

Toronto Community Housing



## TCHC's Operational Performance Measures

Item 10A

March 28, 2023

Tenant Services Committee

**Report:** TSC:2023-16

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

**From:** Acting Chief Operating Officer

**Date:** February 23, 2023

### **PURPOSE:**

The purpose of this report is to provide the TSC with information regarding operational performance metrics for January 2023.

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

This report outlines TCHC's operational performance for January 2023 and provides additional explanations for significant variances.

### **SIGNATURE:**

*"Nadia Gouveia"*

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Nadia Gouveia  
Chief Operating Officer (Acting)

**ATTACHMENT:**

1. January 2023 Operational Performance Measures

**STAFF CONTACT:**

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**Table 1: January 2023 Operational Performance Measures**

Item	Measure <sup>1</sup>	Jan 2023	2022 Avg	Change
1	Tenant Calls to Client Care	28,059	38,331	-10,272*
2	Elevator Service Requests <sup>2</sup>	636	575	+61
3a	Demand Pest Treatments	2,936	3,364	-428
3b	Preventative Pest Treatments	1,332	1,424	-92
4	Vacancy Rate (Percent)	1.67%	2.41%	-0.74%
5	Rentable Vacant Units	717	1,052	-335
6	Non-Rentable Vacant Units	1,792	1,777	+15
7	Total Arrears (Million)	\$27.6M	\$26.7M	+\$0.90M
7a	Rent & Parking Arrears (Million)	\$25M	\$23.2M	+\$1.8M
8	Crimes Against Property	204	167	+37
9	Crimes Against Persons	88	76	+12
10	Fire Incidents	7	16	-9

**1. Tenant Calls to Client Care**

The call volumes to the Client Care Centre in January 2023 were 10,272 calls lower when compared to the average call volumes for 2022 (note that 2022 data includes calls from the Seniors' portfolio). A separate phone line and number was created for the Toronto Seniors Housing Corporation with an implementation date of June 1, 2022. Prior to this date, there was no call data to distinguish between calls for Seniors and calls for the Family portfolios.

Over the last year, there was a 38% decrease of calls to the tenant line. However, when comparing month-over-month data (December 2022 to January 2023), maintenance work orders and administrative tasks created by Client Care staff increased by 6.6% and 12%, respectively.

<sup>1</sup>This table has removed Toronto Seniors Housing Corporation (“TSHC”) data where applicable

<sup>2</sup> Vendor-related service requests

## 2. Elevator Service Requests

The volume of elevator service requests (vendor-related) increased by 61 compared to the 2022 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. Although there were 636 vendor-related work order requests, it does not mean all elevators were taken out of service. TCHC encourages building staff and elevator inspectors to place work order requests for any issue they see with elevators, based on daily use and inspection.

### 3a. & 3b. Demand and Preventative Pest Treatments

The volume of demand and preventative pest treatments decreased by 428 and 92 when compared to the 2022 average.

*Table 2: Demand Pest Treatments by Region January 2023*

	West	Central	East
<b>Total</b>	939	801	1,196

East region had the highest number of demand pest treatments, followed by West and Central Region.

*Table 3: Number of Block Treatment Cycles by Region, January 2023*

	West	Central	East
<b>Total</b>	748	598	709

## 4. & 5. Vacancy Rate and Rentable Vacant Units

The vacancy rate across TCHC in January 2023 was 1.67%. There were 717 rentable units in January, a decrease of 335 when compared to the 2022 average.

