



## TCHC Operational Performance Measures

Item 4A

January 25, 2021

Tenant Services Committee

**Report:** TSC:2021-05

**To:** Tenant Services Committee (“TSC”)

**From:** Chief Operating Officer

**Date:** January 7, 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 November 2020 (see Attachment 1) and provides additional explanation for significant variances.

### **SIGNATURES:**

*“Sheila Penny”*

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Sheila Penny  
Chief Operating Officer

**ATTACHMENT:**

1. November 2020 Operational Performance Measures

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**Attachment 1: November 2020 Operational Performance Measures**

<b>Item</b>	<b>Measure</b>	<b>November 2020</b>	<b>2019 Average</b>	<b>Change</b>
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 Internal/External Supports	695	797	- 102

**Service Requests Up**

The call volumes to the Client Care Centre in November 2020 were 4,063 calls higher when compared to the average call volumes in 2019. The increase is primarily due to tenants calling to inquire about COVID-19 office procedures and requests to be transferred or contacted by TCHC staff.

***Elevators***

The number of elevator calls decreased by 98 due to the decrease in maintenance related calls, which can be attributed to the continued delivery of the capital upgrade and maintenance programs.

***Pest Control***

The number of demand pest treatments decreased by 427. 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's RentSafe TO by-law, we have

continued with monthly preventative treatments in building common spaces, such as lobbies, recreation rooms, offices, and laundry rooms.

### **Vacancies Up**

The vacancy rate in November 2020 was 2.43%, which is 0.03% higher than the average vacancy in 2019. It should be noted that vacancies have steadily increased over the last several months from a low of 1.78%. The increase in vacancies is being driven primarily by rent-geared-to-income (“RGI”) units. Market unit vacancies are below 1%.

*Table 1: Contributing Factors to the RGI Vacancies*

<b>Contributing Factors</b>	<b>Solutions</b>
<ul style="list-style-type: none"> <li>• Seniors Housing Unit (“SHU”) paused rentals due to COVID-19.</li> </ul>	<ul style="list-style-type: none"> <li>• Rental campaign</li> </ul>
<ul style="list-style-type: none"> <li>• Clusters of unsupported units are hard to rent:               <ul style="list-style-type: none"> <li>○ Northwest (Jane-Finch/Rexdale) &amp; Scarborough West Hill lack supports for high needs tenants; and</li> <li>○ Sherbourne strip desirability challenge.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Rapid Re-housing</li> </ul>
<ul style="list-style-type: none"> <li>• City’s over-housed restrictions limit ability to lease 1-bedroom units:               <ul style="list-style-type: none"> <li>○ 839 units were available for 1,356 over-housed tenancies;</li> <li>○ Over-housed tenants must be right-sized prior to waitlist offering, effectively tying up two units; and</li> <li>○ Over-housed directives regarding tenancy preference inhibit relocation for months. Combined with loss of subsidy and eviction protocols, it can result in years before relocation is concluded.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Suspend over-housed waitlist</li> <li>• Work with SSHA (Service Manager) to improve process</li> </ul>

The following provides updates to the above noted vacancy solutions:

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

During the initial stages of the COVID-19 pandemic, offers were not being made on vacant units in the 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. In 2021, we are implementing Phase 2 of the program, which will add an additional 300 units. The majority of the units are in areas of the portfolio that are 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 from the City's Shelter, Support & Housing Administration ("SSHA") to bypass unit offers to over-housed households on the internal transfer list, which will be in place until January 31, 2021. In addition, TCHC will continue to work with SSHA to implement a new process for over-housed transfers in Q1 2021 that reflects new legislated changes that are coming into effect.

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

TCHC has partnered with SSHA to identify buildings with high vacancy rates and clusters of vacant units and will be implementing an outreach campaign to tenants on the Centralized Waiting List to conduct bulk unit showings. 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.

## **Arrears Up**

The rent and parking arrears have increased to \$15.3 million, which is an increase of \$4.8 million from end-of-2019. Table 2 provides a breakdown of arrears.

