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# Q3 Performance Report

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**Delivering on our plan for better homes,  
better neighbourhoods and a better Toronto for all.**



# Q3 2015 Performance Report

Board Meeting December 3, 2015

## How to Use this Report

- The report is divided into three sections which align with the strategic priorities in our 2015 Corporate Goals:



## 1. Quality Homes



## 2. Vibrant Communities



## 3. Service Excellence

- Within each priority, there are a series of strategies that are noted as, for example, 1.2, where “1” is the strategic priority and “2” is the second strategy in that priority.
- There are metrics associated with each strategy. Some metrics are reported on a quarterly basis and others are reported on an annual basis and they are identified accordingly.
- This report is considered to be a work in progress. Metrics, formats and definitions may change from time to time as more information and data become available.
- For more information or to request this report in an accessible format, contact [policy@torontohousing.ca](mailto:policy@torontohousing.ca).



# Scorecard

## Quarterly Performance Measures

Goal		Target	Result	Status	
<b>Quality Homes</b>					
1	Generate Capital Stability	Funds raised from sale of houses (YTD)	\$3.8M	\$4.3M	●
2	Deliver an Innovative Capital Improvement Program	Capital program - total actual completion to date	\$91.8M	\$90.3M	●
		SOGR unit and common area repairs underway	\$7.9M	\$8.5M	●
3	Grow the Revitalization Program	Total value of revitalization projects planned, under design, and construction	-	\$2.2B	○
		Value of projects started using Section 37 funding	-	\$2.1M	○
<b>Vibrant Communities</b>					
4	Support Vulnerable Residents	Residents connected to services	225	85	◆
5	Renew our Resident Engagement System	-	-	-	○
	Improve Community Safety	Total crime and incidents reported	-	9,790	○
		Evictions for cause	-	9	○
<b>Service Excellence</b>					
6	Develop our People	<i>Metrics under development</i>	-	-	-
7	Be a Landlord of Excellence	Maintenance request response service level	80%	75%	■
		Client Care Centre – tenant calls service level	90%	49%	◆
		CSU Dispatch Centre – abandonment rate	8%	7.8%	●
		Percentage of total arrears managed	80%	80%	●
8	Improve Resident Satisfaction	“Closing the Loop” average satisfaction rating	3 of 5	3.37 of 5	●
9	Ensure Long-Term Financial Sustainability	Vacancy loss overall	\$1.5M	\$1.9M	◆
		Rate of routine turnover completed within targets	90%	43%	◆
		Procurement cost avoidance (YTD)	\$14M	\$34M	●
	Communications	News media impact score	0.00	0.00	●

Appendix: Please refer to the definitions starting on page 19 for terms used in this report.

### LEGEND

●	Exceed or within 5% of target	◆	10% + variance from target
■	5-10% variance from target	○	Status rating not applicable



# Executive Summary

The Quarterly Performance Report (“QPR”) to the Board is produced following the end of each quarter. It is aligned with the 2015 Corporate Goals and 2013-2015 Strategic Plan as approved by the Board, and is designed to provide high-level output-focused performance information on services provided to residents by Toronto Community Housing. This report presents results for Q3 2015.

## Highlights

Of the 35 measures for which we have set targets or against which we track variances, the **majority have exceeded their targets** (reaching a “green” status), or attained them within 5%.

Solid progress was made toward our Quality Homes measures in Q3. We have raised over \$4.2M to date for the State of Good Repair fund through the sale of six single-family homes. Over **\$90M** has been spent on capital repairs this year, and we are on track to meet the year-end forecast of \$157M spent.

Under the Vibrant Communities priority, we have addressed over 1,300 new files from vulnerable residents since Q1, exceeding our year-to-date target of 1,150. Furthermore, over 50 tenant representatives attended a meeting to develop a vision for our tenant engagement system refresh. An expanded resident consultation process will be implemented later this year.

A number of Service Excellence measures have shown improvement since Q2 and reflect our commitment to improving customer service. Service levels for administrative requests reached 92%, the highest since 2013. Maintenance request service levels have also gone up by 4% from Q2. The full results from the “Closing the Loop” pilot showed an average of **3.37 out of 5** for satisfaction of repairs and **3.67** for courtesy and respect.

## Areas for Improvement

While the spending for State of Good Repair: In Your Unit and Common Area programs has increased considerably in Q3, resident participation is **below the 75% target**. Site staff have responded by offering additional engagement opportunities to increase participation in underrepresented communities.

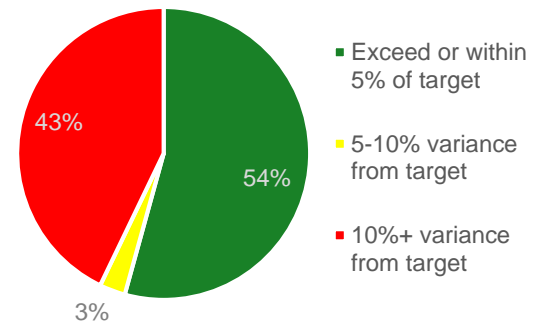
Metrics and targets for the Client Care Centre have been **revised** to align with service standards established through the Mayor’s Task Force recommendations. The stricter service standards meant service levels **dropped to 49%** against the target of 90%. Longer term improvements are expected in Q4 and beyond as performance management for agents is enhanced.

Although the percentage of total arrears managed in Q3 reached the target of 80%, the overall arrears amount increased by \$370K from Q2. Vacancy rates for both direct and contract managed buildings increased in Q3; the centralized vacancy management team is at full complement as of October, and performance is expected to improve in Q4.

## Other Accomplishments

The revitalization program has shown steady progress since Q1, maintaining a planning, design and construction pipeline valued at **\$2.2B**. Our Section 37 program has also been expanding since the end of 2014, with over 20 projects underway in communities focusing on small but welcomed improvements such as the re-opening of Mabelle Park with new lighting installations and the construction of a new bike rack at 25 Mutual St.

Performance Report Measures





## 2015 Targets Annual Performance Measures

The following measures are tracked throughout the year and reported in the annual performance report.

Quality Homes		Target by 2016 <small>(unless noted otherwise)</small>
Generate Capital Stability	Mortgage refinancing	\$29M in 2015
Deliver an Innovative Capital Improvement Program	Participatory budgeting	\$8M in 2015
Grow the Revitalization Program	Build-Replace housing units	2,200 replacement units
	Affordable home ownership	30 ownership opportunities
Vibrant Communities		
Support Vulnerable Residents	Partnerships for supports for residents	10 partnerships
	Community spaces	11 multi-use hubs
Renew our Resident Engagement System	Engagement opportunities	5,000 residents engaged
Divisional Objectives	Economic opportunities	25% of residents connected
	Sponsorships and scholarships	30 scholarships annually
Service Excellence		
Develop our People	<i>Measures under development</i>	
	Vacancy aging	70% < 31 days
Be a Landlord of Excellence	Accessibility improvements	\$6.5M in 2015
	Reputation assessment	<i>TBD pending vendor selection</i>
Improve Resident Satisfaction	Resident satisfaction with repairs	<i>Metrics under development</i>
	Resident survey (bi-ennial)	Overall satisfaction rating of 75%
Ensure Long-Term Financial Sustainability	Third party spend within GTA	80% annually
	Commercial revenue	3% increase annually

*Appendix:* Please refer to the definitions starting on page 19 for terms used in this report.



