



## TCHC's Operational Performance Measures

Item 4A

March 24, 2021

Tenant Services Committee

**Report:** TSC:2021-17

**To:** Tenant Services Committee ("TSC")

**From:** Chief Operating Officer

**Date:** March 9, 2021

### **PURPOSE:**

The purpose of this report is to provide the TSC with an update on key areas of Toronto Community Housing Corporation's ("TCHC") operations.

### **RECOMMENDATIONS:**

It is recommended that the TSC receive this report for information.

### **REASONS FOR RECOMMENDATIONS:**

This report outlines TCHC's operational performance for February 2020 (see Attachment 1) and provides additional explanation for significant variances.

### **SIGNATURE:**

*"Sheila Penny"*

---

Sheila Penny  
Chief Operating Officer

**ATTACHMENT:**

1. February 2021 Operational Performance Measures

**STAFF CONTACT:**

John Angkaw, Senior Director, Business Operations

416-981-4318

John.Angkaw@torontohousing.ca

**Attachment 1: February 2021 Operational Performance Measures**

Item	Measure	February 2021	2020 Average	Change
1	Tenant Calls to Client Care	38,167	37,219	+ 948
2	Elevator Service Requests	682	637	+ 45
3	Demand Pest Treatments	2,776	3,862	- 1086
4	Vacancy Rate (Percent)	2.16%	2.15%	+ 0.01
5	Rentable Vacant Units	1,225	1,224	+ 1
6	Non-Rentable Vacant Units	2,424	2,320	+ 104
7	Rent & Parking Arrears (Million)	\$15.9	\$13.5	+ 2.4
8	Crimes Against Property	133	91	+ 42
9	Crimes Against Persons	77	110	- 33
10	Fire Incidents	18	19	- 1
11	Tenant Referrals Made to Internal/External Supports	296	244	+ 52

**1. Tenant Calls to Client Care**

The call volumes to the Client Care Centre in February 2021 were 948 calls higher when compared to the average call volumes in 2020. The slight increase was due to an increase in the volume of tenant calls for information and maintenance requests.

**2. Elevator Service Requests**

The number of elevator calls increased by 45. The increase may be attributed to the increased usage of elevators amongst tenants staying at home due to the stay at home order resulting from the COVID-19 pandemic.

**3. Demand Pest Treatments**

The volume of demand pest treatments decreased by 1086. The decrease is attributed to the close-out of the unit inspections, as identified pest issues resulted in automated treatment follow-ups. During the pandemic, we continue to provide 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.

#### 4. Vacancy Rate

The vacancy rate across TCHC in February 2021 was 2.16%, which is 0.01% higher than the average vacancy in 2020. The vacancies in the Family portfolio was 1.94% (rent-geared-to-income (“RGI”) & market) with a month-over-month decrease of 77 vacant units. The vacancies are down from a high of 2.56% in November 2020. In addition, the vacancy rate in the Seniors Housing Unit (“SHU”) was 2.83% (RGI & market) with a month-over-month decrease of 17 vacant units. The vacancies are down from a high of 3.54% in June 2020.

