,673	10,423	12,432
Information technology	2,239	2,376	2,927	901	787	9,230	11,871
Plant	323	952	452	51	137	1,915	2,494
Loss from guaranteed equity housing projects	93	117	241	35	46	532	129
Task force initiatives*	-	-	-	-	-	-	5,475
	159,949	158,210	134,643	55,157	50,637	558,597	644,403
<b>Excess of Revenue Over Expenses</b>	<b>\$ 4,834</b>	<b>\$ 24,071</b>	<b>\$ 20,648</b>	<b>\$ (2,719)</b>	<b>\$ 6,469</b>	<b>\$ 53,302</b>	<b>\$ (29,868)</b>

\* Year-to-date, \$2.288 million have been received as Mayor's Task Force subsidies funding and is accounted for within subsidies revenue. \$1.947 million has been spent on Mayor's Task Force-related operating expenses, and an additional \$1.344 million has spent on Mayor's Task Force capital expenses. Spending is accounted for within the various expense line items above such as Operating and Maintenance, Utilities, Residential Services, Corporate Services and Information Technology. Both revenue and expense are not included in the Task Force Initiatives line item to prevent double counting of these expenses.

## Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Oct. 2016)	% variance from last reported	November 2015	YTD Trend
<b>Quality Homes</b>							
1	<b>Capital program: complete (YTD)</b>	◆ \$ 220,000,000 (Q4)	↑ \$201,294,706	\$172,779,834	17%	\$136,097,714	
2	Carry Forward from Previous Years	-	↑ 20,366,355	20,060,130	2%	17,006,344	
3	Planned	-	↑ 126,250,057	106,005,283	19%	58,709,096	
4	Demand	-	↑ 45,121,561	38,222,519	18%	52,645,512	
5	Capital Operations	-	↑ 9,286,733	8,491,902	9%	7,736,761	
6	Current Year program completed YTD	-	↑ 180,658,351	↑ 152,719,704	18%	119,091,369	
7	<b>Capital projects (YTD)</b>	-	↑ 14,490	12,706	14%	5,349	
8	# jobs in progress	-	↓ 3,810	4,569	-17%	92	
9	# jobs completed	-	↑ 10,680	8,137	31%	5,257	
<b>Portfolio Summary</b>							
10	Total occupied units	-	→ 55,490	55,498	0.0%	55,275	
11	# RGI units - occupied	-	↓ 49,799	49,830	-0.1%	49,598	
12	# market units - occupied	-	↑ 5,691	5,668	0.4%	5,677	
13	Total vacant units	-	↑ 3,436	3,432	0.1%	3,237	
14	Rentable vacant units	-	↓ 1,627	1,670	-2.6%	1,493	
15	Non-rentable vacant units	-	↑ 1,809	1,762	2.7%	1,744	
16	Units out of service	-	→ 326	326	0.0%	252	
17	Units held for operational purposes	-	↑ 1,381	1,346	2.6%	1,177	
18	Units held for relocation	-	↑ 102	90	13.3%	315	
<b>Revitalization</b>							
<i>Total Planned, Under Design and In Construction</i>							
19	Total Units	-	↓ 7,569	7,779	-2.7%	7,714	
20	Total Value	-	↓ \$2,169,595,000	\$2,229,818,000	-3%	\$2,209,800,000	

## Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Oct. 2016)	% variance from last reported	November 2015	YTD Trend
<b>Quality Homes (cont'd)</b>							
21	Market Units	-	↓ 5,614	5,824	-3.6%	5,739	
22	Market Value	-	↓ \$1,749,095,000	\$1,809,317,000	-3.3%	\$1,783,711,000	
23	Rental Units	-	→ 1,369	1,369	0%	1,387	
24	Rental Value	-	→ \$398,300,000	\$398,301,000	0%	\$405,389,000	
25	Refurbishment Units	-	→ 586	586	0%	588	
26	Refurbishment Value	-	→ \$22,200,000	\$22,200,000	0%	\$20,700,000	
<i>Sales (YTD)</i>							
27	Market Units	-	↑ 725	481	51%	956	
28	Market Value	-	↑ \$401,112,000	\$270,983,000	48%	\$384,851,000	
<i>Occupied/Closed (YTD)</i>							
29	Market Units	-	→ 0	0	0%	414	
30	Market Value	-	→ 0	0	0%	\$103,406,000	
31	Rental Units	-	↑ 40	0	0%	118	
32	Rental Value	-	↑ \$14,312,000	0	0%	\$31,779,000	
33	Refurbishment Units	-	→ 0	0	0%	0	
34	Refurbishment Value	-	→ 0	0	0%	0	
35	<b>Portfolio Facilities Condition Index (Annual)</b>	12.4%	<i>Annual metric</i>	2015, 10.8%	-	<i>N/A (annual metric)</i>	
<b>Vibrant Communities</b>							
<b>Community safety</b>							
36	Joint patrols conducted with Toronto Police Service	● 75	↑ 78	65	20%	58	
37	Community education sessions held	● 2	↑ 5	3	67%	N/A	
38	Crime against persons	-	↓ 49	69	-29%	63	
39	Crime against property	-	↑ 236	189	25%	218	
40	Reported incidents	-	↑ 3403	3134	9%	2,655	
41	# of arrests	-	↓ 9	16	-44%	13	

## Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Oct. 2016)	% variance from last reported	November 2015	YTD Trend
<b>Vibrant Communities (cont'd)</b>							
42	# of Provincial Offences tickets issued	-	↑ 33	28	18%	33	
43	# of evictions for cause	-	→ 7	7	0%	1	
44	# of legal notices issued for evictions for cause	-	↓ 56	107	-48%	45	
45	# of parking tickets issued	● 3,500	↑ 4,365	4,035	8%	2,189	
46	# of community safety audits conducted (YTD)	● 10 (annual)	↑ 14 (YTD)	13	8%	N/A	
<b>Supporting vulnerable residents</b>							
47	# of new files from vulnerable residents addressed	● 60	↑ 290	149	95%	N/A (new measure in 2016)	
48	# of referrals to external support services	● 75	↑ 168	116	45%	N/A (new measure in 2016)	
<b>Resident engagement (YTD)</b>							
49	# of residents that have input into developing new system	● 1,000 (annual)	↑ 3,264 (YTD)	3,226	1%	N/A (new measure in 2016)	
50	# of residents connected to various training opportunities	◆ 610 (annual)	↑ 528 (YTD)	484	9%	N/A (new measure in 2016)	
<b>Service Excellence</b>							
<b>Client Care Centre</b>							
<i>Tenant Calls</i>							
51	Total calls made to Client Care	-	↓ 32,772	34,328	-5%	33,423	
52	Total calls received	-	↓ 26,565	27,907	-5%	26,621	
53	Total calls answered	-	↓ 19,447	20,084	-3%	18,693	
54	Average speed of answer (seconds)	◆ 90	↓ 173	184	-6%	203	
55	% calls answered within 90 seconds	◆ 90%	↑ 43%	41%	5%	41%	
56	Abandonment rate	◆ 10%	→ 19%	19%	0%	22%	

## Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Oct. 2016)	% variance from last reported	November 2015	YTD Trend
<b>Service Excellence (cont'd)</b>							
<i>Elevator Calls</i>							
57	Total calls made to Client Care	-	↑ 37,045	29,108	27%	14,470	
58	Total calls received	-	↑ 7,560	3,291	130%	2,462	
59	Total calls answered	-	↑ 6,533	2,724	140%	2,113	
60	Average speed of answer (seconds)	● 30	↑ 27	21	30%	24	
61	% calls answered within 30 seconds	◆ 90%	↓ 74%	77%	-4%	67%	
62	Abandonment rate	◆ 10%	↓ 14%	17%	-18%	14%	
<i>Emergency Calls</i>							
63	Total calls made to Client Care	-	↓ 217	232	-6%	201	
64	Total calls received	-	↓ 209	226	-8%	193	
65	Total calls answered	-	↓ 180	204	-12%	172	
66	Average speed of answer (seconds)	◆ 30	↑ 47.2	39.6	19.3%	58	
67	% calls answered within 30 seconds	◆ 90%	↓ 62.0%	63.0%	-1.6%	54%	
68	Abandonment rate	◆ 10%	↑ 14%	10%	40%	11%	
<i>Alarm Calls</i>							
69	Total calls made to Client Care	-	↑ 5,916	5,369	10.2%	5,018	
70	Total calls received	-	↑ 5,662	5,125	10.5%	4,764	
71	Total calls answered	-	↑ 5,419	4,891	10.8%	4,483	
72	Average speed of answer (seconds)	◆ 30	↑ 50.6	44.7	13%	51	
73	% calls answered within 30 seconds	◆ 90%	↓ 57%	58%	-2%	56%	
74	Abandonment rate	● 10%	↓ 4%	5%	-20%	6%	

## Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

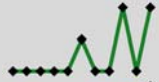














Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Oct. 2016)	% variance from last reported	November 2015	YTD Trend
<b>Service Excellence (cont'd)</b>							
75	% calls with hold time exceeding 2 minutes	-	↓ 34%	46%	-12%	24%	
76	Elevators: # of disruptions per cab per month (YTD)	◆ 1.00	1.19	1.21	-1.7%	1.22	
<b>Community safety response</b>							
77	Total calls received	-	↑ 7,664	7,509	2%	7,852	
78	% calls dispatched	-	→ 35%	35%	0%	32%	
79	Abandonment rate	◆ 8%	↑ 12%	10%	20%	7%	
80	Average speed of answer (seconds)	◆ 20	↑ 25.0	12.0	108%	9	
81	% calls answered within 20 seconds	◆ 80%	↓ 71%	79%	-10%	81%	
82	Response time for emergency calls (minutes)	TBD	↓ 16.0	18.0	-11%	N/A	
83	Response time for non-emergency calls (minutes)	◆ 30	↑ 34.0	32.0	6%	N/A	
<b>Service Request Response</b>							
84	Administrative requests: % closed within 2 days	● 80%	↑ 83%	81%	2%	82%	
<b>Maintenance requests</b>							
85	Routine requests: % closed within 5 days	◆ 80%	↑ 68%	66%	2.9%	69%	
86	Emergency requests: % contained within 4 hours	● 90%	↑ 96%	93%	3%	96%	



# Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Oct. 2016)	% variance from last reported	November 2015	YTD Trend
<b>Service Excellence</b>							
<b>Internal transfers (Priority)</b>							
<i>Special priority</i>							
87	Newly updated or new applications	-	↑2	0	N/A	0	
88	# of households on waitlist	-	↑23	21	10%	19	
<i>Overhoused</i>							
89	Newly updated or new applications	-	↑39	32	22%	21	
90	# households on waitlist	-	↑1,442	1,432	1%	1,363	
<i>Medical priority</i>							
91	Newly updated or new applications	-	↑15	13	15%	7	
92	# households on waitlist	-	↑1,241	1,240	0.1%	1,306	
<i>Safety at risk</i>							
93	Newly updated or new applications	-	↑14	5	180%	7	
94	# households on waitlist	-	↑421	411	2%	416	
<i>Underhoused by 2 bedrooms</i>							
95	Newly updated or new applications	-	↑6	4	50%	2	
96	# of households on waitlist	-	↑463	460	1%	359	
<b>Accessibility accommodation</b>							
97	# of requests received	-	↑22	20	10%	N/A (new measure in	
98	# of requests processed	-	↑22	20	10%	2016)	
99	% of outstanding rent reviews	-	↑11.6%	8.7%	33%	5.0%	
100	# of move-ins	-	↑338	303	12%	349	
101	# of move-outs	-	→242	242	0%	233	

# Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Oct. 2016)	% variance from last reported	November 2015	YTD Trend	
<b>Business Foundations</b>								
<b>Sale of houses (YTD)</b>								
102	# of houses sold	◆ 8 (annual)	➡ 7	7	0%	7		
103	Funds raised (projected)	● \$5,000,000 (annual)	➡ \$7,714,735	\$7,714,735	0%	\$4,871,124		
104	# of families relocated	◆ 8 (annual)	➡ 6	6	0%	4		
105	Total estimated relocation costs	◆ \$7,600 (annual)	➡ \$10,377	\$10,377	0%	\$8,980		
<b>Rent calculation</b>								
106	# of rent calculations audited	TBD	↓ 885	1,460	-39.4%	N/A (New measure in April 2016)		
107	Overcharge error rate	TBD	↑ 2.25%	1.48%	52%	N/A (New measure in April 2016)		
108	Undercharge error rate	TBD	↑ 2.88%	2.45%	17.6%	N/A (New measure in April 2016)		
<b>Vacancy</b>								
109	RGI: Vacancy rate	◆ 2.00%	↓ 2.79%	2.85%	-2.1%	2.66%		
110	RGI: Vacancy loss	◆ \$372,986	↓ \$559,115	\$560,307	0%	\$515,837		
111	Market: Vacancy rate	◆ 2.00%	↓ 3.60%	3.80%	-5.3%	2.39%		
112	Market: Vacancy loss	◆ \$129,980	↓ \$254,378	\$263,414	-3%	\$148,950		
113	# of days to re-occupy vacated units	-	↑ 173	168	3.0%	127		
114	% of addressable spend awarded via public procurement	85%	New annual metric					
<b>Ombudsman Inquiries</b>								
115	# of inquiries	-	➡ 8	8	0%	4		
116	% of inquiries closed	● 90%	100%	75%	33%	100%		
<b>City Councillor Requests</b>								
117	# of requests	-	↑ 239	183	31%	245		
118	% of requests closed within 5 days	● 90%	↓ 94%	100%	-6%	86%		

## Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

Rows shaded in grey are summary statistics.