# 1. Quality Homes

## 1 Generate Capital Stability

### Sale of Houses

This quarterly YTD measure shows progress on our efforts to sell assets to raise the maximum funds possible to contribute toward capital repairs, and to execute sales while minimizing impact on current tenants.

Sale of Houses	2015 Target	YTD Target	YTD Result
Stand-alone houses sold	20	6	● 6
Funds raised (projected)	\$18,000,000	\$3,839,000	● \$4,278,000
Families relocated	18	6	6
Average relocation costs	\$25,000	\$ 9,000	\$9,120

To date, staff have met with all 32 households occupying 30 stand-alone homes targeted for sale in 2015. All households were provided with relocation options and given the opportunity to remain within the Toronto Community Housing portfolio. At the end of Q3, a total of six households were relocated and 14 more are scheduled to move.

Of the remaining 12 households, six are market rent tenants that have expressed interest in purchasing the houses that they currently occupy, and six are RGI tenants that have not yet selected a relocation option. Over the next quarter, staff will continue to offer new options to households that have not yet selected a relocation unit. It is anticipated that the majority of stand-alone properties will be sold in Q4.

## 2 Deliver an Innovative Capital Improvement Program

### Capital Program

This quarterly measure shows the progress made on the delivery of both the planned and demand work of the capital repair program.

Capital Program	2015 Budget	Q1 YTD Complete	Q2 YTD Complete	Q3 YTD Forecast	Q3 YTD Complete	Q3 YTD POs Issued
Planned capital repairs	\$90,851,700	\$7,247,754	\$21,993,746	\$54,280,000	\$44,519,725	\$80,232,862
Demand capital repairs	\$46,548,300	\$5,658,020	\$15,783,603	\$18,870,000	\$27,569,542	\$31,400,132
Building Condition Assessments (BCAs)	\$1,000,000	\$0	\$0	\$500,000	\$0	\$0
Labour costs capitalized	\$11,600,000	\$1,692,586	\$3,932,723	\$7,600,000	\$6,246,102	\$6,246,102
State of Good Repair (In-your-unit; common area, exterior, grounds; MLS Repairs)	\$25,000,000	\$1,691,676	\$5,088,239	\$10,550,000	\$11,923,413	\$16,403,270
<b>Totals</b>	<b>\$175,000,000</b>	<b>\$16,290,036</b>	<b>\$46,798,311</b>	<b>\$91,800,000</b>	<b>● \$90,258,782</b>	<b>\$134,282,366</b>

As at the end of Q3, \$134.4M in purchase orders had been issued and \$90.3M of the capital program was delivered against a Q3 objective of \$91.8M. The shortfall was largely due to Facilities Management Labour costs being under plan by \$1.35M due to vacancies. It is anticipated that the year-end forecast of \$157M will be achieved.





Design work has been initiated for over fifty 2016 projects so that procurement can be completed and construction can begin as early as possible in 2016.

Demand capital repairs were over forecast by \$8.8M due to the extensive number of repair projects required in our aging properties.

Building Condition Assessments of the portfolio of stand-alone homes is in progress; the evaluation of responses to the RFP is underway, with the selected contractors expected to on-site in Q4.

## State of Good Repair: In Your Unit and Common Areas

This quarterly measure shows progress made on the State of Good Repair (SOGR) In Your Unit and Common Area programs.

State of Good Repair In Your Unit and Common Area Program	2015 Annual Target	Q1 YTD Results	Q2 YTD Results	Q3 YTD Target	Q3 YTD Results	Planned Carry Forward
2014 program developments with 2015 completion targets and budget allocations underway or completed	11	10	11	11	11	0
New high-need communities underway for 2015	35	3	6	22	● 22	6
In-unit repairs underway or completed	4,500	132	570	2,600	◆ 2,335	900
Common areas, exterior and grounds repairs underway or completed	35	0	12	22	◆ 19	6
<b>Budget spending estimates - interiors and exterior</b>	<b>\$19,000,000</b>	<b>\$935,454</b>	<b>\$3,872,706</b>	<b>\$7,912,500</b>	<b>● \$8,535,690</b>	<b>\$4,000,000</b>

In Q3, remaining work on the eleven 2014 planned carry forward communities was completed, marking the completion of the 2014 program. 22 of the 35 communities in the 2015 planned SOGR program are underway with nine being 100% complete. This means that improvements are being made in 2,335 units with a total of \$8.5M in repairs being completed. The 2015 program to complete a total of \$15M in repairs remains on track with a planned carry forward of \$4M.

Overall average resident participation to date is 61%. This participation average is currently below the target participation rate of 75% due to lower than anticipated uptake in three large communities. Residents in these communities have not signed up for a variety of reasons including privacy concerns as residents have stated they are not comfortable with others being in their units. SOGR Program and site staff are offering additional opportunities for resident engagement in the program and 30 additional households in one development have agreed to participate in the inspection and repair program, which will bring the participation rate up in this development to 62% from 53%. Efforts will continue in Q4 to revisit the underrepresented communities to increase resident participation.

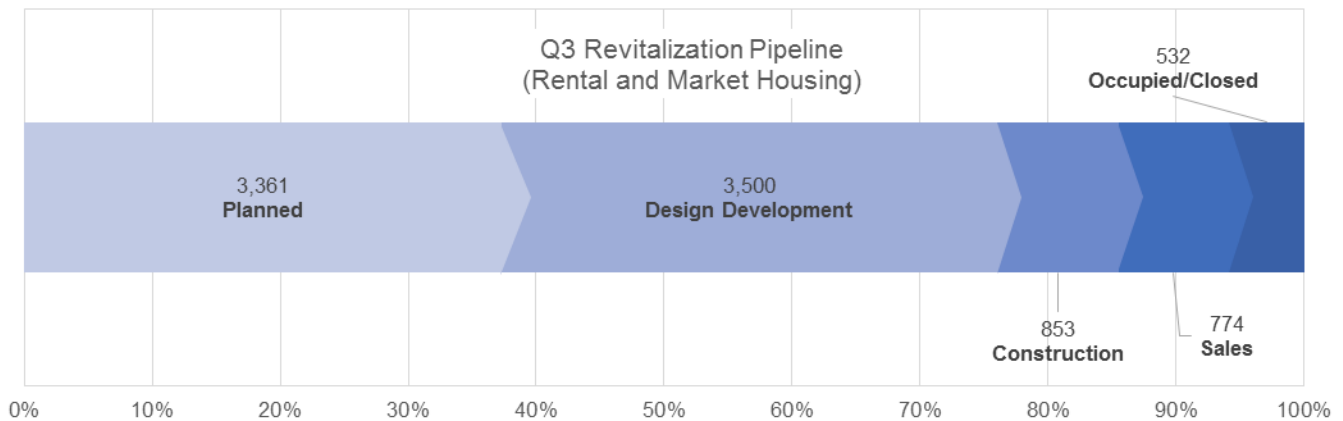
## 3 Grow the Revitalization Program

### Revitalization Communities

This quarterly measure shows progress towards building and replacing housing units through revitalization, redevelopment and home ownership opportunities, working with partners to enhance the value of aging assets.