Figure 1: Vacancy - Family

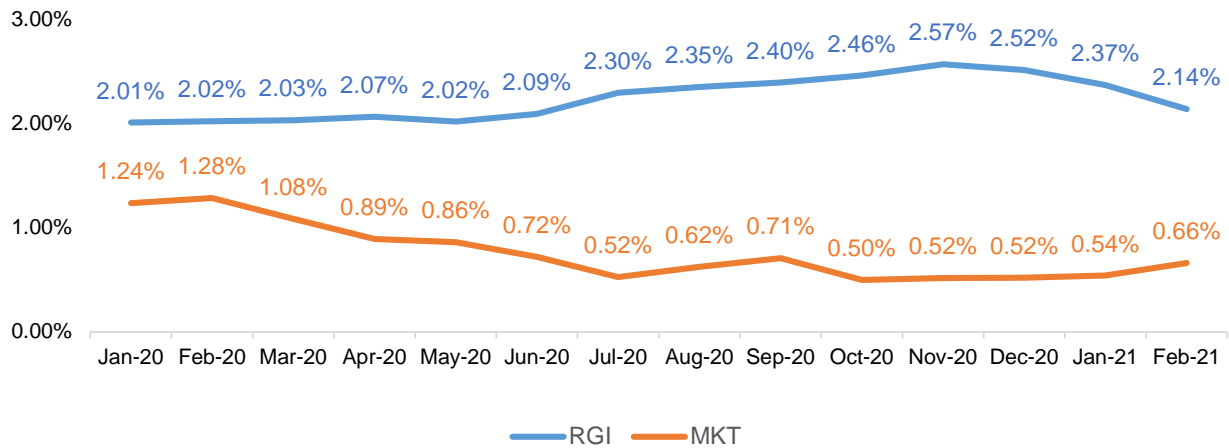
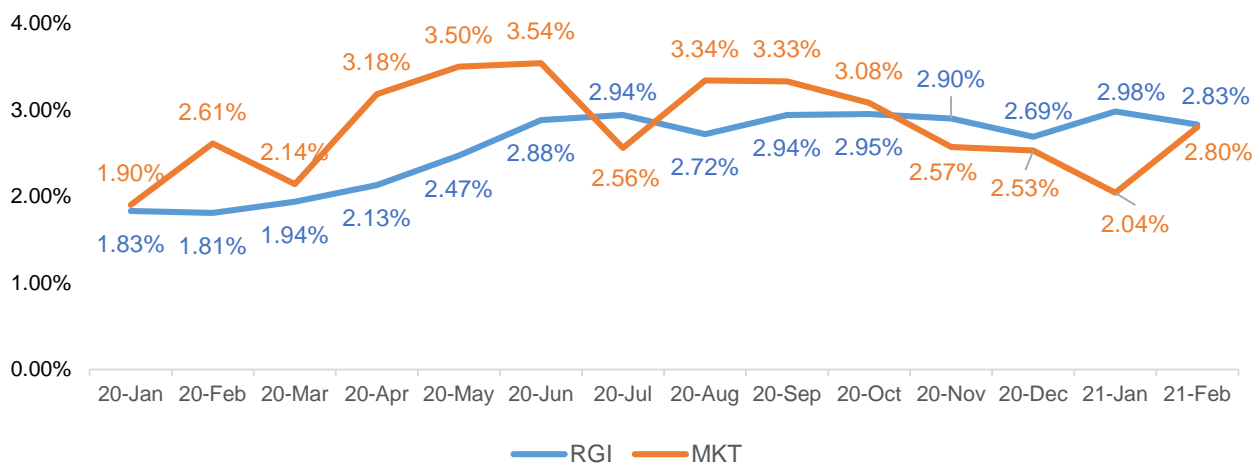


Figure 2: Vacancy - SHU



Vacancy data has turned the corner and is heading in the right direction. The following provides updates to the ongoing vacancy solutions:

### ***SHU Rental Campaign***

During the initial stages of the COVID-19 pandemic, offers were not being made on vacant units in the Seniors Housing Unit (“SHU”) to reduce the risk of potential exposure to vulnerable seniors. However, offers have since resumed to prospective tenants in the SHU, with COVID-19 safety protocols in place.

### ***Rapid Re-housing***

During 2020, over 335 units with furniture and supports for tenants were allocated to individuals from the shelter system. Phase 2 began in January 2021, where an additional 300 units were added through this program. To-date, 50 households (70 individuals) have received a unit through this program. The vast majority of the units included in the Rapid Re-housing program are bachelors and one-bedroom units, and they tend to be in areas of the portfolio that have historically been labelled “hard to rent” due to challenges associated with neighborhood desirability and lack of support for high needs tenants.

### ***Bypass Over-housed Waitlist***

TCHC has received time-limited approval to bypass unit offers to over-housed households on the internal transfer list until April 30, 2021. In addition, TCHC will continue to work with the City’s Shelter, Support & Housing Administration (“SSHA”) to implement a new process for over-housed transfers, in conjunction with the choice-based systems going live with in 2021.