Ref #	Measure	Target	Result	Last reported (Oct. 2016)	% variance from last reported	November 2015	YTD Trend
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### Business Foundations (cont'd)

#### Staffing and Recruitment: November 2016

Department	Budgeted Head Count	Actual Head Count	Vacancies		Number of Hires
			Management / Exempt	Union	
Asset Management	825	800	3	13	18
Community Safety Unit	155	134	0	2	2
Resident and Community Services	116	87	3	10	5
Facilities Management	253	233	1	9	3
Corporate*	421	356	13	6	10
<i>Sub-total</i>	1770	1,610	20	40	38 **
Staff on LTD	-	69	-	-	-
Mayor's Task Force Initiatives	-	115	-	-	-
Summer Hires (July and August only)	260		-	-	-
<b>Grand Total</b>	2,030	1,794	20	40	38
<b>Median Time-to-Fill: 14 business days</b>					

\* 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

\*\* 7 of the 38 hires in November were for acting assignments & lateral transfers

**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.

# Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

## Business Foundations (cont'd)

### All Households

Age of Arrears: Rent and Parking ONLY		July	August	September	October	November
Total Rent & Parking Balance	\$ in Arrears	\$ 7,854,570	\$ 7,501,770	\$ 8,016,820	\$ 8,132,987	\$ 8,126,849
	% of Total Arrears	67.5%	66.1%	67.1%	67.1%	66.6%
	# of Units	8,099	7,261	7,984	7,934	7,833
	% of Current Month Charge	30.5%	29.1%	31.1%	31.5%	31.4%
	\$ in Repayment Agreement	\$ 2,747,779	\$ 2,646,185	\$ 2,730,274	\$ 2,862,878	\$ 2,912,226
		23.6%	23.3%	22.9%	23.6%	23.9%
<b>Total Arrears (less Agreements)</b>		<b>\$ 5,106,791</b>	<b>\$ 4,855,585</b>	<b>\$ 5,286,546</b>	<b>\$ 5,270,109</b>	<b>\$ 5,214,623</b>
Current	\$ in Arrears	\$2,914,157	\$2,616,543	\$2,871,557	\$2,877,102	\$2,819,859
	% of Total Arrears	25.1%	23.1%	24.0%	23.7%	23.1%
	# of Units	8,099	7,261	7,984	7,934	7,833
	% of Current Month Charge	11.3%	10.1%	11.1%	11.2%	10.9%
	\$ in Repayment Agreement	\$793,798	\$741,878	\$774,263	\$793,515	\$794,337
	% of Total Arrears	6.8%	6.5%	6.5%	6.5%	6.5%
31 - 60 days	\$ in Arrears	\$1,408,031	\$1,369,483	\$1,440,378	\$1,469,356	\$1,449,705
	% of Total Arrears	12.1%	12.1%	12.1%	12.1%	11.9%
	# of Units	3,329	3,223	3,432	3,411	3,423
	% of Current Month Charge	5.5%	5.3%	5.6%	5.7%	5.6%
	\$ in Repayment Agreement	\$510,942	\$484,529	\$494,350	\$508,294	\$515,023
	% of Total Arrears	4.4%	4.3%	4.1%	4.2%	4.2%
61 - 90 days	\$ in Arrears	\$898,274	\$877,086	\$935,434	\$949,225	\$943,381
	% of Total Arrears	7.7%	7.7%	7.8%	7.8%	7.7%
	# of Units	2,047	2,015	2,107	2,127	2,094
	% of Current Month Charge	2.4%	2.4%	2.5%	2.5%	2.5%
	\$ in Repayment Agreement	\$355,888	\$334,789	\$332,367	\$360,316	\$362,388
	% of Total Arrears	3.1%	3.0%	2.8%	3.0%	3.0%

# Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

## Business Foundations (cont'd)

### All Households

Age of Arrears: Rent and Parking ONLY		July	August	September	October	November
<b>91 - 120 days</b>	<i>\$ in Arrears</i>	\$625,260	\$616,838	\$646,796	\$661,769	\$658,854
	<i>% of Total Arrears</i>	5.4%	5.4%	5.4%	5.5%	5.4%
	<i># of Units</i>	1,461	1,398	1,479	1,479	1,456
	<i>% of Current Month Charge</i>	2.4%	2.4%	2.5%	2.5%	2.5%
	<i>\$ in Repayment Agreement</i>	\$259,786	\$249,500	\$238,743	\$255,006	\$258,557
	<i>% of Total Arrears</i>	2.2%	2.2%	2.0%	2.1%	2.1%
<b>&gt; 120 days</b>	<i>\$ in Arrears</i>	\$2,008,849	\$2,021,821	\$2,122,655	\$2,175,534	\$2,255,050
	<i>% of Total Arrears</i>	17.3%	17.8%	17.8%	18.0%	18.5%
	<i># of Units</i>	1,044	1,048	1,086	1,479	1,093
	<i>% of Current Month Charge</i>	7.8%	7.8%	8.2%	8.4%	8.7%
	<i>\$ in Repayment Agreement</i>	\$827,366	\$835,488	\$890,551	\$945,746	\$981,921
	<i>% of Total Arrears</i>	7.1%	7.4%	7.5%	7.8%	8.0%