Q3 - Total Number of Units and Construction Value								
Development Pipeline	Market		Rental		Refurbishment		Total	
	# Units	Value (in 000s)	# Units	Value (in 000s)	# Units	Value (in 000s)	# Units	Value (in 000s)
Planned	3,033	\$996,523	328	\$89,810	0	\$0	3,361	\$1,086,333
Design Development	2,062	\$576,754	989	\$293,171	449	\$13,200	3,500	\$883,125
Construction	644	\$210,434	70	\$22,408	139	\$7,500	853	\$240,342
<b>Total Planned, Under Design and In Construction (Q3)</b>	<b>5,739</b>	<b>\$1,783,711</b>	<b>1,387</b>	<b>\$405,389</b>	<b>588</b>	<b>\$20,700</b>	<b>7,714</b>	<b>\$2,209,800</b>
Sales (YTD)	774	\$175,700	N/A	N/A	N/A	N/A	774	\$175,700
Occupied/Closed (YTD)	414	\$103,406	118	\$31,779	0	\$0	532	\$135,185



In the first three quarters of 2015, the Development Division delivered a total of 532 units including 118 new rental units and 414 market condominium units. The planning, design and construction pipeline is now valued at \$2.2B in development activity, representing over 7,700 units. Of these, 122 market units were sold this quarter.

A main highlight for **Lawrence Heights** was the third annual scholarship dinner for the Building our Future: Limitless Heights Scholarship for Lawrence Heights and Neptune residents. The community celebrated the success of 20 recipients who distinguished themselves as leaders in their community.

A revised zoning submission for **Leslie Nymark** was sent to North York Planning Department in Q3 after a successful meeting with City staff. Pre-sales activities have also begun for the market building.

Townhouse construction has progressed on schedule in **Alexandra Park**, with almost all exterior materials installed on the first block of townhouses. Another key milestone reached this quarter is the above-grade construction of the first condominium, which has also started on schedule. Condo sales are progressing steadily, with over 90% of units sold in the first building and 43% of units sold in the second building in its first quarter of sales.

DiamondCorp and Metropia submitted their application for the rezoning of **250 Davenport** to the City in Q3. A social development plan was completed in Q3 with a working group comprised of residents and community support agencies. Implementation of improvements to the existing building is underway with tendering for construction.

Sales of the condominium units at **Allenbury Gardens** remained strong in Q3 with 92% of units sold in the first building and 94% sold in the second building. Excavation and shoring for the new buildings is almost complete and the foundation will be poured in Q4.

In **Regent Park**, the relocation of 150 families was successfully completed for Phase 3B-1, which facilitates the demolition of buildings on the north side of Dundas St E. Construction of the Regent Park Athletic Grounds continues with the majority of park construction anticipated to be complete by the end of the year.





## Section 37 Funding

This quarterly measure refers to the part of the *Planning Act* that allows municipalities to obtain community benefits from developers in exchange for increased building height or density. Some ward councilors have obtained Section 37 benefits in the form of funding for capital investments in our communities. The funding is used for resident-identified priorities that benefit all residents of the building, such as improvements to common areas.

<b>Section 37 Funding</b>	<b>Q2</b>	<b>Q3</b>
Total Funds Received from City since 2009	\$4,175,627	\$4,175,627
Total Funds Received from City since 2014	\$2,731,728	\$2,731,728
Balance of Funds Remaining*	\$2,086,232	\$1,069,566
Amount Spent for projects in Design/Construction/Completed (YTD)**	\$62,222	\$456,630
Approximate Full Dollar Value of projects that have begun (YTD)	\$834,500	\$2,118,165
New Funds Received (YTD)	\$0	\$0

\*Refers to projects that have not begun

\*\*Includes projects that have been tendered

Toronto Community Housing's Section 37 program has been expanding and strengthening since the end of 2014. The volume of work underway has more than doubled since Q2. There are now 22 projects underway in various stages of completion including four in the initial engagement process with residents, ten in the design stage, six in the construction stage, and two completed. Many projects are now completing the design stage in consultation with residents and will begin construction in 2016.

As a result of Section 37 funding, residents of 25 Mutual now have a new 10-space bike rack to secure their bikes. The new Mabelle Park landscape improvements and lighting installations have been completed, making the space safer and more inviting. Residents of 111 Chestnut have chosen colours for their painting project and staff are now tendering the work for construction. At 168 John Street, residents provided feedback on the layout and improvements to their recreation room and courtyard and the design is now being finalized.



## 2. Vibrant Communities

### 4 Focus on our Approach to Supporting Vulnerable Residents

#### Connecting Vulnerable Residents

These measures show progress against our goal of improving the organization's internal capacity to identify residents who are at risk and co-ordinate third party supports.

Services for At-Risk Residents	Q3 2015		YTD Targets	YTD Results
	Targets	Results		
New files from vulnerable residents addressed	288	531 <span style="color: green;">●</span>	862	1,315
At-risk residents connected to services	225	85 <span style="color: red;">◆</span>	675	719

In Q3, we continued to see the benefits of staff tracking their work using the new File Management System, which provides greater role clarity, more defined service scope, and improved business processes. The number of new files from vulnerable residents addressed continues to exceed the target as a newly developed intake triage system is ensuring that all referrals are logged. The lower than expected number of residents connected to services may be attributed to staff adjusting to document their longer-term, post-referral work in the new system, which will be addressed through an enhanced training program for staff to be offered in Q4.

### 5 Renew our Resident Engagement System

The Tenant Engagement Refresh Planning Committee met in Q3 to review and ratify the project charter and work plan and design the full day Tenant Open Space meeting held on September 12. The objective of the Open Space meeting was to ensure that tenant representatives from across the portfolio would be actively engaged in developing a vision for the refreshed engagement system. Over 50 tenant representatives attended and worked with each other to develop key thematic areas related to leadership and engagement. As a result of the group discussions, 17 tenant representatives volunteered to work with staff on developing an expanded resident consultation process to further engage the broader resident population in the fall.

### Divisional Objective: Neighbourhood Building and Improved Community Safety

#### Reported Crime and Incidents

This measure demonstrates the volume of various crimes and incidents Community Safety Unit (CSU) attended to that occurred on Toronto Community Housing property.



Reported Crime and incidents	Q3 2014	Q3 2015	Variance
Crime Against Persons	193	199	3%
Crime Against Property	450	674	50%
Incidents Affecting Quality of Life	471	530	13%
Other Incidents*	8,282	8,387	1%
<b>Total Crime and Incidents Reported</b>	<b>9,396</b>	<b>9,790</b>	<b>4%</b>

\*Other Incidents include: information, unfounded incidents, assisting residents, parking, law enforcement, disputes, disturbances, etc.

For descriptions of all other categories, please see the Appendix.

**NOTE:** Data from third party security companies are not included as there is a discrepancy in the statistical headings.

CSU will be implementing a new deployment model in early Q4 to address the precursors of crime while also undertaking enforcement and community engagement functions. Officers will be assigned to specific zones on a 24/7/365 basis. The objective is to have CSU officers be a frequent and consistent presence in each community, allowing them to develop stronger relationships with partners and Operating Unit (OU) staff as well as build trust and rapport with residents. This new model will allow CSU to move from a reactive service delivery to a more proactive, community-based service model. An update on this new deployment model will be provided to the Resident Services Committee in Q1 2016.

