

Toronto Community Housing



Operational Performance Measures

Item 10A

September 20, 2022

Tenant Services Committee

Report: TSC:2022-44

To: Tenant Services Committee ("TSC")

From: Chief Operating Officer (Acting)

Date: September 1, 2022

PURPOSE:

The purpose of this report is to provide the TSC with information regarding operational performance metrics for July 2022.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

This report outlines TCHC's operational performance for July 2022 and provides additional explanations for significant variances.

SIGNATURE:

"Nadia Gouveia"

Nadia Gouveia
Chief Operating Officer (Acting)

ATTACHMENT:

1. July 2022 Operational Performance Measures

STAFF CONTACT:

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ATTACHMENT 1:**1. July 2022, Operational Performance Measures**

Item	Measure ¹	July 2022	2021 Avg	Change
1	Tenant Calls to Client Care	34,238	42,832	-8,594
2	Elevator Service Requests ²	467	623	-156
3	Demand Pest Treatments	3,019	2,617 ³	+402
4	Vacancy Rate (Percent)	2.42%	2.08 ⁴	+0.34%
5	Rentable Vacant Units	1,045	906 ⁵	+139
6	Non-Rentable Vacant Units	1,794	2,119 ⁶	-325
7	Total Arrears (Million)	\$26.57	\$22.27	+\$4.30
7a	Rent & Parking Arrears (Million)	\$23.8	\$14.89 ⁷	\$23.65
8	Crimes Against Property	141	148	- 7
9	Crimes Against Persons	88	89	- 1
10	Fire Incidents	23	14	+ 9

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in July 2022 were 8,594 calls lower when compared to the average call volumes for 2021. Note that 2021 data includes calls from the Seniors' portfolio. There was a decrease of 1,556 calls when compared to the previous month. This decrease could be attributed to a decline in maintenance work orders (-7%), elevator calls (-19%), and more tenants addressing their requests at their local hub, as opposed to calling Client Care.

2. Elevator Service Requests

The volume of elevator service requests (vendor-related) decreased by 156 compared to the 2021 average. Elevator service requests come in for

¹This table has removed SHU data where applicable

² Vendor-related service requests

³ SHU data has been removed for accurate comparison

⁴ SHU data has been removed for accurate comparison

⁵ SHU data has been removed for accurate comparison

⁶ SHU data has been removed for accurate comparison

⁷ SHU data has been removed for accurate comparison

elevators that are out of service and for maintenance and other items that are required not as a result of an elevator being out of service. Nine (9) work orders requested vendors to provide hoist away access (e.g. clean pits, pick tenants' dropped keys, and test heat detectors).

3. Demand Pest Treatments

The volume of demand pest treatments increased by 402 when compared to the 2021 average. Demand treatments are request-driven services and include but are not limited to bed bugs, cockroaches, mice and other pests on the unit interior.

Table 1: Demand Pest Treatments by Region July 2022

	West	Central	East
Total	1,186	731	1,102

Although West Region had the highest number of pest treatment requests, East region had the highest number of units requiring pest treatments (886), followed by West Region (844) and Central Region (632).

4. & 5. Vacancy Rate and Rentable Vacant Units

The vacancy rate across TCHC in July 2022 was 2.42%, which has declined by 0.56% since May 2022. The number of rentable vacant units has also declined by 256 units over the past two months to 1,045. This is the lowest vacancy rate and number of vacant units to date in 2022.

Of the 1,045 rentable vacant units:

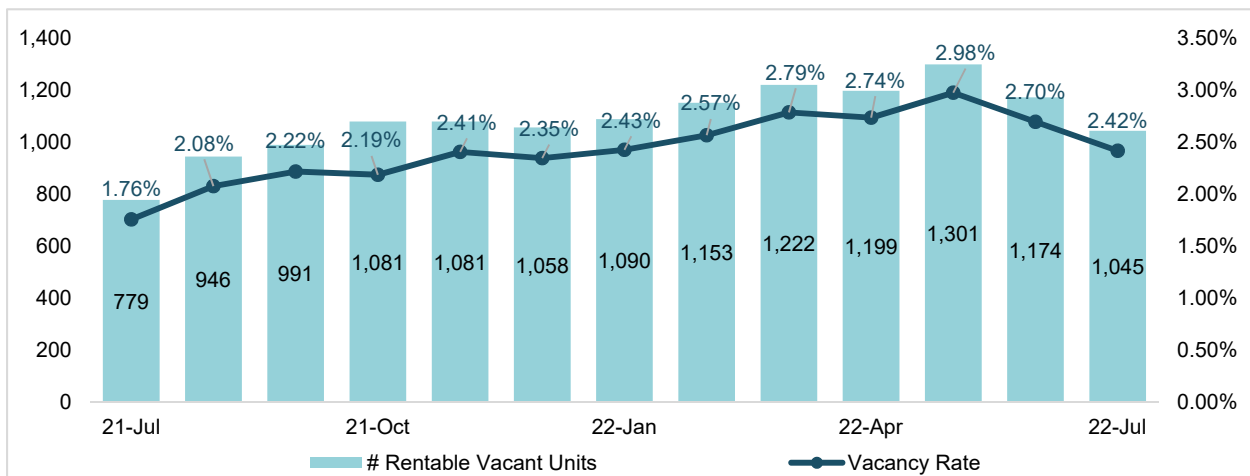
- 470 units (45%) required maintenance before they can be rented;
- 345 units (33%) were in various stages of the Choice-Based Offer process:
 - 94 units were in the process of having photos/floor plans collected and processed in the system;
 - 183 units were in a Choice-based cycle or in the queue for the next cycle; and
 - 68 units were in the offer/lease signing process.
- 110 units (11%) were being filled through Rapid Rehousing and other agency agreements;
- 106 units (10%) were being filled through TCHC's internal transfer process; and