	July	August	September	October	November	
<b>Rent &amp; Parking Balance</b>	<i>\$ in Arrears</i>	\$ 7,854,570	\$ 7,501,770	\$ 8,016,820	\$ 8,132,987	\$ 8,126,849
	<i>% of Total Arrears</i>	67.5%	66.1%	67.1%	67.1%	66.6%
	<i># of Units</i>	8,099	7,261	7,984	7,934	7,833
	<i>\$ in Repayment Agreement</i>	\$ 2,747,779	\$ 2,646,185	\$ 2,730,274	\$ 2,862,878	\$ 2,912,226
	<i>% of Total Arrears</i>	23.6%	23.3%	22.9%	23.6%	23.9%
<b>Retro-active Balance</b>	<i>\$ in Arrears</i>	\$3,015,665	\$3,096,627	\$3,171,750	\$3,242,614	\$3,347,828
	<i>% of Total Arrears</i>	25.9%	27.3%	26.5%	26.8%	27.4%
	<i># of Units</i>	1,835	1,889	1,886	1,918	1,958
	<i>\$ in Repayment Agreement</i>	\$1,652,392	\$1,685,933	\$1,741,591	\$1,773,471	\$1,817,148
	<i>% of Total Arrears</i>	14.2%	14.9%	14.6%	14.6%	14.9%
<b>Other Balance</b>	<i>\$ in Arrears</i>	\$ 762,312	\$ 743,945	\$ 759,113	\$ 743,024	\$ 734,922
	<i>% of Total Arrears</i>	6.6%	6.6%	6.4%	6.1%	6.0%
	<i># of Units</i>	3,290	3,289	3,334	3,274	3,293
	<i>\$ in Repayment Agreement</i>	\$265,525	\$263,265	\$266,684	\$269,393	\$265,654
	<i>% of Total Arrears</i>	2.3%	2.3%	2.2%	2.2%	2.2%
<b>Total Arrears</b>	<i>\$ in Arrears</i>	\$ 11,632,548	\$ 11,342,342	\$ 11,947,684	\$ 12,118,625	\$ 12,209,599
	<i># of Units</i>	10,203	9,477	10,188	10,078	10,060
	<i>\$ in Repayment Agreement</i>	\$ 4,665,697	\$ 4,595,383	\$ 4,738,550	\$ 4,905,742	\$ 4,995,028
	<i>% of Total Arrears</i>	40.1%	40.5%	39.7%	40.5%	40.9%

# Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

## Business Foundations (cont'd)

### All Households

		July	August	September	October	November
<b>Loss of Subsidy</b>	<i>\$ Rent/Parking Arrears due to non-returned rent review LOS</i>	\$ 966,973	\$ 1,040,506	\$ 1,170,066	\$ 1,082,977	\$ 1,113,564
	<i># of Units</i>	473	494	544	522	508
	<i>\$ per Unit</i>	\$2,044	\$2,106	\$2,151	\$2,075	\$2,192
	<i>\$ in Repayment Agreement</i>	\$ 141,388	\$ 163,968	\$ 183,843	\$ 165,922	\$ 154,129

		July	August	September	October	November
<b>Total Arrears: Direct</b>	\$ in Arrears	\$ 8,466,609	\$ 8,218,413	\$ 8,700,869	\$ 8,892,757	\$ 9,008,070
	% of Total Arrears	72.8%	72.5%	72.8%	73.4%	73.8%
	# of Units	7,517	6,761	7,522	7,527	7,507
	In Arrears Due to Loss of Subsidy	Total \$809,501/326 households	Total \$858,390/312 households	Total \$957,576/352 households	Total 855,146/ 313 households	Total 856,565/ 295 households
<b>Total Arrears: Contract</b>	\$ in Arrears	\$ 3,165,939	\$ 3,123,929	\$ 3,246,815	\$ 3,225,868	\$ 3,201,530
	% of Total Arrears	27.2%	27.5%	27.2%	26.6%	26.2%
	# of Units	2,686	2,716	2,666	2,551	2,553
	In Arrears Due to Loss of Subsidy	Total \$157,472/147 households	Total \$182,116/182 households	Total \$212,490/192 households	Total 227,831/ 209 households	Total 257,000/ 213 households

