



TCHC's Operational Performance Measures

Item 10B

July 28, 2022

Board of Directors

Report: TCHC:2022-51

To: Board of Directors (the "Board")

From: Chief Operating Officer (Acting)

Date: July 6, 2022

PURPOSE:

The purpose of this report is to provide the Board of Directors (the "Board") with information regarding TCHC's operational performance metrics for May 2022, in accordance with the direction of the Tenant Services Committee.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

This report outlines TCHC's operational performance for May 2022 and provides additional explanations for significant variances. This report will be the last cycle of reporting on Seniors Housing Data.

SIGNATURE:

"Nadia Gouveia"

Nadia Gouveia

Chief Operating Officer (Acting)

ATTACHMENT:

1. May 2022 Operational Performance Measures

STAFF CONTACT:

Richard Grotsch

Senior Director, Business Operations (Acting)

(416) 981-4054

Richard.Grotsch@torontohousing.ca

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

Item	Measure	May 2022	2021 Avg	Change
1	Tenant Calls to Client Care	43,768	42,832	+ 936
2	Elevator Service Requests	545	623	- 78
3	Demand Pest Treatments	3,727	3,753	- 26
4	Vacancy Rate (Percent)	3.50%	2.29%	+ 1.21%
5	Rentable Vacant Units	2,016	1,260	+ 756
6	Non-Rentable Vacant Units	1,751	2,199	- 448
7	Rent & Parking Arrears (Million)	\$25	\$18.3	+ \$6.7
8	Crimes Against Property	163	148	15
9	Crimes Against Persons	88	89	- 1
10	Fire Incidents	14	17	- 3
11	Tenant Referrals Made to Internal/External Supports	1,062	1,260	- 198

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in May 2022 were 936 calls higher when compared to the average call volumes for 2021. There were 29,695 maintenance work orders and 10,218 administrative requests generated from client care calls.

2. Elevator Service Requests

The volume of elevator service requests (vendor-related) decreased by 78 when compared to the 2021 average. Elevator service requests come in for 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.

3. Demand Pest Treatments

The volume of demand pest treatments decreased by 26 when compared to the 2021 average. During the pandemic, TCHC continued to provide demand treatments to tenants where physical distancing can be maintained. No tenant who requested pest treatment has been declined of service. In compliance with legislative requirements, and the City of Toronto's RentSafe

TO by-law, TCHC has continued with monthly preventative treatments in building common spaces, such as lobbies, recreation rooms and laundry rooms.

Table 1: Demand Pest Treatments by Region May, 2022

	West	Central	East	SHU
Total	1,145	658	953	971

4. Vacancy Rate

The vacancy rate across TCHC in May 2022 was 3.50%, which was 0.35% higher than the previous month. The vacancy rate is as follows:

Family

- 2.98%, (RGI & MKT) with a month-over-month increase of 102 units;
- Of 1,301 rentable vacant units, 660 units (51%) are matched to a tenant; and
- Of the 1,301 rentable vacant units, 603 units (46%) require maintenance

Seniors Housing Unit

- 5.12%, (RGI & MKT) with a month-over-month increase of 100 units;
- Of 715 rentable vacant units, 412 units (58%) are matched to a tenant; and
- Of the 715 rentable vacant units, 296 (41%) require maintenance