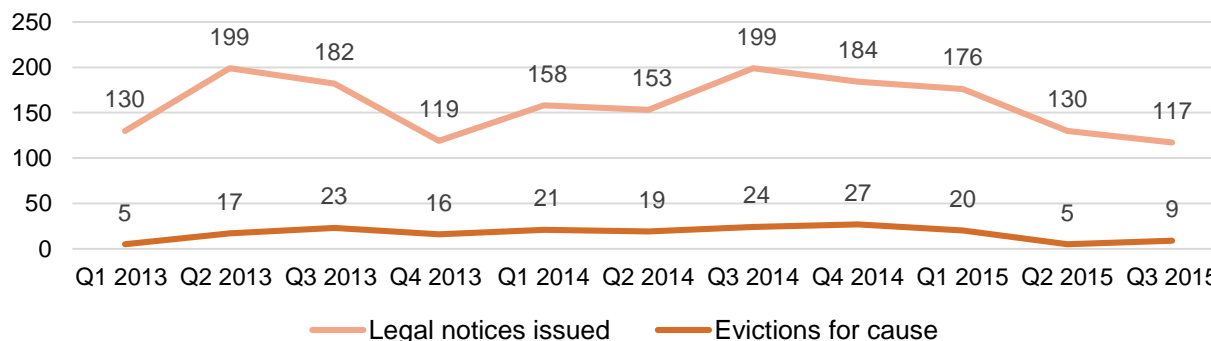
CSU officers continue to conduct joint patrols with TPS; in Q3 CSU participated in 200 joint patrols (126 with TAVIS), held 26 Community Safety Council Meetings along with Resident and Community Services and Asset Management staff, and organized 69 community engagement activities.

Toronto Community Housing and Crime Stoppers launched a new partnership in Q3 to increase safety in Toronto Community Housing communities across the city. The partnership initiatives include a public awareness campaign, youth outreach activities, and a series of community safety meetings.

## Evictions for Cause

This measure shows how many residents were evicted for “cause” in the reporting period, which is defined as evictions for causes other than arrears.

Eviction for Cause: Trends 2013-2015



The number of notices filed is down slightly from Q2. Work continues on the Eviction for Cause Procedure inter-divisional committee; it is anticipated the final procedure will be completed in Q4. A corresponding implementation plan will be developed to support staff in rolling out the newly revised procedure. In conjunction with the development of the procedure, performance reporting for this measures is being reviewed to better reflect actions taken in relation to tenancy management.



### 3. Service Excellence

#### 6 Develop our People to be Engaged and Capable

Measures for this goal are under development and will be included in the upcoming Q4/Annual Performance Report.

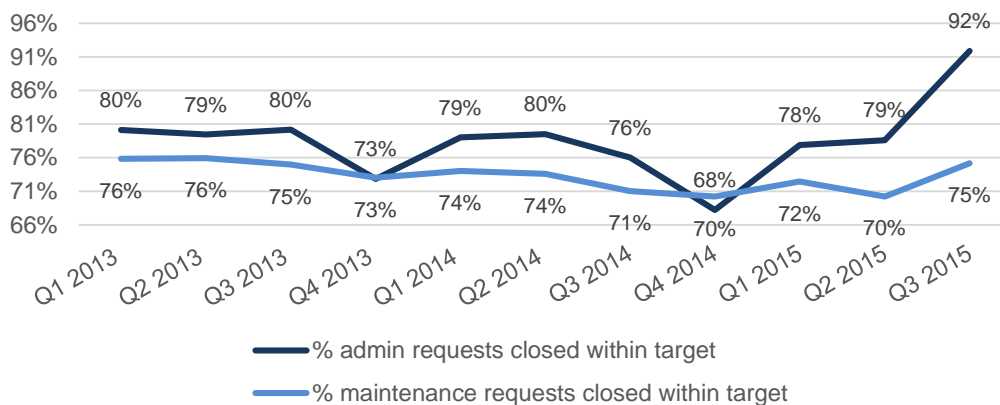
#### 7 Be a Landlord of Excellence

##### Service Requests Response

This quarterly measure is separated into Administrative and Maintenance requests and shows the volume and percentage of service requests received that are "resolved" within the committed turnaround time (two days for Administrative and five days for Maintenance) for the reporting period.

Q3 Results	Requests Opened	Q3 2015 Targets	% closed within target
Administrative Requests	32,520	80%	92%
Maintenance Requests	117,405	80%	75%

Service Requests Closing Times: Trends 2013-15



Maintenance request volumes increased by 7% (7,000 work orders) as compared to Q2 and was in line with the seasonal trend for Q3. Although work order volume was at its highest point this year, staff continued to improve on the service level through effective prioritization at the site level. Facilities Management has begun implementation of a centralized dispatch model, which is expected to result in more consistent service delivery as work orders are prioritized and service levels are managed from within one place. Revised site level maintenance reports will further assist with monitoring work volumes, service levels, and staff performance management. Management will conduct a substantial review of maintenance work order service levels in a few months to identify targets that are both fair and achievable.



The service level for administrative requests increased for the third consecutive quarter to its highest point in three years. This can be attributed to the hiring of additional administrative clerks within the OU offices to focus on providing support to routine requests so that Tenant Service Co-ordinators can focus on their core responsibilities.

## Client Care Centre

This quarterly measure shows performance in customer service as provided by the Client Care Centre.

Q3 Client Care Centre Measures	Average Speed of Answer - SLA Target	Q1 Actual Service Level	Q2 Actual Service Level	Q3 Actual Service Level	Q3 Average Speed of Answer - Actual	Q3 Total Calls Offered	Q3 Abandonment Rate	Q3 Total Calls Answered	Q3 Average Handle Time
<b>Tenant Calls</b>									
Totals / Averages	90% Within 90 Seconds	33%	57%	◆ 49%	◆ 161	77,745	◆ 19%	56,847	307
<b>Other Service Calls</b>									
Elevator	90% Within 30 Seconds	62%	70%	67%	22	9,155	14%	7,883	105
Emergency	90% Within 30 Seconds	54%	54%	56%	53	787	9%	716	139
Alarm	90% Within 30 Seconds	53%	48%	57%	51	14,596	5%	13,864	110
Totals / Averages*	90% Within 30 Seconds	59%	58%	◆ 63%	◆ 41	102,283	● 10%	79,310	109

\*Includes data from other sources, i.e. vendor calls, market rent inquiries, and after hours containment work orders.

Client Care Centre staff and management now focus on the two measures that are key to Call Centre performance: average waiting time, measured by the Average Speed of Answer (ASA) and the caller abandonment rate.

The 90% ASA within 60 seconds put forward in Q2 has been replaced by new targets that are aligned with the customer service standards established through the Major's Task Force recommendations on Customer Service and the *Getting it Done* Scorecard. The new targets are reflected in the table above where the ASA target for tenant call responses is 90 seconds with a 10% abandonment rate. The recalculated Q1, Q2 and Q3 results are included with particular attention to actual Call Centre service to tenants compared to the new target of 90% calls to be answered within 90 seconds.

