

Toronto Community Housing



## Operational Performance Measures

Item 6A

November 18, 2021

Tenant Services Committee

**Report:** TSC:2021-69

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

**From:** Chief Operating Officer

**Date:** October 31, 2021

### RECOMMENDATIONS:

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

### REASONS FOR RECOMMENDATIONS:

This report outlines TCHC’s operational performance for September 2021 and provides additional explanations for significant variances.

### SIGNATURE:

*“Sheila Penny”*

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Sheila Penny  
Chief Operating Officer

### STAFF CONTACT:

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**ATTACHMENT:****1. September 2021 Operational Performance Measures**

Item	Measure	Sep 2021	2020 Avg	Change
1	Tenant Calls to Client Care	45,715	37,219	+ 8,496
2	Elevator Service Requests	667	636	+ 31
3	Demand Pest Treatments,	4,142	3,862	+ 280
4	Vacancy Rate (Percent)	2.43%	2.15%	+ 0.28%
5	Rentable Vacant Units	1,437	1,224	+ 213
6	Non-Rentable Vacant Units	2,472	2,320	+ 152
7	Rent & Parking Arrears (Million)	\$16.4	\$13.51	+ \$2.89
8	Crimes Against Property	134	177	- 43
9	Crimes Against Persons	88	107	- 19
10	Fire Incidents	14	18	- 4
11	Tenant Referrals Made to Internal/External Supports	616	472	+ 144

**1. Tenant Calls to Client Care**

The call volumes to the Client Care Centre in September 2021 were 8,496 calls higher when compared to the average call volumes for 2020. This can be attributed to various factors, including an overall increase in general calls, account-related calls, maintenance requests, and janitorial requests.

**2. Elevator Service Requests**

The volume of elevator service requests increased by 31 when compared to the 2020 average. The increase can be attributed to a combination of service requests related to vandalism to cabs and buttons, resetting of elevators and passengers using the elevator phones for non-service related issues.

**3. Demand Pest Treatments**

The volume of demand pest treatments increased by 280 when compared to the 2020 average. This increase coincides with the tapering of treatments delivered through the annual unit inspections.

Table 1: Demand Pest Treatments by Region, September 2021

	West	Central	East	SHU
<b>Total</b>	946	1029	756	1411

#### 4. Vacancy Rate

The vacancy rate across TCHC in September 2021 was 2.43%, which is 0.09% higher than the previous month. The vacancy rate are as follows:

##### Family

- 2.22% (RGI & MKT) with a month-over-month increase of 45 units;
- Of 991 vacant units, 307 units (31%) are matched to a tenant; and
- 223 move-in and 265 move-out.

##### Seniors Housing Unit

- 3.19% (RGI & MKT) with a month-over-month decrease of 1 unit;
- Of 446 vacant units, 174 units (39%) are matched to a tenant; and
- 83 move-in and 68 move-out.