Table 2: Vacancy by Region/Portfolio, May 2022

	West	Central	East	SHU
Total	2.62%	3.12%	3.32%	5.12%

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

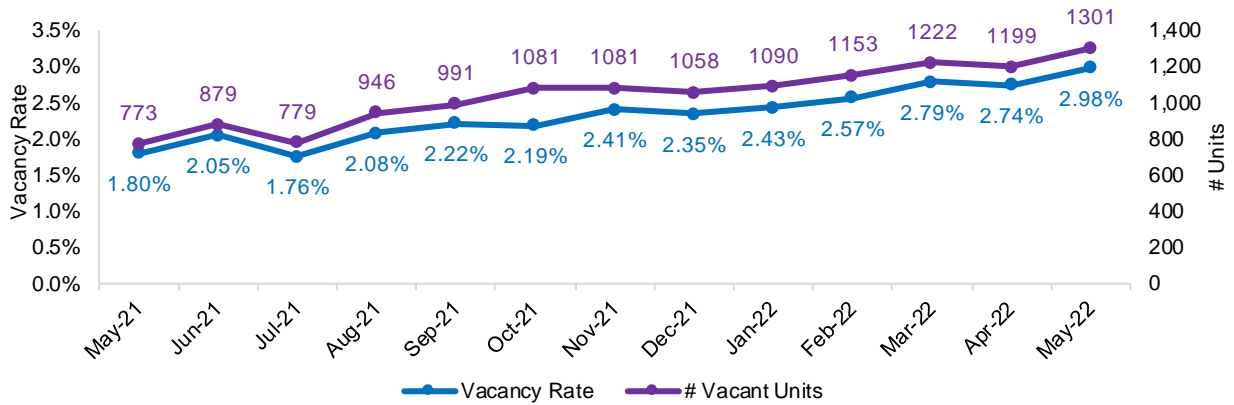
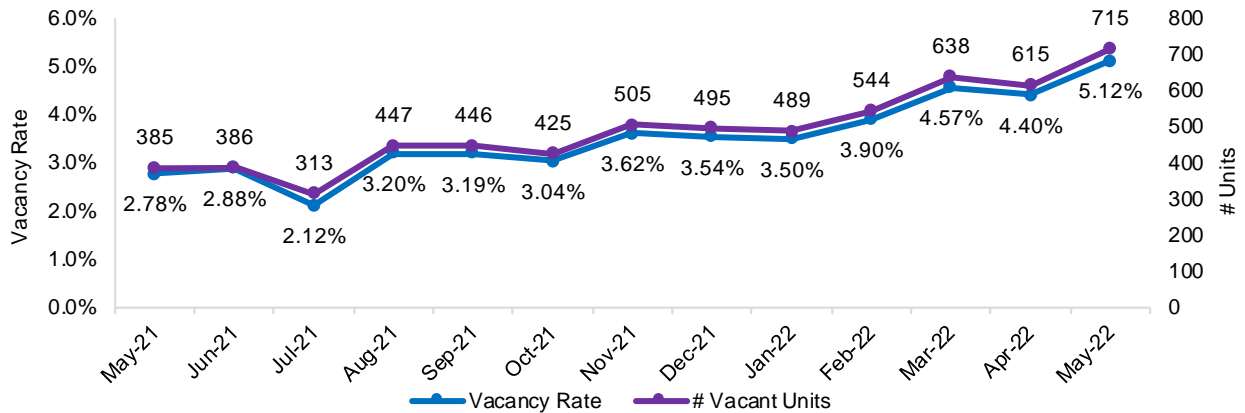


Figure 2: Vacancy – SHU, May 2021 – May 2022



Using the Rapid Rehousing approach, TCHC is working with SSHA to identify strategies for filling units in hard-to-rent communities. This includes identifying communities that most benefit from agency partnerships, including anchor agency opportunities. TCHC has commenced meetings with SSHA to identify strategies for hard-to-rent units in TCHC communities.

TCHC continues to implement the following activities to lower its vacancy rates to address the high number of vacant units:

Unit Audit

Regional staff will be conducting physical audits of vacant units under the code "maintenance required," focusing on increasing TCHC's vacant and ready stock.

Unit Turnover Process

TCHC will comprehensively review the unit turnover process, including vendor alignment, performance and overall service levels.

Choice-Based

Staff have continued implementation of the choice-based model system. TCHC has doubled service levels for choice-based data collection from the vendor to expedite the process.

5. & 6. Rentable Vacant Units & Non-Rentable Vacant Units

Rentable and non-rentable vacant units have increased and decreased by 756 and 448 units, respectively, compared to the 2021 average.

Table 3: Rentable Vacant Units by Region/Portfolio, May 2022

	West	Central	East	SHU
Total	386	442	473	715

There were 2,016 rentable vacant units in 2022. Units that required maintenance made up 45% of these units. SHU had the highest number of units requiring maintenance (296), followed by the Central Region (245), West Region (178) and East Region (180).

Table 4: Non-Rentable Vacant Units by Region/Portfolio, May 2022

	West	Central	East	SHU
Total	492	943	260	56

Table 5: Non-Rentable Vacant Units by Category, May 2022

	# of non-rentable units
Accessibility Needs	24
Contractor Storage	8
Agency – Office Use	5
Demand Capital Required less than 25000	9
Demolished or Destroyed	190
Fire	7
Hold for Demolition	651
Legal Proceedings	6
New Unit	4
Pending Transfer or Sale	77
Planned Capital Repairs Required greater than \$25K	315
Recreation Purposes	52
Relocation - Confirmed	66
Staff Use	131
Under Construction	205
Uninhabitable	1
Total	1,751

7. Rent & Parking Arrears

The rent and parking arrears across TCHC for May 2022 was \$25 million. Of this amount, \$6.1 million are in repayment agreements (e.g. local or mediated agreements); these tenancies have been maintained. Due to the pandemic, proceedings were paused at the LTB. There was a subsequent request at City council to pause any evictions for arrears. Upon the lifting of that, at the discretion of the CEO with approval from the board, we had continued to hold the pause until this year. This allowed the continuation of compounding arrears against some files. In March 2022, the TCHC Board supported the restart of tenancy management activities, including LTB intervention on arrears files. The arrears are as follows:

Family

- \$23.5M in arrears, down from \$23.7M;
- Arrears in repayment agreements are \$5.6M, down from \$5.8M;
- Managed arrears are \$14.1M, up from \$13.6M; and
- Non-managed arrears are \$3.8, down from \$4.4M;

Seniors Housing Unit

- \$1.4 in arrears, down from \$1.5M;
- Arrears in repayment agreements are \$496, down from \$513K;
- Managed arrears are \$825.7K, up from \$797K; and
- Non-managed arrears are \$127.4K, down from \$205K;