Service levels of tenant calls declined marginally from Q2 to 49%; the abandonment rate increased to 19% and ASA to 161 seconds (from 16% and 126 seconds respectively in Q2). Longer term improvements are expected in Q4 and beyond as Client Care agents receive performance scorecards and coaching from management.

Elevator and emergency responses remained consistent with Q2 service levels while alarm response improved significantly from 48% in Q2 to 57% in Q3.

## CSU Dispatch Centre – Calls for Service

This quarterly measure shows performance in customer service as provided by the Community Safety Unit (CSU)'s Dispatch Centre to residents, staff and other external customers.

CSU Dispatch Service	Total Received Calls *	Total Dispatched Calls **	% of Calls that are Dispatched	Total Abandoned Calls*	Abandonment Rate (8% Target)	Average Speed Answered*	Average Talk Time*	Service Level
Q3 2015	25,923	8,389	32.4%	2,011	● 7.8%	0:10	1:09	● 80%

\* Data Source - Avaya Phone System

\*\* Data Source - Cora Reporting System



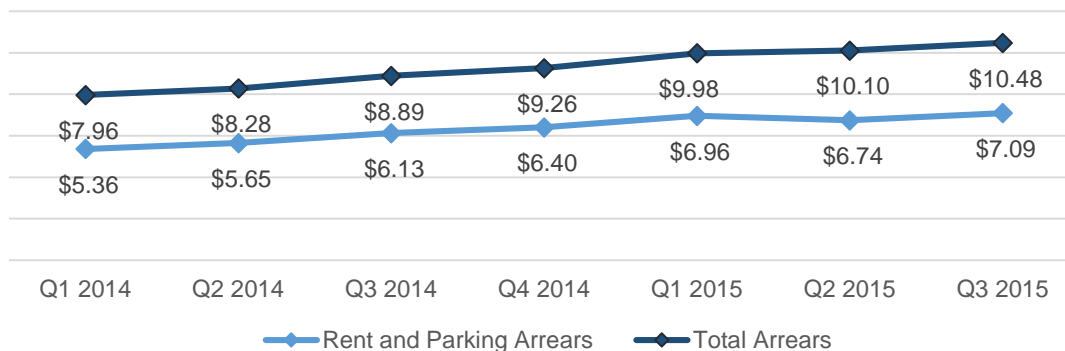
In Q3, both the service level target and the abandonment rate target were met. The improved performance can be attributed to hiring three additional part-time dispatchers, which helped maintain our service level and decrease our abandonment rate from 8.6% in Q2 to 7.8% in Q3. A quality control program will be initiated in Q4 to ensure adherence of the new standard operating procedure and quality of service provided.

## Arrears Management and Eviction Prevention

This quarterly measure shows the outcome of our commitment to resolving arrears as early as possible by connecting with residents in order to prevent evictions whenever possible.

Arrears Value by Source	Q3 2015		
	Arrears Value	% of Total Arrears	% Managed
Rent and Parking Only	\$ 7,088,672	68%	84%
Retroactive Charges	\$ 2,732,458	26%	84%
Legal, Maintenance and Other	\$ 656,500	6%	66%
<b>Total Arrears</b>	<b>\$ 10,475,425</b>	<b>100%</b>	<b>80%</b>

Arrears Value (in \$M)



Arrears Profile: Rent and Parking Only Stage of Process	Arrears Value	% of Arrears	# of Units	% of Units
No Action Taken Yet	\$ 1,394,246	20%	3,892	47%
N4 Notice to End Tenancy Served	\$ 2,551,822	36%	2,600	32%
Repayment Agreements Arranged	\$ 2,107,306	30%	1,478	18%
Filed at the LTB / Order Granted by LTB	\$ 1,035,298	15%	277	3%
<b>Total</b>	<b>\$ 7,088,672</b>		<b>8,247</b>	

Arrears Profile: All Arrears Files Stage of Process	Arrears Value	% of Arrears	# of Units	% of Units
No Action Taken Yet	\$ 2,057,056	20%	4,990	49%
N4 Notice to End Tenancy Served	\$ 3,261,926	31%	2,796	27%
Repayment Agreements Arranged	\$ 3,719,970	36%	2,093	20%
Filed at the LTB / Order Granted by LTB	\$ 1,436,473	14%	348	3%
<b>Total</b>	<b>\$ 10,475,425</b>		<b>10,227</b>	





Aging of Files Q3 Results	Files with No Action Taken Yet				Files at a Legal Stage			
	Arrears		Units		Arrears		Units	
Less than 1 Month	\$ 391,459	19%	3,254	65%	\$ 2,800,132	33%	1,652	32%
1 Month	\$ 481,828	23%	1,077	22%	\$ 886,471	11%	600	11%
2 Months	\$ 259,341	13%	279	6%	\$ 855,784	10%	501	10%
3 Months	\$ 133,474	6%	106	2%	\$ 784,840	9%	511	10%
4-6 Months	\$ 271,386	13%	143	3%	\$ 1,289,905	15%	761	15%
7-12 Months	\$ 225,448	11%	81	2%	\$ 998,604	12%	709	14%
12+	\$ 294,120	14%	50	1%	\$ 802,633	10%	503	10%
<b>Grand Total</b>	<b>\$ 2,057,056</b>		<b>4,990</b>		<b>\$ 8,418,368</b>		<b>5,237</b>	

Arrears: Seniors Profile	Q3 2014 Results		Q3 2015 Results	
	Direct	Contract	Direct	Contract
Arrears - Total Balance	\$ 1,885,633	\$ 400,567	\$ 2,607,476	\$ 498,266
Arrears - # Households	1,636	500	2,207	470
Average Arrears Value	\$1,153	\$801	\$1,181	\$1,060
In Arrears Due to Loss of Subsidy	81	N/A	77	N/A

Eviction Rate	Q3 Target	Q3 Results
Eviction Rate	< 1%	● 0.10%
Number of Households Evicted	-	57

Tables in this section have been updated to show categories distinguishing arrears that accumulate over time (rent and parking) from those resulting from specific one-time charges (retroactive charges and other fees). Rent and parking arrears have been specifically profiled as they are the biggest driver of overall arrears (68%).

Since the implementation of the revised arrears collection process in August 2014, the total volume of arrears files has grown by 38% (2,800 files) while the number of files within repayment agreements has grown by 160% (1,070 files). Tenant Services Co-ordinators (TSCs) face significant workload challenges, primarily driven by the increase of files and the additional time spent on each file due to increased efforts to monitor and follow up on repayment agreements. This has resulted in a lower number of files being moved through the arrears collection process within the prescribed 60 days (from N4 Notice to L1 Application at the LTB).