*Table 2: Arrears Categories*

<b>Categories</b>	<b>Total (M)</b>
Arrears 30 days old or less (late payers)	\$ 1.6
• N4 Issued	\$ 0.4
• Legal Filing	\$ 0.1

<b>Categories</b>	<b>Total (M)</b>
<ul style="list-style-type: none"> <li>• Order</li> <li>• New Arrears</li> <li>• Unmanaged: Arrears Locally Managed</li> </ul>	\$ 0.02 \$ 0.3 \$ 0.8
Arrears over 30 days old	\$ <b>8.6</b>
<ul style="list-style-type: none"> <li>• N4 Issued</li> <li>• Legal Filing</li> <li>• Order</li> <li>• New Arrears</li> <li>• Unmanaged: Arrears Locally Managed</li> </ul>	\$ 3.9 \$ 1.4 \$ 1.0 \$ 0.02 \$ 2.3
<b>Net arrears</b>	\$ <b>10.2</b>
<b>Arrears in a repayment agreement</b>	\$ <b>5.1</b>
<b>Total</b>	\$ <b>15.3</b>

Of all arrears, 70% or \$7.1M are currently being managed (e.g. N4 issued, managed through legal process), whereas 30% or \$3.1M are not managed through an agreement or legal process (e.g. locally managed). This represents an increase of managed arrears by \$0.3M and reduction of unmanaged arrears by \$0.7M since September 2020.

*Table 3: Contributing Factors to the Increasing Arrears*

<b>Contributing Factors</b>	<b>Solutions</b>
<ul style="list-style-type: none"> <li>• Complexity of Arrears Collection Process (ACP)</li> </ul>	<ul style="list-style-type: none"> <li>• New ACP process with OCHE</li> </ul>
<ul style="list-style-type: none"> <li>• Moratorium on evictions</li> </ul>	<ul style="list-style-type: none"> <li>• Restart legal process</li> </ul>
<ul style="list-style-type: none"> <li>• City direction to maintain tenancy, avoid arrears evictions</li> </ul>	

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, improves personal contacts, and

allows tenants to receive support earlier. The development of the ACP training is being finalized and will be delivered to staff in partnership with OCHE.

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

In December 2020, City Council requested that TCHC implement a three month moratorium on evictions due to arrears. TCHC is implementing this until March 17, 2021 (Report TCHC:2020-98). If COVID-19 case counts remain high through February 2021, there is a high likelihood that Council will consider extending the duration of the Eviction Moratorium.

To mitigate the risk that arrears could increase disproportionately during the Eviction Moratorium, staff will continue to implement its arrears collection process, including issuing N4s advising tenants of their outstanding arrears, engaging with tenants to encourage them to pay their arrears or arrange a repayment agreement, referring tenants to OCHE as appropriate, filing L1 forms to bring the matter before the Landlord Tenant Board (“LTB”), engaging in LTB mediation when possible, and participating in LTB hearings as appropriate. However, staff as directed may not take any action to have eviction orders enforced for arrears. Staff will request that the Sheriff postpone enforcement of eviction orders to a date following the conclusion of the Eviction Moratorium period.

### **Community Safety: Crime Up**

There have been 91 crimes against persons and 83 crimes against property in November 2020, which are decreases of six and two incidents respectively from the 2019 average. The increase in tenants at home has enabled more frequent observations of crime incidents and reporting to CSU.

*Table 4: Contributing Factors to the Increasing Crimes*

<b>Contributing Factors</b>	<b>Solutions</b>
<ul style="list-style-type: none"> <li>• Crime trend is consistent with the increase in shootings and homicides in City of Toronto.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue implementation of VRP</li> <li>• Continue to increase community presence and support</li> <li>• Continue collaboration with TPS and other police forces.</li> </ul>

***Fire Incidents Up***

There were 28 fire incidents in the portfolio, which is an increase of 11 incidents from the previous year. During this period, 18 (64%) incidents were attributed to arson and cooking related fires. TCHC continues to raise awareness on fire safety prevention through monthly fire safety poster campaigns and targeted public education, which includes a recent cooking fire safety campaign that was delivered in the top four buildings with the highest prevalence of cooking fire incidents within the TCHC portfolio.

**Tenant Supports Down Slightly**

There were 695 tenant referrals made to internal and external supports, a decrease of 102 referrals when compared to 2019. At the start of the COVID-19 pandemic, staff contacted vulnerable individuals and seniors to offer assistance, with the majority of the outreach completed in Spring 2020. At the onset of the second COVID-19 wave, we continued 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 at this time.