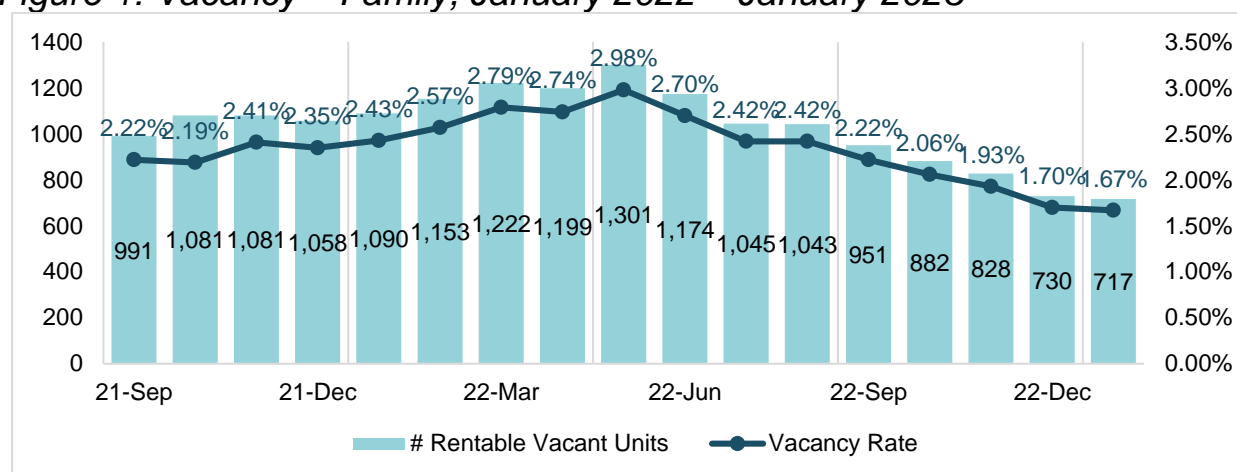
Of the 717 rentable vacant units:

- 276 units (38%) required maintenance before they could be rented;
- 267 units (37%) were in various stages of the Choice-Based Offer process;
- 141 units (20%) were being filled through Rapid Rehousing, referral agreements with agencies, or TCHC's internal transfer process; and
- 33 units (5%) were market or affordable units on offer to prospective tenants.

Table 4: Vacancies by Region/Portfolio, January 2023

	West	Central	East	Overall
<b>Rate (%)</b>	1.55%	1.80%	1.74%	<b>1.67%</b>
<b>Rentable Vacant Units</b>	227	251	239	<b>717</b>

Figure 1: Vacancy – Family, January 2022 – January 2023



The vacancy reduction action plan that TCHC developed and has been executing in partnership with the Service Manager and Toronto Seniors Housing Corporation (“TSHC”) during Q3 2022 has successfully improved the vacancy rate. TCHC achieved its target rate of 2% in November 2022, aiming to sustain this rate into 2023.

## 6. Non-Rentable Vacant Units

Non-rentable vacant units have increased by 15 compared to the 2022 average.

Table 5: Non-Rentable Vacant Units by Region/Portfolio, January 2023

	West	Central	East	Overall
<b>Total</b>	569	977 <sup>3</sup>	246	<b>1,792</b>

<sup>3</sup> 13 of these units are with Atkinson Co-Op

Table 6: Non-Rentable Vacant Units by Category, January 2023

	# of Non-Rentable Units	% of Total Housing Stock
<b>Non-Residential Use</b> <ul style="list-style-type: none"> <li>○ Recreational Purposes: 43</li> <li>○ Staff Use: 115</li> <li>○ Agency Office Use: 5</li> <li>○ Uninhabitable: 2</li> <li>○ Contractor Storage: 4</li> </ul>	169	0.39%
<b>Repairs Required</b> <ul style="list-style-type: none"> <li>○ Demand Repairs Less Than \$25K: 19</li> <li>○ Planned Repairs More Than \$25K: 323</li> <li>○ Accessibility Modifications: 19</li> <li>○ Fire: 19</li> <li>○ Flood: 5</li> </ul>	385	0.90%
<b>Legal</b> <ul style="list-style-type: none"> <li>○ Transferring to Another Provider: 66</li> <li>○ Legal Proceedings Underway: 6</li> </ul>	72	0.17%
<b>Revitalization</b> <ul style="list-style-type: none"> <li>○ On Hold for Relocation: 151</li> <li>○ Pending Demolition: 618</li> <li>○ Demolished/Destroyed: 189</li> <li>○ Under Construction: 205</li> <li>○ New Units: 3</li> </ul>	1,166	2.72%
<b>Total Non-Rentable Vacant Units</b>	<b>1,792</b>	<b>4.17%</b>

## 7. Total Arrears

Total arrears across TCHC for January 2023 was \$27.6M. Of this amount, \$25.0M were rent and parking arrears.