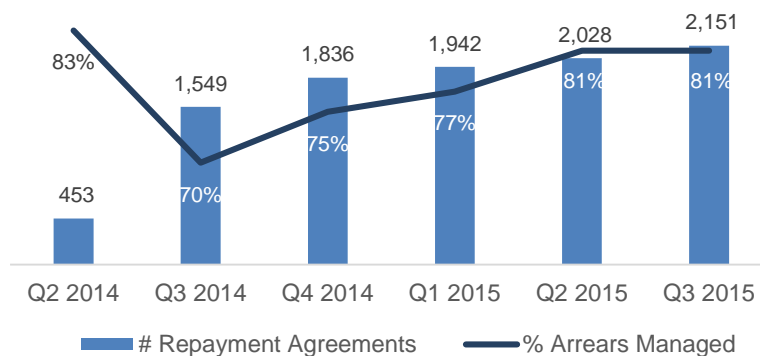
Aside from the workload management challenges, the primary key performance indicators are trending in a positive direction and are at historical highs since the implementation of the new process:

*(Numbers below reflect all categories of arrears)*

- 80% of all arrears files at a managed stage (N4 stage or later)
- 38% of all arrears files are within repayment agreements
- 182% increase in the value of arrears forwarded to the LTB (\$700K vs \$235K in August 2014)
- 91% increase in the value of arrears with an eviction order secured at the LTB (\$730K vs \$382K in August 2014)



### Arrears Management



In Q3, 39 senior households and 16 non-senior vulnerable households were referred to the Office of Commissioner of Housing Equity (OCHE). As reported in Q2, an arrears pilot is underway in some OUs to assess the impact of moving some responsibilities from TSCs to OU clerks and superintendents so TSCs can focus on tracking notices and repayment agreements. The pilot will be evaluated in December. Management also continues to work with Ontario Works (OW) and Ontario Disability Support Program (ODSP) to coordinate the management of resident arrears in bulk where the income source originates with OW and ODSP (as opposed to file by file with support workers).

## 8 Improve Resident Satisfaction

### Closing the Loop Pilot Program

This quarterly measure shows results from the “Closing the Loop” pilot program, in which staff contact residents following repairs to solicit feedback on the quality of repairs and of the service they received.

Full Pilot Results	Total Work Orders	Total Households Surveyed	Average Satisfaction Rating (out of 5)			Average Courtesy and Respect Rating (out of 5)		
			Target	Q2 Actual	Q3 Actual	Target	Q2 Actual	Q3 Actual
June 1 to August 30	345	169	3	4.17	● 3.37	3	4.31	● 3.67

The “Closing the Loop” pilot program, which ran from June to August, uses a survey to collect and track resident feedback on the satisfaction and quality of repairs. The program supports our mandate to deliver consistent and quality services to residents, and improve business performance by focusing on effectiveness, efficiency and accountability.

The results above were obtained from telephone surveys with residents of the pilot site at Firgrove Crescent. Of the 345 households in the pilot program, 169 households were reached and surveyed; 161 households were missed after three attempts; the remaining households either refused to give feedback or did not have contact information on file.

Based on the success of this pilot in the Firgrove community, the program will be expanded in three OUs (including all of OUD York Black Creek) from October to December 2015. Learnings from the expanded pilot will be used to develop a more comprehensive program to be rolled out to the entire portfolio in 2016.



## 9 Ensure Long-Term Financial Sustainability

### Vacancy

This quarterly measure shows vacancy rates and vacancy loss by Rent-Geared-to-Income and Market units as well as by direct and contract managed portfolios.

Vacancy Rate & Loss	Q1 Results		Q2 Results		Q3 Target		Q3 Results	
	Direct	Contract	Direct	Contract	Direct	Contract	Direct	Contract
Vacancy Rate - RGI	2.3%	2.0%	2.52%	2.31%	2.0%	2.0%	2.75%	2.37%
Vacancy Loss - RGI	\$1,018,856	\$256,087	\$1,143,682	\$290,075	\$889,526	\$225,524	\$1,253,304	\$299,739
Vacancy Rate - Market	2.6%	1.9%	2.37%	1.80%	2.0%	2.0%	2.36%	1.55%
Vacancy Loss - Market	\$385,224	\$57,803	\$368,832	\$55,396	\$294,763	\$67,482	\$360,832	\$49,084
<b>Vacancy Rate - Overall</b>	2.3%	2.0%	2.51%	2.27%	2.0%	2.0%	2.71%	2.31%
<b>Vacancy Loss - Overall</b>	\$1,404,080	\$313,890	\$1,512,514	\$345,471	\$1,184,289	\$293,006	\$1,614,136	\$348,823

The vacancy rate grew by a half of a percent in the direct managed portfolio while remaining steady within the contract managed portfolio during Q3. Bachelor units represent one-third of the vacancy and the “hard-to-rent” portfolio continues to represent a quarter of all vacant units, where it takes an average 12 unit offers before an acceptance is secured. In Q3, among the four OUs where these units are concentrated, our centralized vacancy management team made 13,481 calls to offer units. The increased vacancy rate may be partly attributed to seven OUs experiencing a higher than normal number of move-outs in Q3. Offers for the vast majority of units within this spike have been made. The centralized vacancy management team is operating at full staff complement as of October, which is anticipated to increase the offer rates and accelerate turnaround time.

### Turnover and Turnaround

This quarterly measure shows the time it takes to “turnaround” or “turn” a unit from the point it is vacated by one resident to the point it is available for leasing to another.

Turnover	Target	Q1 Results (against Target)	Q2 Results (against Target)	Q3 Results (Units / Budget)	Q3 Results (against Target)
Routine “turns” completed within 10 days	90%	35%	35%	615	43%
Kitchen/bath “turns” completed within 30 days	90%	52%	73%	201	71%
Budget spent	30%	22%	42%	\$2,100,000	21%

There has been a slight improvement in the percentage of units meeting the ten-day turnaround time (43% vs. 35% in Q2). This is attributed to superintendents becoming familiar with their new role in the program and fewer staff changes. There was a slight decrease in the kitchen/bathroom turnaround time, but an improvement to the average turnaround time of 18 days compared to 24 days in Q2.

The improvements can be attributed both to the small gains of OUs on the existing move-out portal as well as the efficiencies from a new work management system, Suitespot, which has been phased into seven OUs since the beginning of Q3. There have been ongoing efforts to provide staff with additional training at these OUs and we anticipate continued improvement in the turnaround time in Q4. The rest of the OUs will be moved to the new system in January 2016.



## Savings Through Procurement

This quarterly measure monitors the efforts, impact, and value generated as a result of competitive public procurement processes conducted by the Toronto Community Housing.

Q3 Procurement	2015 Target	Q3 YTD Target	Q3 YTD Actual	Q3 2014 YTD	YoY Trending
Tota Average Value of Vendor Bids	\$100,000,000	\$75,000,000	● <b>\$146,274,903</b>	\$ 93,175,276	57%
Procurement Cost Avoidance \$	\$18,000,000	\$13,500,000	● <b>\$33,895,498</b>	\$ 19,933,672	70%
Procurement Cost Avoidance %	20%	20%	● <b>23%</b>	21%	8%
Number of RFX Issued	200	150	● <b>264</b>	134	97%
Average Value per Project	\$500,000	\$500,000	● <b>\$554,072</b>	\$ 695,338	-20%

The number of RFXs (e.g. Requests for Information, Quotes, or Proposals) issued has increased by 97% over Q3 of last year largely due to a change in methodology of receiving Design and Engineering quotes. In addition, Facilities Management received approval to plan for an additional capital expenditure of \$45M in the spring, increasing the number of RFXs issued. The procurement threshold for utilizing an existing roster increased to \$750K in Q3. Vendors on these rosters who are not successful in bidding for opportunities are incentivized to lower their bids in subsequent competitions, resulting in a more competitive bidding process which in turn increased our procurement cost avoidance figures.