### ***Bulk Unit Showings***

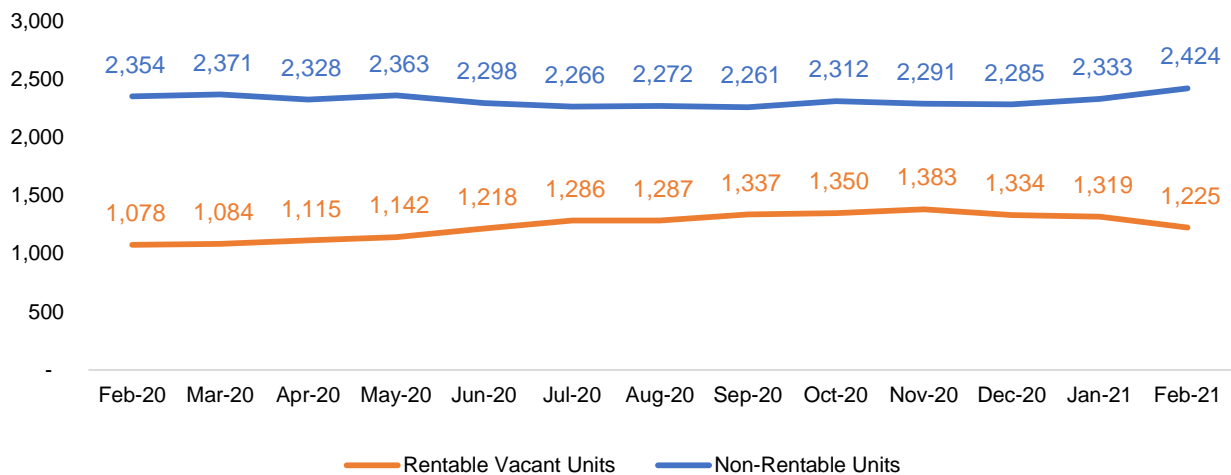
TCHC has identified buildings with a high vacancy rate or cluster of vacant units in all regions and will be implementing bulk unit showings in April 2021. This allows for a shortened offer process and higher offer acceptance rate, with the available units being allocated to the households who indicate interest, in chronological order to honor the waitlist rules.

## **5. & 6. Rentable Vacant Units & Non-Rental Vacant Units**

The rentable vacant units have increased by 1 unit to 1225 units. As well, the non-rentable vacant units increased by 104 to 2424 units. The number

of rentable vacancies have been decreasing each month since November 2020 as a result of targeted vacancy reduction strategies underway to address the increase in vacancies that began in March 2020 due to COVID-19. Non-rentable vacancies have been increasing primarily due to additional units currently undergoing revitalization at Don Summerville and Lawrence Heights compared to 2020, as well as an increasing number of units undergoing capital repairs and accessibility modifications.

*Figure 1: Rentable Units & Non-Rentable Vacant Units*



## 7. Rent & Parking Arrears

Rent and parking arrears have increased to \$15.9 million, which is an increase of \$600K from end-of-2020. Of this amount, \$5.5 million are in repayment agreements.

Categories	Total (M)
Arrears 30 days old or less (late payers)	\$ 1.1
• N4 Issued	\$ 0.2
• Legal Filing	\$ 0.003
• Order	\$ 0.004
• New Arrears	\$ 0.3
• Unmanaged: Arrears Locally Managed	\$ 0.5
Arrears over 30 days old	\$ 9.3
• N4 Issued	\$ 4.5
• Legal Filing	\$ 1.7
• Order	\$ 0.9

<b>Categories</b>	<b>Total (M)</b>
<ul style="list-style-type: none"> <li>• New Arrears</li> <li>• Unmanaged: Arrears Locally Managed</li> </ul>	\$ 0.01 \$ 2.2
<b>Net arrears</b>	<b>\$ 10.4</b>
<b>Arrears in a repayment agreement</b>	<b>\$ 5.5</b>
<b>Total</b>	<b>\$ 15.9</b>

Of all arrears, 74% or \$7.7M are currently being managed (e.g. N4 issued, managed through legal process), whereas 26% or \$2.7M are not managed through an agreement or legal process (e.g. locally managed). This represents an increase of managed arrears by \$0.7M and a reduction of unmanaged arrears by \$0.2M since November 2020.

The following provides updates to the above noted arrears solutions:

#### ***New Arrears Collection Process (“ACP”)***

TCHC has partnered with the Office of the Commissioner of Housing Equity (“OCHE”) and subject matter experts to develop the new ACP. The new ACP simplifies the steps and improves personal contacts, allows tenants to receive support earlier in order to maintain tenancies. The ACP training is currently being delivered to staff in partnership with OCHE. The new ACP will come into effect on June 1, 2021.