*Table 7: Breakdown of Total Arrears by Arrears Type, January 2023*

<b>Arrears Type</b>	<b>\$ (Million)</b>
Rent and Parking	\$25.0M
Retroactive	\$0.73M
Maintenance/Legal	\$0.90M
Non-tenant Parking	\$0.04M
Other	\$0.89M
<b>Total Arrears</b>	<b>\$27.6M</b>

### 7a. Rent & Parking Arrears

The rent and parking arrears across TCHC was \$25.0 million. Of this amount, \$6.2 million are in repayment agreements (e.g. local or mediated agreements); these tenancies have been maintained. The arrears are as follows:

- \$25M in arrears, up from \$24.23M
- Arrears in repayment agreements are \$6.2M, up from \$5.8M
- Managed arrears are \$16.4M, up from \$16.1M
- Non-managed arrears are \$2.4M, similar to the previous month (\$2.4M)

\$18.24M of rent and parking arrears were from RGI households and \$6.80M were from Market households. The total rent arrears balance for January 2023 was \$23.1 M, and the total residential parking balance for January 2023 was \$1.9M.

*Table 8: Arrears by Category – January 2023*

<b>Family Portfolio</b>	<b>Total (M)</b>
Managed Arrears	\$16.4
Unmanaged Arrears	\$2.4
<b>Net arrears</b>	<b>\$18.8</b>
Arrears in a repayment agreement	\$6.2
<b>Total</b>	<b>\$25.0</b>

Table 9: Rent and Parking Arrears by Region/Portfolio, January 2023

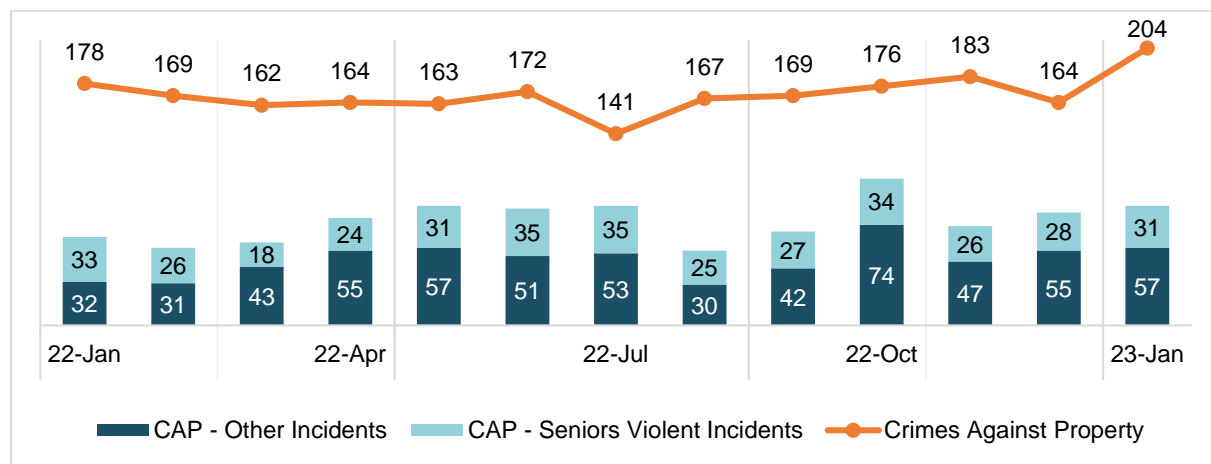
	West	Central	East
<b>Total</b>	\$8,953,113	\$7,994,697	\$8,083,481
<b>Unmanaged</b>	\$567,628	\$747,935	\$1,052,085
<b>Rep. Agr.</b>	\$2,325,719	\$1,606,450	\$2,295,167

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

There were 204 crimes against property in January 2023, an increase of 37 crimes compared to the 2022 average. This increase was due to a rise in reported thefts, primarily in the East and West Regions.

The number of crimes against persons increased by 12 compared to the 2022 average. January 2023 had an increase in reported assaults, criminal harassment, and threatening incidents when compared to January 2022. Assaults were up in all regions. Criminal harassment was up in the Central and West Regions, and “threatening” incidents were up in the East Region.

Figure 2: Crimes against Persons and Property, Jan 2022 – Jan 2023



### 10. Fire Life and Safety

In January 2023, there were seven fire incidents, a decrease of nine when compared to the 2022 average. The fire incidents consisted of one arson, one cooking, two electrical, and three undetermined fire-related incidents.

Table 10: Fire Incidents by Region/Portfolio, January 2023

	West	Central	East
<b>Total Fire Incidents</b>	5	1	1