Table 6: Arrears by Category - Family Portfolio, May 2022

Family Portfolio	Total (M)
Managed Arrears	\$ 14.1
Unmanaged Arrears	\$ 3.8
Net arrears	\$ 17.9
Arrears in a repayment agreement	\$ 5.6
Total	\$ 23.5

Table 7: Arrears by Category – Seniors Housing Unit, May 2022

Seniors Portfolio	Total (M)
Managed Arrears	\$ 0.83
Unmanaged Arrears	\$ 0.13
Net arrears	\$ 0.95
Arrears in a repayment agreement	\$ 0.5
Total	\$ 1.45

Table 8: Arrears by Region/Portfolio, May 2022

	West	Central	East	SHU
Total	\$8,579,790	\$7,635,146	\$7,307,505	\$1,449,004
Unmanaged	\$830,032	\$1,509,796	\$1,424,717	\$127,375
Rep. Agr.	\$2,218,923	\$1,550,835	\$1,873,930	\$495,969

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, of 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 has not obtained the appropriate support to maintain their tenancies.

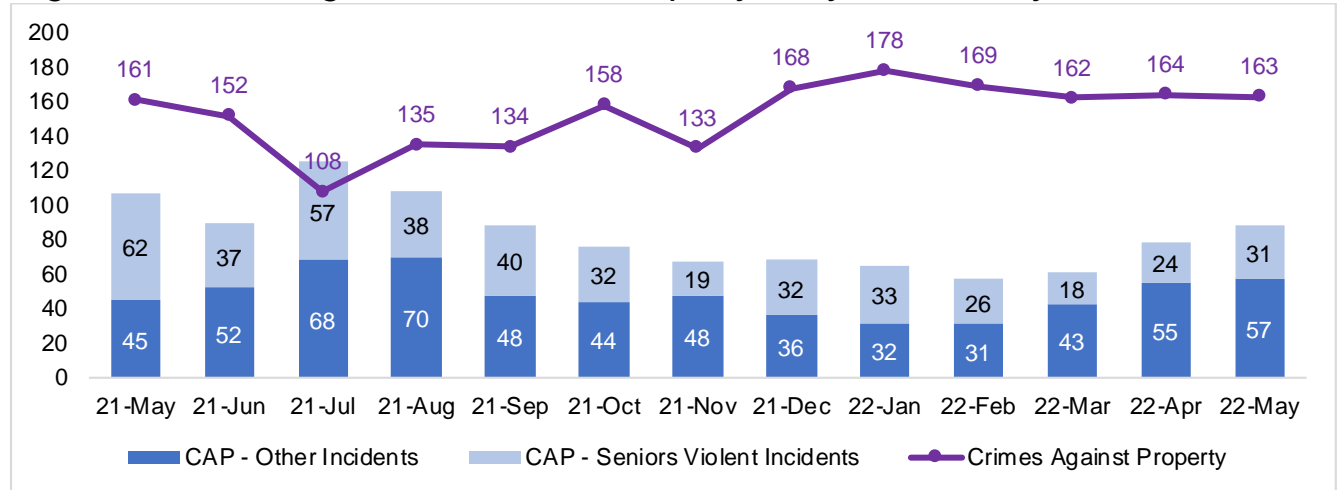
OCHE

Operations continue to work closely with OCHE to increase support and follow-up to tenancies encountering arrears. Utilizing systemic recommendations from OCHE, TCHC will continue reviewing and enhancing the Arrears Collection Process. TCHC will be coordinating in-person refresher training of the ACP for all tenancy management staff in June 2022.

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

There were 163 crimes against property in May 2022, an increase of 15 crimes compared to the 2021 average. There was a decrease in reported graffiti incidents compared to the previous month. There were also 88 crimes against persons (CAP) in May 2022, a decrease of 1 compared to the 2021 average.

Figure 3: Crimes against Persons & Property, May 2021 – May 2022



10. Fire Life and Safety

In May 2022, fourteen (14) fire incidents were reported across the TCHC portfolio, a decrease of three (3) compared to the 2021 average. The fire incidents consisted of three (4) undetermined, three (3) smoking, three (3) cooking, two (2) arson, and two (vehicle) related fire incidents.

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

	West	Central	East	SHU
Total	7	4	1	2

Due to the COVID-19 pandemic, TCHC paused all in-person educative initiatives. TCHC staff worked around this by conducting outdoor events with Toronto Fire Services (TFS) and TCHC Fire Life Safety (FLS) staff. During the events, staff spoke about fire safety, handed out fire safety material and made announcements over the voice communication system (if a building had one). Staff also utilized the Tenant Loop, Twitter, and other social media platforms to ensure messaging was getting out to

tenants. Site staff were provided fire safety posters to display on the community boards. TCHC had also hired an artist to create visuals to support the messaging provided by FLS. This new format will introduce change and perhaps get more attention to the posters.

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 there is a focus on tenant educational initiatives and problem areas.

11. Tenant Referrals Made to Internal/External Supports

There were 1,062 tenant referrals made to internal and external supports, a decrease of 198 compared to the 2021 average. TCHC continues to work 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.

Table 10: Tenant Referrals by Region/Portfolio, May 2022

	West	Central	East	SHU
Total	109	197	74	682