	July	August	September	October	November
<b># of repayment agreements</b>	1,618	1,549	1,611	1,644	1,624
<b># of referrals to OCHE</b>	16	37	32	29	31
<b># of evictions for arrears</b>	24	26	14	16	11

# Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

## Business Foundations (cont'd)

### Senior Housholds

Age of Arrears: Rent and Parking ONLY		July	August	September	October	November
<b>Total Rent and Parking Balance</b>	<i>\$ in Arrears</i>	\$ 2,360,151	\$ 2,295,018	\$ 2,426,678	\$ 2,487,746	\$ 2,495,984
	<i>% of Total Arrears</i>	66.7%	66.4%	0.672108646	66.4%	66.1%
	<i># of Units</i>	2,035	1,793	2,042	2,094	1,986
	<i>% of Current Month Charge</i>	18.9%	5.4%	19.4%	19.8%	19.8%
	<i>\$ in Repayment Agreement</i>	\$ 983,997	\$ 976,867	\$ 1,002,970	\$ 1,071,168	\$ 1,099,207
	<i>% of Total Arrears</i>	27.8%	28.2%	27.8%	28.6%	29.1%
	<b>Total Arrears (less Agreements)</b>	<b>\$ 1,376,154</b>	<b>\$ 1,318,151</b>	<b>\$ 1,423,708</b>	<b>\$ 1,416,578</b>	<b>\$ 1,396,777</b>
<b>Current</b>	<i>\$ in Arrears</i>	\$740,703	\$673,670	\$751,309	\$757,654	\$734,239
	<i>% of Total Arrears</i>	20.9%	19.5%	20.8%	20.2%	19.4%
	<i># of Units</i>	2,035	1,793	2,042	2,094	1,986
	<i>% of Current Month Charge</i>	5.9%	5.4%	6.0%	6.0%	5.8%
	<i>\$ in Repayment Agreement</i>	\$238,951	\$231,091	\$241,961	\$241,746	\$240,124
	<i>% of Total Arrears</i>	6.8%	6.7%	6.7%	6.5%	6.4%
<b>31 - 60 days</b>	<i>\$ in Arrears</i>	\$374,752	\$371,739	\$384,636	\$396,585	\$403,212
	<i>% of Total Arrears</i>	10.6%	10.7%	10.7%	10.6%	10.7%
	<i># of Units</i>	828	800	843	855	861
	<i>% of Current Month Charge</i>	3.0%	3.0%	3.1%	3.1%	3.2%
	<i>\$ in Repayment Agreement</i>	\$156,368	\$160,157	\$164,191	\$164,458	\$166,269
	<i>% of Total Arrears</i>	4.4%	4.6%	4.5%	4.4%	4.4%
<b>61 - 90 days</b>	<i>\$ in Arrears</i>	\$246,994	\$241,294	\$263,120	\$263,996	\$268,085
	<i>% of Total Arrears</i>	7.0%	7.0%	7.3%	7.0%	7.1%
	<i># of Units</i>	523	516	548	565	565
	<i>% of Current Month Charge</i>	1.4%	1.4%	1.4%	1.6%	1.6%
	<i>\$ in Repayment Agreement</i>	\$114,698	\$112,362	\$116,615	\$125,886	\$125,141
	<i>% of Total Arrears</i>	3.2%	3.2%	3.2%	3.4%	3.3%



# Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

## Business Foundations (cont'd)

### Senior Households

Age of Arrears: Rent and Parking ONLY		July	August	September	October	November
<b>91 - 120 days</b>	<i>\$ in Arrears</i>	\$180,243	\$178,590	\$181,563	\$195,480	\$196,307
	<i>% of Total Arrears</i>	5.1%	5.2%	5.0%	5.2%	5.2%
	<i># of Units</i>	389	378	393	400	405
	<i>% of Current Month Charge</i>	1.4%	1.4%	1.4%	1.6%	1.6%
	<i>\$ in Repayment Agreement</i>	\$84,083	\$87,879	\$84,821	\$94,566	\$96,094
	<i>% of Total Arrears</i>	2.4%	2.5%	2.3%	2.5%	2.5%
<b>&gt; 120 days</b>	<i>\$ in Arrears</i>	\$817,459	\$829,724	\$846,050	\$874,030	\$894,140
	<i>% of Total Arrears</i>	23.1%	24.0%	23.4%	23.3%	23.7%
	<i># of Units</i>	288	292	297	400	317
	<i>% of Current Month Charge</i>	6.5%	6.6%	6.7%	6.9%	7.1%
	<i>\$ in Repayment Agreement</i>	\$389,897	\$385,378	\$395,383	\$444,513	\$471,578
	<i>% of Total Arrears</i>	11.0%	11.1%	11.0%	11.9%	12.5%