- 8 units (1%) were market units on offer to prospective tenants.

Table 2: Vacancies by Region/Portfolio, July 2022

	West	Central	East	Overall
Rate (%)	1.83%	2.84%	2.71%	2.42%
Rentable Vacant Units	268	398	379	1,045

Figure 1: Vacancy – Family, July 2021 – July 2022



Vacancy Action Plan

Staff have developed a plan in partnership with the Service Manager to further reduce the vacancy rate, with the goal of lowering the vacancy rate to 2% by the end of 2022. TCHC’s vacancy reduction action plan includes the following key actions that are underway:

- 1) Conducting inspections on units requiring maintenance that have been vacant for longer than six months to confirm and action outstanding turnover needs;
- 2) Collecting all outstanding photo and floor plan information for units through additional vendors and more streamlined processes;
- 3) Developing service levels for vacant units filled through Rapid Rehousing and agency agreements; and

- 4) Conducting an exhaustive review and validation of vacancy data in TCHC's HoMES system and the City's Centralized Waitlist system to address errors and discrepancies.

6. Non-Rentable Vacant Units

Non-rentable vacant units have decreased by 325 units to 1,794 units compared to the 2021 average, largely as a result of increases in the completion of units under revitalization. Central region continues to have the highest number of non-rentable units as a result of the Alexandra Park and Regent Park revitalization projects currently underway.

Table 3: Non-Rentable Vacant Units by Region/Portfolio, July 2022

	West	Central	East	Overall
Total	543	939	312	1,794

Table 4: Non-Rentable Vacant Units by Category, July 2022

	# of Non-Rentable Units	% of Total Housing Stock
Non-Residential Use <ul style="list-style-type: none"> ○ Recreational Purposes: 45 ○ Staff Use: 122 ○ Agency Office Use: 5 ○ Contractor Storage: 6 	178	0.4%
Repairs Required <ul style="list-style-type: none"> ○ Demand Repairs Less Than \$25K: 5 ○ Planned Repairs More Than \$25K: 258 ○ Accessibility Modifications: 12 ○ Fire: 8 	283	0.6%
Legal <ul style="list-style-type: none"> ○ Transferring to Another Provider: 66 	71	0.2%

○ Legal Proceedings Underway: 5		
Revitalization		
○ On Hold for Relocation: 267		
○ Pending Demolition: 597		
○ Demolished/Destroyed: 190		
○ Under Construction: 205		
○ New Units: 3		
	1,262	2.8%
Total Non-Rentable Vacant Units	1,794	4.0%

7. Total Arrears

Total arrears across TCHC for July 2022 was \$26.57 million. Of this amount, \$23.81M were rent and parking arrears.

Table 6: Breakdown of Total Arrears by Arrears Type, July 2022

Arrears Type	\$ (Million)
Rent and Parking	\$23.81M
Retroactive	\$0.60M
Maintenance/Legal	\$0.97M
Transferred Scattered	\$0.30M
Non-tenant Parking	\$0.02M
Other	\$0.87M
Total Arrears	\$26.57M

7a. Rent & Parking Arrears

The rent and parking arrears across TCHC for July 2022 was \$23.81 million. Of this amount, \$6.22 million are in repayment agreements (e.g. local or mediated agreements); these tenancies have been maintained. The arrears are as follows:

- \$23.8M in arrears, up from \$23.7M;
- Arrears in repayment agreements are \$6.22M, down from \$6.23M;
- Managed arrears are \$14.93M, up from \$14.44M
- Unmanaged arrears are \$2.67M, down from \$3.05M.

