

Item 4 Chief Operating Officer's Reports

January 25, 2021

Tenant Services Committee





Chief Operating Officer's Reports

- 4A. Operational Performance Measures;
- 4B. Tenant Complaints Process Update;
- 4C. Tenant Engagement Refresh Update;
- 4D. Employment Opportunities for Tenants at TCHC; and
- 4E. Violence Reduction Program: Service Delivery Alignment.



4A. Operational Performance Measures

Purpose

- To provide an update on key areas of Toronto Community Housing's ("TCHC") operations.

Reason for Recommendations

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



4A. Operational Performance Measures

November 2020 Operational Performance Measures

Item	Measure	November 2020	2019 Average	Change
1	Tenant Calls to Client Care	37,626	33,563	+ 4,063
2	Elevator Service Requests	591	689	- 98
3	Demand Pest Treatments	4,714	5,141	- 427
4	Vacancy Rate (Percent)	2.43%	2.40%	+ 0.03
5	Rentable Vacant Units	1,383	1,367	+ 16
6	Non-Rentable Vacant Units	2,291	2,355	- 64
7	Rent & Parking Arrears (Million)	\$15.3	Y/E \$10.5	+ 4.8
8	Crimes Against Property	83	89	- 6
9	Crimes Against Persons	91	93	- 2
10	Fire Incidents	28	17	+ 11
11	Tenant Referrals Made to Supports	695	797	- 102



4A. Operational Performance Measures

Service Request Up

- Calls to client care centre were up 4,063. It was primarily due to tenants calling to inquire about COVID-19 procedures and to contact staff.

Elevators

- Number of elevator calls decreased by 98. It is attributed to the continued delivery of capital upgrade and maintenance programs.

Pest Control

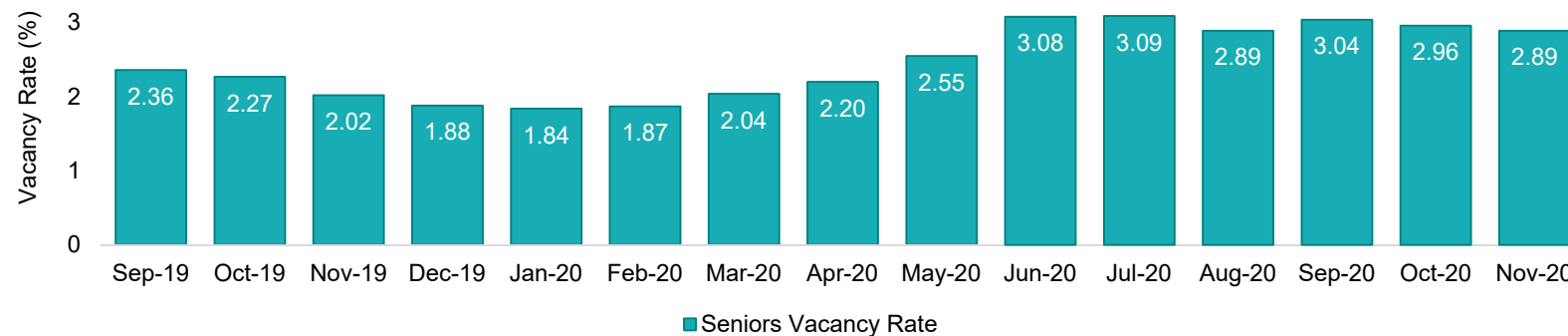
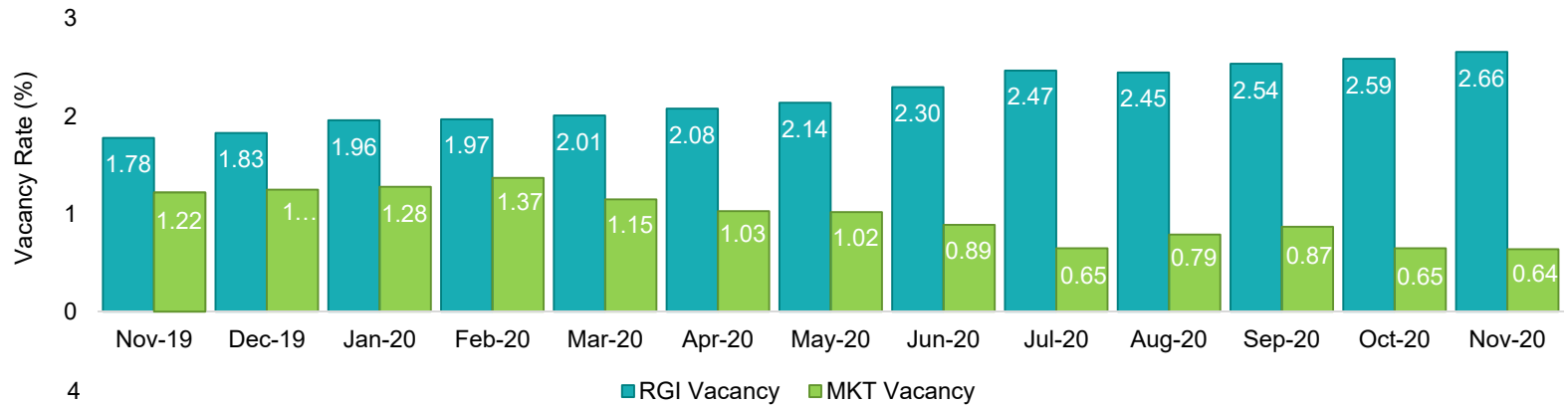
- Number of demand pest treatments decreased by 427. TCHC continues to deliver demand treatments where physical distancing can be applied.