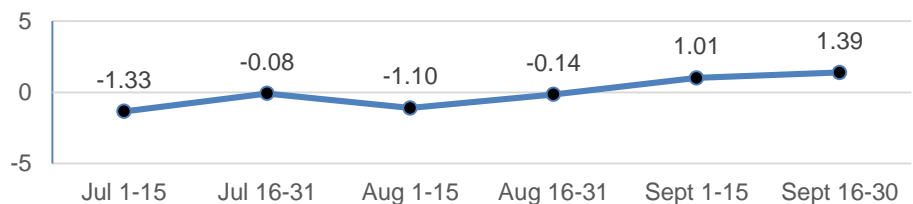
## Divisional Objective: Communications Scorecard

### News Media Impact Score

This quarterly measure tracks the public impact of media coverage of Toronto Community Housing. The score ranges from -10 to +10, with low scores signifying negative coverage and high scores positive coverage, while scores near the centre of the range represent balanced/neutral coverage. It is calculated through an industry-standard method involving weighting the tone score according to the influence of the publication.

Impact Scores by Month

Q2 Result	-0.62
Q3 Result	● 0.00



The overall impact score for Q3 was neutral at 0 (of a range from -10 to +10). The month-over-month results show an overall positive trend across the quarter, with more negative coverage in the early part of the summer around the release of the interim report of the Mayor's Task Force and more positive coverage in the month of September with the release of the *Getting it Done* report and the launch of the ReSet strategy.

In Q4, staff will continue to aim for neutral to positive scores in this measure, while using proactive story pitches and media events to increase awareness of the company's critical capital repair needs during the federal election and the lead-up to the 2016 budget process.



## Appendix

### Quarterly Measures Definitions

## 1 Generate Capital Stability

### Sale of Houses

This quarterly measure shows progress on the sale of stand-alone homes as 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. The results for “funds raised” include the proceeds from houses that have officially closed as well as those that have been committed under binding contracts in the current quarter and scheduled to close the next quarter.

## 2 Deliver an Innovative Capital Improvement Program

### Capital Program

This quarterly measure shows the progress made on the delivery of both the planned and demand work of the capital repair program. The primary measure of performance against target is the dollar value of work completed as this measure aligns capital project progress with the capital budget.

### State of Good Repair: In You Unit and Common Areas

This quarterly measure shows progress made on the state of good repair (SOGR) “in your unit” and “common area” program that targets kitchen and bathroom refurbishments, common space repairs and general livability enhancements. “High-need” communities are defined by priorities established through the Asset Management Unit Inspection results.

## 3 Grow the Revitalization Program

### Revitalization Communities

This quarterly measure shows progress towards building and replacing housing units through revitalization, redevelopment and home ownership opportunities, working with partners to enhance the value of aging assets.

“Market” units are new full-priced ownership housing units developed in partnership with the private sector and sold on the open market. Toronto Community Housing receives land value and a share of profits from the sale of market units. “Rentals” are replacement units built to meet our commitment to replace older units demolished as part of revitalization. “Refurbishment” are rentals that are original units in revitalization communities that will be retained and refurbished through the revitalization.

“Sales” mean deals executed for market buildings. “Design Development” are buildings and units actively under design (post master planning stage), but not yet on sale. “Construction” mean those that have demolition permits secured. Total of hard and soft costs including financing and land. “Occupied/Closed” means that households have moved into the unit (rental), and final closing of market units (i.e. payment received). Value represents a total of hard and soft costs excluding taxes, land, etc.

### Section 37

This quarterly measure refers to the part of the Planning Act that allows municipalities to obtain community benefits from developers in exchange for increased building height or density. Some ward councilors have obtained Section



37 benefits in the form of funding for capital investments in our communities. The funding is used for resident-identified priorities that benefit all residents of the building, such as improvements to common areas.

## 4 Focus on our Approach to Supporting Vulnerable Residents

### Connecting vulnerable residents

This quarterly measure shows progress against our goal of improving the organization's internal capacity to identify residents who are at risk and co-ordinate third party supports.

## 5 Renew our Resident Engagement System

Metrics to be developed.

### Divisional Objective: Neighbourhood Building and Improved Community Safety

#### Reported Crimes

This measure, taken from the CORA reporting system, demonstrates the volume of various crimes and incidents CSU attended to that occurred on Toronto Community Housing property.

- Crime Against Persons involve the application and or threat of force to a person. These include all sexual assaults, assaults, robbery, homicide, discharge firearm, uttering threats, etc.
- Crime Against Property involve 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.
- Incidents Affecting Quality of Life involve unlawful acts that are generally victimless in nature and include incidents that do not pose a direct threat to an individual but have an impact as to the perception of safety and fear of crime. These include drug offences, fire, fire alarm, prostitution, breach of probation, suspicious persons, cause disturbances, etc.
- Other Incidents include information, unfounded incidents, assisting residents, parking, law enforcement, disputes, disturbances, etc.

#### Evictions for Cause

This measure shows how many residents were evicted for "cause" in the reporting period, which is defined as evictions for causes other than arrears (i.e. substantial interference with reasonable enjoyment or with other rights, interests or privileges; damage to property; illegal act; or impairment of safety).

## 6 Develop our People to be Engaged and Capable

Metrics to be developed.

## 7 Be a Landlord of Excellence

### Service Requests Response

This quarterly measure is separated into Administrative and Maintenance requests and shows the volume and percentage of service requests received that are "resolved" within the committed turnaround time (two days for Administrative and five days for Maintenance) for the reporting period.





## Client Care Centre

This quarterly measure shows performance in customer service as provided by the Client Care Centre.

Measures	Definition
Service Level Agreement (SLA) Target	All Service Levels are based upon a 90% target for responses.
Average Speed of Answer (ASA)	Average Time spent in queue before being answered. This is the average speed of answering an incoming call. It may also be known as the average delay of calls. This metric looks at the service level from the customer's perspective.
Service Level	Service Level is a function of ASA and SLA Response Targets.
Calls Offered	Number of calls received.
Abandonment Rate	Percentage of queued calls that hung up before reaching an agent.
Average Handle Time	Agents' total talk, hold and wrapping up the call time.

## Dispatch Centre – Calls for Service

This quarterly measure shows performance in customer service as provided by the Community Safety Unit's Dispatch Centre to residents, staff and other external customers.

Measures	Definition
Dispatched Calls	The number or percentage of calls dispatched to CSU officers out of the total number of calls for service received.
Abandonment Rate	Percentage of queued calls that hung up before reaching a dispatcher (target is 8% or less)

**Data limitation:** The total number of calls obtained from the Avaya phone system does not include the calls that are generated by CSU officers/third party security services to report "on-site" follow up to occurrences/incidents via 2-way radio.

## Arrears

This quarterly measure shows arrears that include rent and parking balances, retroactive charges, and legal, maintenance and other charges.