Type of Arrears Totals		July	August	September	October	November
<b>Rent and Parking Balance</b>	<i>\$ in Arrears</i>	\$ 2,360,151	\$ 2,295,018	\$ 2,426,678	\$ 2,487,746	\$ 2,495,984
	<i>% of Total Arrears</i>	66.7%	66.4%	67.2%	66.4%	66.1%
	<i># of Units</i>	2,035	1,793	2,042	2,094	1,986
	<i>\$ in Repayment Agreement</i>	\$ 983,997	\$ 976,867	\$ 1,002,970	\$ 1,071,168	\$ 1,099,207
	<i>% of Total Arrears</i>	27.8%	28.2%	27.8%	28.6%	29.1%
<b>Retro-active Balance</b>	<i>\$ in Arrears</i>	\$1,024,753	\$1,024,258	\$1,032,065	\$1,110,385	\$1,134,753
	<i>% of Total Arrears</i>	29.0%	29.6%	28.6%	29.6%	30.1%
	<i># of Units</i>	694	701	706	742	767
	<i>\$ in Repayment Agreement</i>	\$594,869	\$603,584	\$635,077	\$673,584	\$675,741
<b>Other Balance</b>	<i>\$ in Arrears</i>	\$ 151,536	\$ 139,630	\$ 151,801	\$ 149,487	\$ 144,992
	<i>% of Total Arrears</i>	4.3%	4.0%	4.2%	4.0%	3.8%
	<i># of Units</i>	963	977	978	968	947
	<i>\$ in Repayment Agreement</i>	\$58,145	\$58,113	\$59,059	\$59,563	\$57,801
	<i>% of Total Arrears</i>	1.6%	1.7%	1.6%	1.6%	1.5%
<b>Total Arrears</b>	<i>\$ in Arrears</i>	\$ 3,536,440	\$ 3,458,906	\$ 3,610,544	\$ 3,747,617	\$ 3,775,728
	<i># of Units</i>	2,809	2,604	2,828	2,880	2,813
	<i>\$ in Repayment Agreement</i>	\$ 1,637,011	\$ 1,638,564	\$ 1,697,107	\$ 1,804,315	\$ 1,832,748
	<i>% of Total Arrears</i>	46.3%	47.4%	47.0%	48.1%	48.5%



# Monthly President's Report: Performance Scorecard & Summary Statistics (November 2016)

## Business

### Senior Households

		July	August	September	October	November
<b>Loss of Subsidy</b>	<i>\$ Rent/Parking Arrears due to non-returned rent review LOS</i>	\$ 208,738	\$ 216,890	\$ 221,375	\$ 198,101	\$ 212,249
	<i># of Units</i>	100	95	96	86	88
	<i>\$ per Unit</i>	\$2,087	\$2,283	\$2,306	\$2,304	\$2,412
	<i>\$ in Repayment Agreement</i>	\$ 36,839	\$ 47,496	\$ 57,035	\$ 41,723	\$ 42,479

		July	August	September	October	November
<b>Total Arrears: Direct</b>	\$ in Arrears	\$ 2,953,433	\$ 2,881,501	\$ 3,018,100	\$ 3,132,402	\$ 3,166,821
	% of Total Arrears	83.5%	83.3%	83.6%	83.6%	83.9%
	# of Units	2,282	2,083	2,318	2,374	2,304
	In Arrears Due to Loss of Subsidy	Total \$190,785/ 83 households	Total \$201,514/ 77 households	Total \$202,847/78 households	Total 180,987/ 66 households	Total 192,361/ 69 households
<b>Total Arrears: Contract</b>	\$ in Arrears	\$ 583,007	\$ 577,405	\$ 592,445	\$ 615,216	\$ 608,908
	% of Total Arrears	16.5%	16.7%	16.4%	16.4%	16.1%
	# of Units	527	521	510	506	509
	In Arrears Due to Loss of Subsidy	Total \$17,953/ 17 households	Total \$15,376/ 18 households	Total \$18,528/ 18 households	Total 17,114/ 20 households	Total 19,888/ 19 households

	July	August	September	October	November
<b># of repayment agreements</b>	501	467	496	517	498
<b># of referrals to OCHE</b>	15	31	25	22	23
<b># of evictions for arrears</b>	2	0	0	1	0

## Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
<b>Quality Homes</b>		
1-6	<b>Capital Repairs Program</b>	<ol style="list-style-type: none"> <li>1) <b>Capital program: complete (YTD)</b> 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.</li> <li>2) <b>Planned</b> repairs that were identified and budgeted at the beginning of the program</li> <li>3) <b>Demand</b> repairs are identified by site staff throughout the year and includes issues related to Municipal Licensing and Standards deficiencies.</li> <li>4) <b>Capital operations</b> include spending on Building Condition Assessments and labour costs for Facilities Management staff.</li> </ol>
7-9	<b>Capital projects</b>	Year-to-date progress made on the delivery of the capital repairs program in terms of the number of jobs completed and in-progress.
<b>Portfolio Summary</b>		
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
<b>Revitalization</b>		
	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
<b>Quality Homes (cont'd)</b>		
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	<b>Portfolio Facilities Condition Index (Annual)</b>	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.
<b>Vibrant Communities</b>		
<b>Community safety</b>		
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
<b>Vibrant Communities (cont'd)</b>		
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"> <li>- found committing a criminal code offence</li> <li>- who has contravened the Controlled Drugs and Substances Act, Ontario Trespass to Property Act, or the Ontario Liquor License Act;</li> <li>- who is believed to have committed or is about to commit an indictable offence;</li> <li>- who is wanted on an outstanding arrest warrant or who has committed a breach of peace;</li> <li>- who is apprehended under Section 17 of the Ontario Mental Health Act.</li> </ul>
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
<b>Supporting vulnerable residents</b>		
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.
<b>Resident engagement</b>		
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
<b>Service Excellence</b>		
<b>Client Care Centre</b>		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)
<b>Community safety response</b>		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
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

## Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
<b>Service Excellence (cont'd)</b>		
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.
<b>Service Request</b>		
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.
<b>Internal transfers</b>		
	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
<b>Accessibility accommodation</b>		
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	<b>% outstanding rent reviews</b>	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	<b>Move-ins</b>	The number of households that have moved in to a unit during this month
101	<b>Move-outs</b>	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
<b>Business Foundations</b>		
	<b>Sale of houses (YTD)</b>	The stand-alone homes for sale were approved by City Council and the Board; the criteria used to select houses included those properties with an estimated market value above \$600,000 and any property that was vacant or in poor condition that required costly repairs.
102	# of houses sold	The number of stand-alone houses sold YTD.
103	Funds raised (projected)	The value (\$) of the proceeds from houses that have officially closed as well as those that have been committed under binding contracts.
104	# of families relocated	The number of families relocated as result of the sale of the stand-alone homes
105	total relocation costs	The total relocation costs incurred as a result of relocating families from stand-alone homes that were sold.
<b>Rent Calculation</b>		
106	# of rent calculations audited	The total number of rent calculations conducted by Tenant Services Co-ordinators that were audited by the Administrative Audit Assistant.
107	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.
108	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.
<b>Vacancy</b>		
109	RGI: Vacancy rate	The total number of vacant RGI units divided by the total number of rentable RGI Units.
110	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.
111	Market: Vacancy rate	The total number of vacant market units divided by the total number of rentable market units.
112	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.
113	# 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).
114	<b>% of addressable spend awarded via public procurement</b>	The percentage of addressable spend awarded through public procurement processes. Addressable spend is spend that can be impacted through sourcing activities.
<b>Ombudsman Inquiries</b>		
115	# of inquiries	The number of requests received during the month from the Toronto Ombudsman's office.
116	% of inquiries closed	The percentage of those requests during the month that were closed.



## Monthly President's Report: Glossary of Terms

Ref #	Measure / Statistic	Definition
<b>Business Foundations (cont`d)</b>		
<b>City Councillor Requests</b>		
117	# of requests	The number of inquiries received from City Councillors' offices during the month
118	% of requests closed within 5 days	The percentage of those inquiries that were closed within 5 days.
<b>Staffing and recruitment</b>		
Budgeted Head Count		Measures broken out by major divisions
Vacancies		Number of staff in the division according to approved divisional budgets
Number of Hires		The number of positions that became vacant during the month, broken out by union vs. management/exempt.
Median time-to-fill		Number of staff that were hired during the month
Arrears		Median # of business days to fill vacant position
<b>Aging of Arrears: Profile</b>		
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
<b>Loss of Subsidy (LOS) (Direct Managed): Profile</b>		
# of repayment agreements		This table shows arrears related to the loss of RGI subsidy as a result of non-returned annual rent reviews
# of referrals to OCHE		The number of active repayment agreements with arrears at month end
# of evictions for arrears		The number of referrals to the Office of the Commissioner of Housing Equity by household type (i.e. senior and non-senior vulnerable households)
		The number of evictions for arrears