4A. Operational Performance Measures

Vacancies Up

- The vacancy rate was up to 2.43%





4A. Operational Performance Measures

Vacancies Up

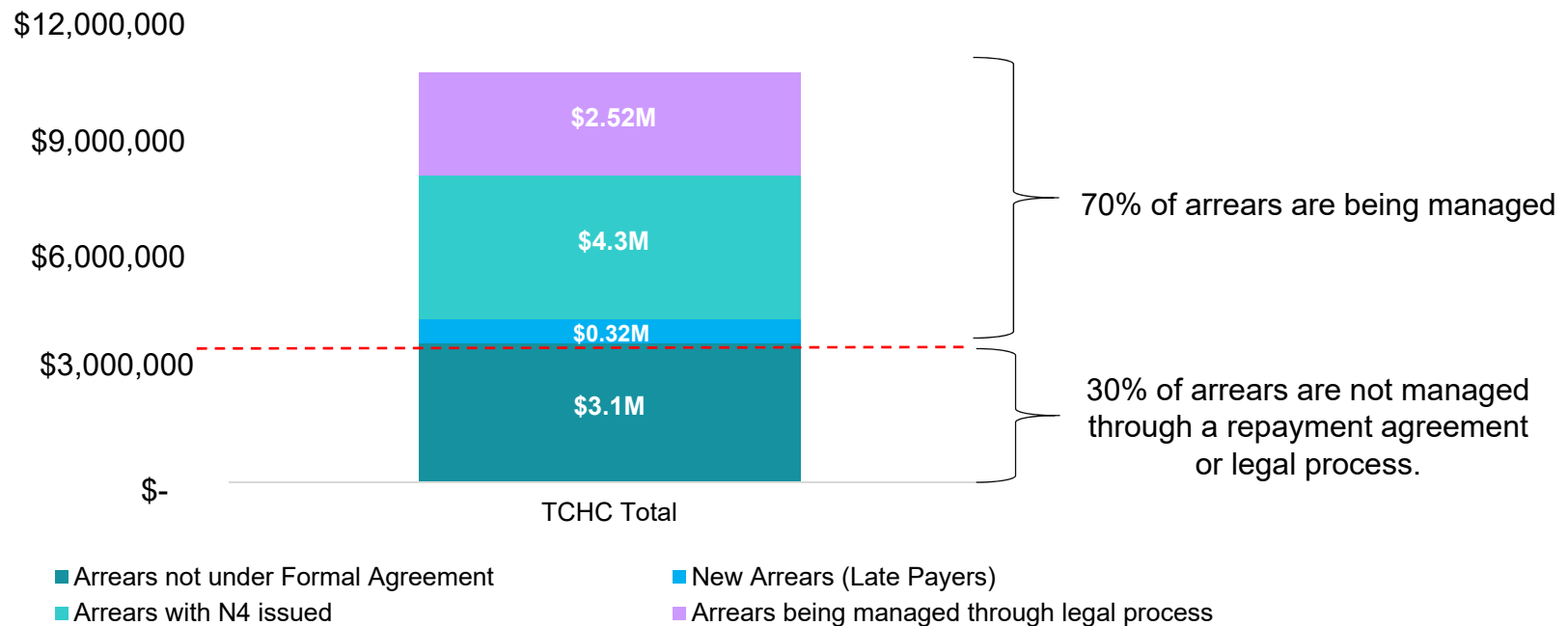
- TCHC is implementing the following actions to lower its vacancy rate to 1.5% by July 2021.
 1. SHU Rental Campaign;
 2. Rapid Re-Housing;
 3. Bypass Over-Housed Waitlist; and
 4. Bulk Unit Showings.