Measures	Definition
Arrears from Rent and Parking Only	Charges related exclusively to monthly rental and have been accumulated, month-over-month. <i>Aging can be measured on these arrears.</i>
Arrears from Retroactive Charges	Charges related to the discovery of undeclared income (for RGI tenants) and arrive in tenant files in large amounts (\$1,700 on average) at specific times (vs. being accumulated over time). <i>Aging cannot presently be measure on these arrears (system limitation).</i>
Arrears from Legal, Maintenance and Other	Charges related to additional tenant charges levied on the file in relation to a Landlord and Tenant Board Fee (i.e. \$170 filing fee) or Tenant damage (to unit) fee. <i>Aging cannot presently be measure on these arrears (system limitation).</i>

This quarterly measure shows the outcome of our commitment to resolving arrears as early as possible by connecting with residents in order to prevent evictions whenever possible. "Evictions" include those evictions involving the Sheriff but also those that vacate the unit under various legal notices and orders. "Managed" arrears



are those that are at a legal stage, beginning with an N4 notice, then repayment agreements, an L1 notice, or an Eviction Order.

The Seniors Profile for Arrears shows arrears information for residents over the age of 59. “In Arrears Due to Loss of Subsidy” shows the number of seniors who are in arrears for reasons related to the loss of their rent-geared-to-income subsidy, commonly due to failure to report changes to income or household composition.

## 8 Improve Resident Satisfaction

### Close the Loop Program

This quarterly measure shows results from the “Closing the Loop” pilot program, in which staff contact residents following repairs to solicit feedback on the quality of repairs and of the service they received.

After the scheduled completion of a repair, residents are contacted within five to seven days and are asked to: 1) confirm whether the repairs have been completed, 2) rate (out of 5) their satisfaction with the service provided, and 3) rate (out of 5) the attendee on courtesy and respect.

## 9 Ensure Long-Term Financial Sustainability

### Vacancy

This quarterly measure shows vacancy rates and vacancy loss by Rent-Geared-to-Income and Market Units as well as by direct and contract managed portfolios. “Vacant Units” are defined as those units that are rentable and physically vacant at the end of each reporting period. “Vacancy Rate” is calculated by dividing the Total Vacant Units by the Total number of Rentable Units as at the last day of the reporting period. “Vacancy loss” is based on the number of vacant days during the month for each unit and the rent charged for each unit.

### Turnover and Turnaround

This quarterly measure shows the time it takes to “turnaround” or “turn” a unit from the point it is vacated by one resident to the point it is available for leasing to another. “Routine” turns refer to standard move-outs while “kitchen/bath” refers to those units that require significant repairs to assets before they are ready to be re-rented.

### Savings Through Procurement

“Cost avoidance” is an industry standard procurement metric measured quarterly that monitors the efforts and impact of the Procurement Department and the value being generated. Procurement Cost Avoidance is predicated on the assumption that the competitive public procurement process conducted by the Toronto Community Housing procurement division is an intentional action that results in lower costs for goods, services and construction than would otherwise be obtained by the organization without such competition.

## Divisional Objective: Communications Scorecard

### News Media Impact Score

This quarterly measure tracks the public impact of media coverage of Toronto Community Housing. The score ranges from – 10 to + 10, with low scores signifying negative coverage and high scores positive coverage, while scores near the centre of the range represent balanced/neutral coverage. The impact score is calculated through a process involving weighting the tone score (assigned on a scale from -2 [strongly negative] to +2 [strongly positive]) according to the influence of the publication (a scale from 1 to 5, based on audience reach in the GTA). This type of weighting by tone and influence is an industry-standard method of estimating the impact of stories on the public at large.



## Annual Measures Definitions

### Quality Homes

#### Generate Capital Stability

##### Mortgage Refinancing

This annual measure shows progress on growing the state of good repair fund by refinancing mortgages.

#### Deliver an Innovative Capital Improvement Program

##### Participatory Budgeting

This annual measure shows the funding of resident priorities that are aligned with overall capital needs through the participatory budgeting program, as well as the number of developments and projects on which the money was spent, and overall tenant satisfaction.

#### Grow the Revitalization Program

##### Build-Replace housing units

This annual measure shows progress towards building and replacing housing units through revitalization, redevelopment and home ownership opportunities, working with partners to enhance the value of aging assets.

##### Affordable home ownership

This annual measure shows the number of households moved into affordable home ownership units, which are Market Unit purchases by residents through a homeownership funding program.

### Vibrant Communities

#### Support Vulnerable Residents

##### Partnerships for supports for residents

This annual measure shows progress against our goal of improving the organization's internal capacity to identify residents who are at risk and co-ordinate third party supports through the development of partnerships in high needs buildings to provide housing supports for residents.

##### Community Spaces

This annual measure shows progress against our goal to work with the City and community partners to renew and promote the use and development of community space and assets with an emphasis on multi-use/shared facilities to broaden access across the community.

#### Renew our Resident Engagement System



## Engagement opportunities

This annual measure shows an aggregate measure of the broad range of opportunities that we engage residents in, from governance to mentorship opportunities and youth programming.

## Other Divisional Objectives

### Economic Opportunities

These annual measures reflect resident awareness and access to economic opportunities inclusive of entrepreneurship, mentorship, education and access to the labour market.

### Sponsorships and scholarships

Toronto Community Housing is actively seeking to expand our revenue base to ensure programs and activities that support capacity building, education, access to employment and social programs are continually delivered. Pursuing sponsorship opportunities is a key mechanism to building a robust revenue stream. This annual measure tracks the number and dollar value of scholarships awarded to residents.

### Other / Resident Employment Support

This annual measure tracks the development of a social procurement strategy that facilitates the ability to procure contracts that support resident employment, and business opportunities.

## Service Excellence

### Develop Our People

Measure under development.

### Be a Landlord of Excellence

#### Vacancy Aging

This annual measure shows the percentage of rentable units that remain vacant at the defined age categories of <31 days, 31-60 days, and 61+ days.

#### Accessibility Improvements

This annual measure shows progress made on meeting the accessibility needs of residents, measured through funds spent on capital upgrades, households accommodated for accessibility needs, and the number of buildings improved for accessibility purposes.

#### Reputation Assessment

This annual measure is based on an opinion survey and media scan conducted by a third party that identifies issues and general public perceptions of Toronto Community Housing. Targets are based on the findings of the 2013 reputation assessment survey, which rated overall public impression as 21% positive, 35% negative and 40% neutral; a mean of 4.9 out of 10. The 2013 media scan assessed the percentage of negative (49%), neutral (32%) and positive (19%) coverage in mainstream print media. The 2014 media scan will assess coverage of Toronto Community Housing in print, broadcast and online media.



## Improve Resident Satisfaction

### Resident satisfaction with repairs

Measure under development.

### Resident survey (bi-ennial)

This bi-ennial measure is a rating of resident satisfaction with the overall delivery of our services.

## Ensure Long-Term Financial Sustainability

### Third Party Spend

“Third party spend” is an annual measure that is defined as all spend with vendors for goods and services, excluding banks, government services, payroll and mandatory expenses. This is monitored to determine the amount of purchases made in the GTA that support the local economy (from which they were originally funded).

### Commercial Revenue

This annual measure shows the increase or decrease of commercial revenue per year. Commercial Revenue includes Retail, Antenna, Parking, Laundry, Cable TV, Internet, Home Phone, Advertising, Filming, Solar and Other sources.