



Appendix A: TCHC's Operational Performance Measures

This report outlines TCHC's operational performance for September 2020 and provides additional explanation for significant variances.

Item	Measure	September 2020	2019 Average	Change
1	Tenant Calls to Client Care	37,692	33,563	+ 4,129
2	Elevator Service Requests	655	689	- 34
3	Demand Pest Treatments	4,894	5,141	- 247
4	Vacancy Rate (Percent)	2.35%	2.40%	- 0.05
5	Rentable Vacant Units	1,337	1,367	- 30
6	Non-Rentable Vacant Units	2,208	2,355	- 147
7	Rent & Parking Arrears (Million)	\$15.2	Y/E \$10.5	+ 4.7
8	Crimes Against Property	87	89	- 2
9	Crimes Against Persons	103	93	+10
10	Fire Incidents	19	17	+ 2
11	Tenant Referrals Made to Internal/External Supports	729	797	- 68

Service Requests Up

The call volume to the Client Care Centre in September 2020 was 4,129 calls higher when compared to the average call volumes in 2019. The increase is primarily due to tenants calling to inquire about COVID-19 office procedures and alternative contact methods for services.

Elevators

The volume of elevator calls decreased by 34 due to the decrease of maintenance related calls, which can be attributed to the continued delivery of the capital upgrade and maintenance programs.

Pest Control

The volume of demand pest treatments decreased by 247. During the pandemic, we have provided demand treatments to tenants where physical distancing can be maintained. No tenant who requested pest treatment has been declined service. In compliance with legislative requirements and the City of Toronto RentSafe TO by-law, we have continued with monthly preventative treatments in building common spaces, such as lobbies, recreation rooms, offices, and laundry rooms.

Vacancies Down

The vacancy rate in September 2020 was 2.35%, which is 0.05% lower than the average vacancy in 2019. However, it should be noted that vacancies have steadily increased over the last several months from a low of 1.78%. The increase in vacancies is being driven primarily by rent-geared-to-income (“RGI”) units. Market units are below 1%.

Table 1: Contributing Factors to RGI Vacancies

Contributing Factors	Solutions
<ul style="list-style-type: none"> • Seniors Housing Unit paused rentals due to COVID-19. 	<ul style="list-style-type: none"> • Rental campaign
<ul style="list-style-type: none"> • Clusters of unsupported units are hard to rent: <ul style="list-style-type: none"> ○ Northwest (Jane-Finch/Rexdale) & Scarborough West Hill lack supports for high needs tenants; and ○ Sherbourne strip desirability challenge. 	<ul style="list-style-type: none"> • Rapid re-housing
<ul style="list-style-type: none"> • City’s over-housed restrictions limit ability to lease 1+ bedroom units: <ul style="list-style-type: none"> ○ 839 units available for 1,356 over-housed tenancies; ○ Over-housed tenants must be right-sized prior to waitlist offering, effectively tying up two units; and ○ Over-housed directives regarding tenancy preference inhibit relocation for months. Combined with loss of subsidy and eviction protocols, it can take years before the relocation is concluded. 	<ul style="list-style-type: none"> • Suspend over-housed waitlist • Work with Shelter Support & Housing Administration (“SSHA”) (Service Manager) to improve process

Arrears Up

The rent and parking arrears have increased to \$15.2 million, which is an increase of \$4.7 million from the end of 2019.

Categories	Total (M)
Arrears 30 days old or less (late payers)	\$ 3.2
• N4 Issued	\$ 0.8
• Legal Filing	\$ 0.2
• Order	\$ 0.1
• Arrears Locally Managed	\$ 1.7
• New Arrears	\$ 0.4
Arrears over 30 days old	\$ 7.4
• N4 Issued	\$ 2.9
• Legal Filing	\$ 1.6
• Order	\$ 0.8
• Arrears Locally Managed	\$ 2.1
• New Arrears	\$ 0.03
Arrears in a repayment agreement	\$ 4.6
	\$ 15.2

Arrears is calculated on the first business day of the month and captures payments made up to the last calendar day of the previous month. Arrears is comprised of (1) new arrears, which are arrears 30 days or less that is a result of tenants who made late or partial payments; and (2) accumulated arrears, which are arrears 31 days or more that is a result of tenants who are consistently behind in their payment (chronic non-paying tenants) or face challenges in providing payments.

Of all arrears, 64% or \$6.8M (e.g. N4 issued, managed through legal process) are currently being managed, whereas 36% or \$3.8M are not managed through an agreement or legal process (e.g. locally managed). TCHC is committed to the careful management of the unmanaged arrears to reduce that by 75%, ensuring that we have worked with our most complex tenants to keep them housed while maintaining fiscal responsibility to capture the unpaid rent through reasonable repayment agreements with our tenants.

Table 2: Contributing Factors to the Increase in Arrears

Contributing Factors	Solutions
<ul style="list-style-type: none"> • Complexity of Arrears Collection Process (“ACP”) 	<ul style="list-style-type: none"> • New ACP process with OCHE
<ul style="list-style-type: none"> • Moratorium on evictions 	<ul style="list-style-type: none"> • Restart legal process
<ul style="list-style-type: none"> • City direction to maintain tenancy, avoid arrears evictions 	

Furthermore, the ACP is being revised in collaboration with the Office of the Commissioner of Housing Equity. As part of TCHC’s new operating model, staff have been moved into local tenant service hubs, which are located in buildings, enabling tenants to more readily access their local staff, and for staff to be able to build better relationships with tenants. The ACP is being revised to align with this operating model with increased staff-to-tenant interaction reflected throughout the process. The first 13 days of the month are dedicated to Tenant Services Coordinators reviewing their rent roll in detail to identify the households who require focused intervention through the ACP. Then, in collaboration with the integrated team in the hub, the ACP starts with a consistent issuance of the N4 on the 14th day of the month, with a clear cover letter issued requiring tenants to attend an in person or phone meeting with their TSC to put a plan in place to address the arrears.

Community Safety: Crime Up

There have been 103 crimes against persons and 87 crimes against property in September 2020, which is an increase of 10 and decrease of 2 respectively from the 2019 average. The increase of tenants being at home has enabled more frequent observations of crime incidents and reporting to CSU.

Table 3: Contributing Factors to the Increasing Crimes

Contributing Factors	Solutions
<ul style="list-style-type: none"> • Crime trend is consistent with the increase in shootings and homicides in the City of Toronto. 	<ul style="list-style-type: none"> • Continue implementation of VRP • Continue to increase community presence and support • Continue collaboration with the Toronto Police Service (“TPS”) and other police forces

Meanwhile, there were 19 fire incidents in the portfolio, which is an increase of two incidents from the previous year. During this period, there was an increase of cooking related fire incidents. To address this, a public education campaign was implemented in October 2020, which focused on the top four buildings with the highest prevalence of cooking fire incidents. It included the delivery of door hanger bags to 1,459 units, which contained cooking fire safety information and promotional items with fire safety messages. In addition, a broader communication plan was delivered through social media and TCHC's external website.

Tenant Supports Down Slightly

The number of tenant referrals made to internal and external supports was 729, a decrease of 68 referrals when compared to 2019. During the COVID-19 pandemic, staff have been contacting vulnerable individuals and seniors to offer assistance, with the majority of these calls and assistance completed in early spring. As the City enters into the second wave of the pandemic, we continue to work closely with the City of Toronto, agencies, and volunteer networks to ensure food deliveries and other needs of seniors and vulnerable tenants continue to be met during this time.