4A. Operational Performance Measures

Arrears Up

- The outstanding arrears stood at \$10.2M, with \$5.1M in repayment agreements; these tenancies have been maintained.





4A. Operational Performance Measures

Arrears Up

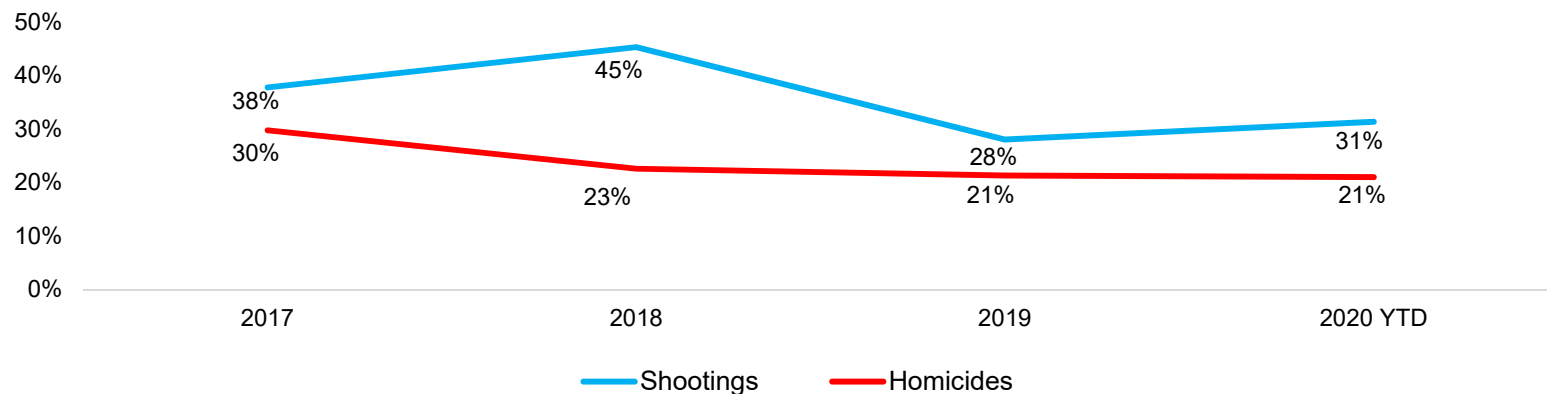
- TCHC is implementing the following major strategies to aggressively reduce unmanaged arrears by 75%.
 1. New Arrears Collection Process (“ACP”) Process; and
 2. Restart Legal Process.



4A. Operational Performance Measures

Community Safety: Crime Up

- The crimes against persons were 91 and 83 against property.



- TCHC is implementing the following strategies to enhance community safety and support:
 1. Implementation of VRP; and
 2. Increase Community Presence & Support.