#### ***Restart Legal Process***

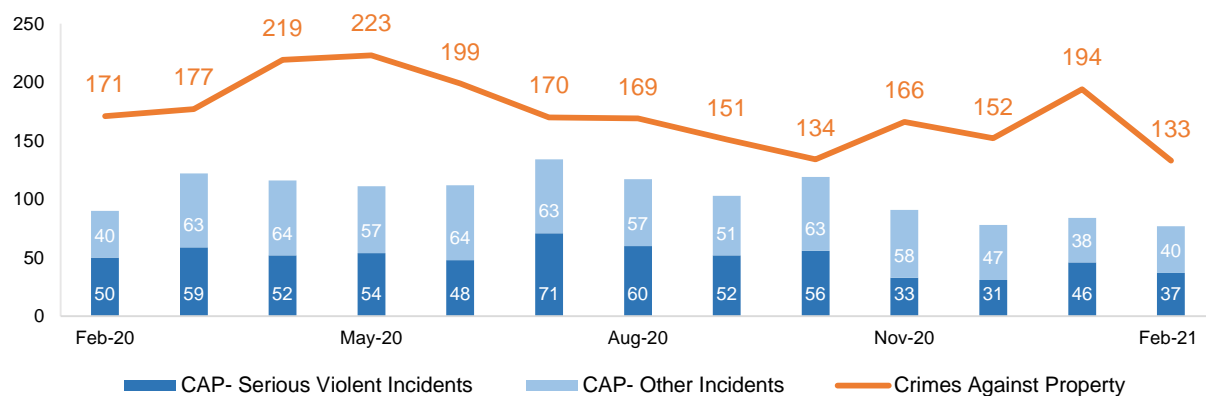
In December 2020, City Council requested that TCHC implement a three month moratorium on evictions due to arrears. In March 2021, City Council requested that TCHC extend this moratorium until June 17, 2021.

To mitigate the risk that arrears could increase disproportionately during the eviction moratorium, staff continue to identify tenants falling into arrears and conduct outreach to work with them earlier to encourage them to pay their arrears, arranging a repayment agreement, or referring tenants to the OCHE, as appropriate.

### 8. & 9. Crimes against Property & Crimes against Person

There have been 77 crimes against persons and 133 crimes against property in November 2020, which is a decrease of 33 and an increase of 42 incidents respectively from the 2020 average. The increase of tenants at home has enabled more frequent observations of crime incidents and reporting to the Community Safety Unit (“CSU”).

Figure 3: Crimes against Persons & Property



CSU has recently re-examined how crimes against property are tracked. “Arson, “Mischief” and “Mischief – Graffiti” were previously tracked separately. As these are property crimes, they have since been included in “Crimes against Property” numbers, which explains the increase in incidents reported. In addition, crimes against persons includes other incidents and serious violent incidents.

### 10. Fire Incidents

There were 18 fire incidents across the TCHC portfolio, with 9 of the incidents attributed to cooking fires. This represents an increase of 7 incidents from the same period last year. TCHC continues to raise awareness on fire safety prevention through monthly fire safety poster campaigns and targeted public education.

On January 25, 2021, the TSC requested further information on whether the prevalence of false fire alarms is higher in TCHC buildings than in non-TCHC buildings across the city. Based on data provided by Toronto Fire Services (“TFS”), TCHC high rise buildings had an average of 64.1 false fire alarms per building over the last five years, whereas non-TCHC high rise buildings had an average of 11.7 false fire alarms per building during



the same time period. As a result, false fire alarms occur at TCHC high rise buildings approximately 5.5 times more often than non-TCHC high risk buildings.

To address false fire alarms in TCHC residential buildings, TCHC will continue to work with internal (e.g. business units) and external (e.g. TFS) partners to implement targeted initiatives (e.g. public education, community reviews) to reduce the frequency and cost associated with false fire alarms across the portfolio.

### **11. Tenant Referrals Made to Internal/External Supports**

There were 296 tenant referrals made to internal and external supports, an increase of 52 referrals when compared to the 2020 average. This increase is due to restart of wellness checks and referrals through the annual unit inspections.