Table 7: Arrears by Category - July 2022

Family Portfolio	Total (M)
Managed Arrears	\$ 14.9
Unmanaged Arrears	\$ 2.6
Net arrears	\$ 17.6
Arrears in a repayment agreement	\$ 6.2
Total	\$ 23.8

Table 8: Arrears by Region/Portfolio, July 2022

	West	Central	East
Total	\$8,458,570	\$7,791,713	\$7,563,253
Unmanaged	\$516,669	\$638,209	\$997,344
Rep. Agr.	\$2,547,406	\$1,628,004	\$2,040,858

TCHC continues to implement the following activities to lower arrears and ensure tenants receive the appropriate supports to maintain their tenancy.

Arrears Review

TCHC will be undertaking a twelve (12) month review of the Arrears Collection Process, which was implemented in 2021. This includes the process and the training deployed to front-line staff as part of its implementation.

Tenancy Communications

Management has developed a fully operationalized "Tenancy communications" channel that will support a larger Tenancy Management Community of Practice through regular updates and the development of best practices related to key tenancy management activities, including rent collection.

Arrears Support

TCHC has conducted a renewed engagement campaign with those tenants with high amounts of arrears or who have not obtained the appropriate support to maintain their tenancies.

OCHE

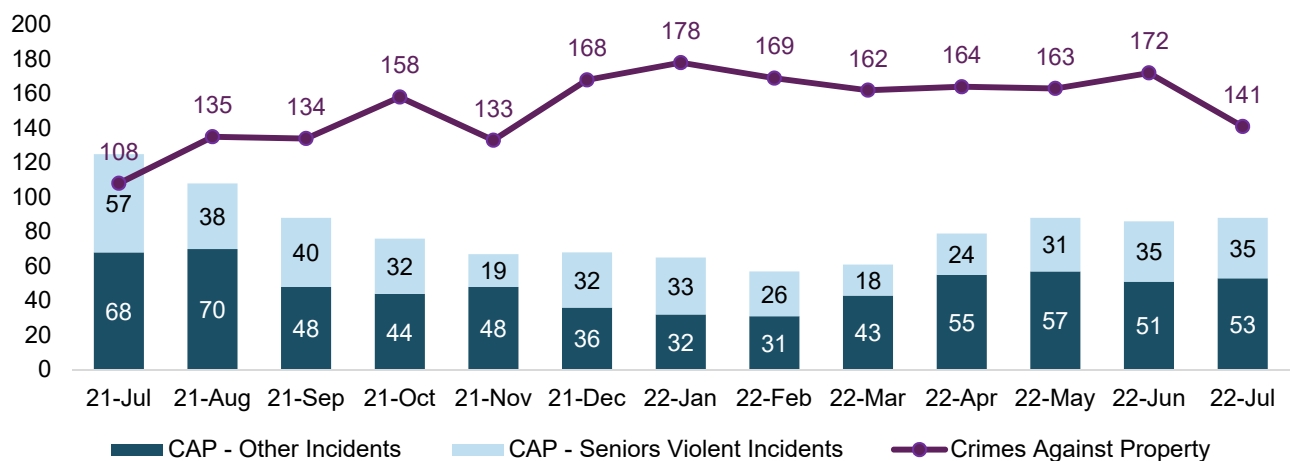
Management will undertake a deep review of the Systemic recommendations of OCHE and work to develop modular training for front line staff.

8. & 9. Crimes against Property & Crimes against Persons

There were 141 crimes against property in July 2022, a decrease of seven (7) crimes compared to the 2021 average. Reported crimes against property decreased in July due to a decline in reported vehicle thefts, thefts and mischief incidents.

Crimes against Persons are trending upwards towards the summer months, similar to the previous year. Serious Violent Incidents are significantly lower due to a decrease in reported Assault with a Weapon or Bodily Harm, Robbery, and Homicides/attempted Homicide incidents.

Figure 2: Crimes against Persons & Property, July 2021 – July 2022



10. Fire Life and Safety

In July 2022, twenty-three (23) fire incidents were reported across TCHC's Family portfolio, an increase of nine (9) compared to the 2021 average. The fire incidents consisted of eleven (11) undetermined, four (4) arson, four (4) cooking, two (2) candles/matches/lighters, one (1) smoking, and one (1) electrical-related fire.

Table 9: Fire Incidents by Region/Portfolio, July 2022

	West	Central	East
Total	7	8	8

With the lifting of COVID-19 restrictions, TCHC has restarted safety seminars and lobby events in partnership with Toronto Fire. Posters will continue to be put up on the community boards in all sites. TCHC has also purchased a "Fire Safety Kitchen," which staff will be taking to various sites to show tenants how fires start in the kitchen area and how they can be prevented. It is portable and can be transported easily.

Management is utilizing its FLS streams (i.e., False Fire Alarm, Fire Incidents, CSU Reporting, Assessments and NOV tracking) to put together lists of buildings that require additional educational focus on Fire Safety. For example, suppose a site has several cooking fires or almost cooking fires. In that case, staff will target education initiatives to the specific location, focusing on how to prevent cooking fires. FLS staff are constantly analyzing the data they collect from all streams to ensure a focus on tenant educational initiatives and problem areas.