4A. Operational Performance Measures

Community Safety: Fire Incidents are Up

- The fire incidents increased by 11
- TCHC is implementing the following fire safety strategies:
 1. Monthly fire safety poster campaigns; and
 2. Targeted public education.



4A. Operational Performance Measures

Tenant Supports Down Slightly

- The referrals for internal and external supports decreased by 102.
- TCHC has continued to contact vulnerable individuals to offer assistance:
 - Continue to work with the City, agencies, and volunteers; and
 - Ensure food deliveries and other needs are met.



4B. Tenant Complaints Process Update

Purpose

- To provide an update on program enhancements and complaints data and trends.

Background

- Toronto Community Housing (“TCHC”) has adopted a single-stage escalation model for tenant complaints, which is supported by the Solutions team.

Program Update

- Solutions will be implementing the following program enhancements to improve service delivery:
 1. Staff Alignment & Structure;
 2. Standardized Training; and
 3. Process Improvement & Standardization.



4B. Tenant Complaints Process Update

Complaints Data and Trends

- In 2020, the Solutions team received 2,322 complaints; and
- In Q4 2020, there were 650 tenant complaints submitted to Solutions

Learning from Complaints

- Currently, tenants have no opportunity to receive updates from vendors attending to perform demand in-suite maintenance work;
- To improve our services, we now require our demand vendors to call the tenants directly when en-route to provide an estimated time of arrival.



4C. Tenant Engagement Refresh Update

Purpose

- To provide an update on the implementation of Tenant Engagement System Refresh.

Update

- In Phase 1, 57 communities have completed their tenant leadership selection, resulting in 87 community representative positions filled.

	Phase 1	Phase 2	Phase 3
Total Communities	57	170	103
• Leaders In-Place	39	-	-
• Leaders Partial In-Place	6	-	-
• No Leaders	12	-	-



4C. Tenant Engagement Refresh Update

Lessons Learned and Recommendations

- A participant debrief was held and key lessons were identified that can be utilized for future phases of the election process; and
- All Phase 2 building/townhouse committee members and community representatives will be identified by end of April 2021.



4D. Employment Opportunities for Tenants at TCHC

Purpose

- To provide a summary of employment opportunities and job portals available to TCHC tenants.

Background

- In 2006, TCHC's Board of Directors approved the Community Economic Development ("CED") strategy to promote economic resiliency in TCHC.
- TCHC has since taken steps in support of the CED strategy through:
 - Community based and informal activities; and
 - Large-scale and formalized activities.



4D. Employment Opportunities for Tenants at TCHC

Update

- TCHC focuses on creating employment opportunities for tenants through:
 - Internal & External Opportunities;
 - Social Enterprise Development;
 - Community Engagement & Capital Planning;
 - Human Resources; and
 - Tenant Benefit Agreements.

Next Steps

- Partnering with Local 416 to deliver community job fairs; and
- Revisiting the Social Procurement policy.



4E. Violence Reduction Program: Service Delivery Alignment

Purpose

- To provide an update on the implementation status and performance of the Violence Reduction Program (“VRP”).

Background

- VRP is focused on improving safety and security for tenants through:
 - Community Support; and
 - Enhanced Security Presence & Enforcement.
- It is being implemented through the Community Safety and Support Pillar.



4E. Violence Reduction Program: Service Delivery Alignment

Implementation Status

VRP Community Safety Coordinator (“CSC”) Staffing

- VRP CSCs are in place across the regions.

Regional CSCs

- VRP CSCs are in the early stages of building key relationships.

CSU Staffing Update

- CSU has been directed to suspend the VRP special constable hiring.



4E. Violence Reduction Program: Service Delivery Alignment

Implementation Status

Deployment of CSU VRP Officers

- CSU VRP officers provide enhanced capacity to support community safety.

Diversity and Mental Health Training

- CSU VRP officers receive diversity and mental health training.

Confronting Anti-Black Racism (“CABR”) Strategy

- CSU participated in consultation sessions as part of the CABR strategy.