Table 1: Vacancy by Region/Portfolio, September 2021

	West	Central	East	SHU
<b>Total</b>	2.25%	2.23%	2.35%	3.19%

Figure 1: Vacancy – Family

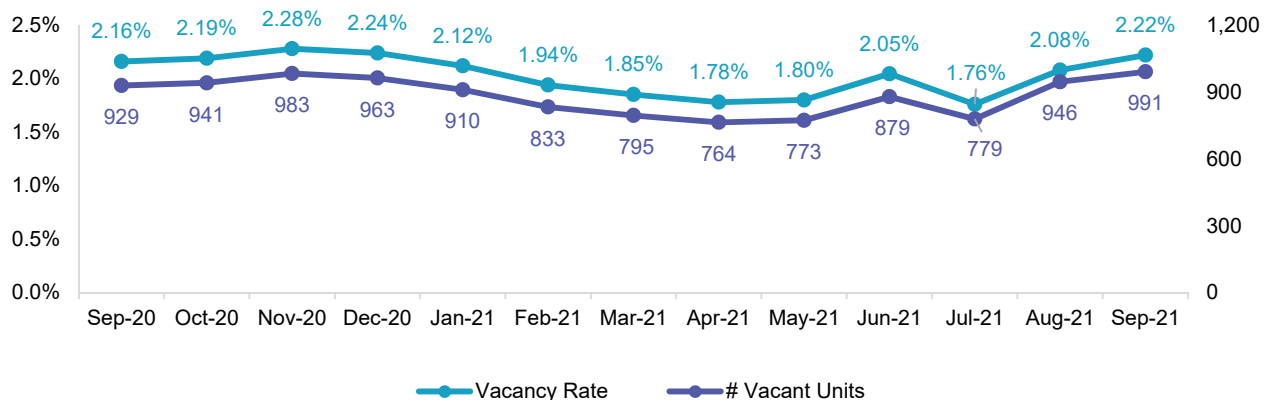


Figure 2: Vacancy - SHU

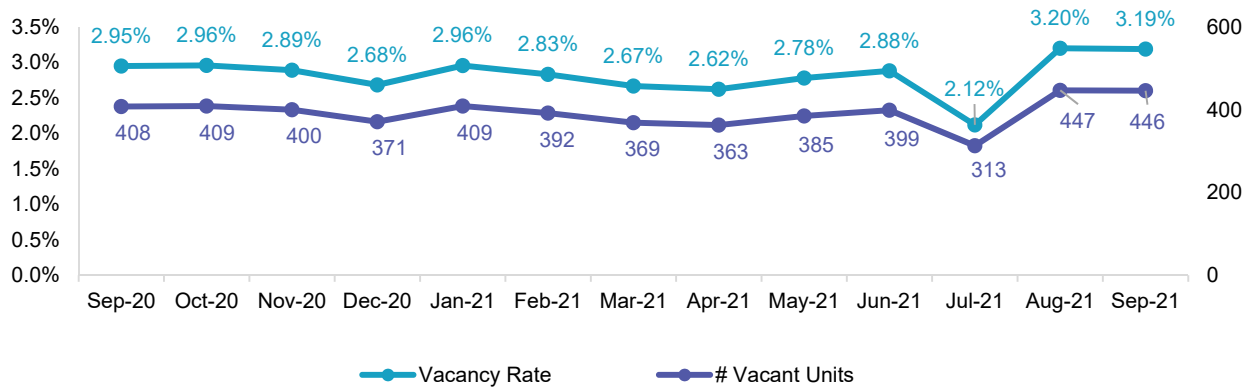
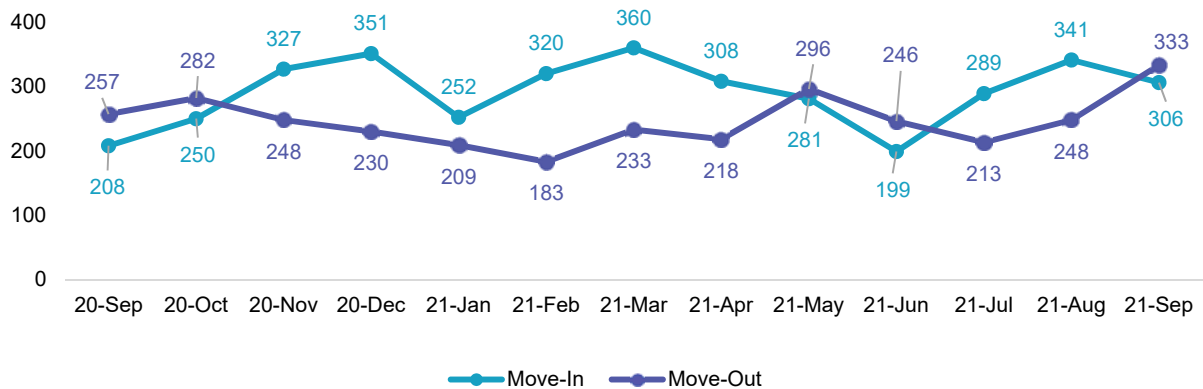


Figure 3: Move-in Move-out, September 2020-September 2021



Note: The high number of move-outs in the West region were attributed to tenants that were moved out of units in Firgrove, as those units were scheduled for demolition.

TCHC continues to face challenges in hard-to-rent areas and where there has been an increase in market rent unit vacancy; the 445 vacant units in these areas comprises 45% of all vacant units in the Family portfolio:

- West: OUC (Jane & Finch), 98 vacant units;
- Central: OUK (Sherbourne Strip) + CM, 155 vacant units; and
- East: OUG (North West/South Scarborough) + CM, 192 vacant units

TCHC continues to implement the following activities to lower its vacancy rates:

### ***Virtual Rental Campaigns***

TCHC has completed three virtual open-houses and continues to work with its Service Manager to plan an additional virtual open-houses to address buildings with high vacancy rates and clusters of vacant units to expedite vacancy filling across all the regions.

### ***Rapid Re-housing***

Phase 2 of the rapid rehousing (“RRH”) program continues to be implemented, including allocating 450 units with furniture and supports for individuals being transferred from the shelter system. To date, 330 units have been occupied by 380 individuals.

### ***Suspend Offers to Over-Housed Households***

TCHC has received a time-limited extension from SSHA until December 31, 2021. The extension will allow TCHC to continue implementing its vacancy strategy and align with the launch of the one-offer rule and choice-based system.

## **5. & 6. Rentable Vacant Units & Non-Rental Vacant Units**

Rentable and non-rentable vacant units have increased by increased by 44 and 377 units respectively, when compared to the previous month. Specifically for the non-rentable units, the increases are attributed to coding issues which were preventing units from receiving turnover service and eventually being placed as rentable units. These have been identified and are being rectified.

*Table 3: Rentable Vacant Units by Region/Portfolio, September 2021*

	<b>West</b>	<b>Central</b>	<b>East</b>	<b>SHU</b>
<b>Total</b>	339	325	327	446

*Table 4: Non-Rentable Vacant Units by Region/Portfolio, September 2021*

	<b>West</b>	<b>Central</b>	<b>East</b>	<b>SHU</b>
<b>Total</b>	618	1053	595	206

Table 5: Non-Rentable Vacant Units by Category, September 2021

Vacancy Category	Vacancy Sub-Category	# of Units
Revitalization	Hold for Demolition	736
	New Unit	73
	Relocation - Confirmed	42
	Under Construction	537
Legal	Legal Proceedings	4
	Pending Transfer or Sale	138
Non-Residential Use	Contractor Storage	7
	Staff Use	83
	Recreation Purposes	49
	Agency Office Use	1
Repairs Required	Accessibility Needs	21
	Maintenance Required	465
	Planned Capital Repairs Required	304
	Demand Capital Repair	12
<b>Grand Total</b>		<b>2,472</b>

## 7. Rent & Parking Arrears

The rent and parking arrears across TCHC for September 2021 was \$16.4 million. Of this amount, \$5.6 million are in repayment agreements (e.g. local or mediated agreements); these tenancies have been maintained. The arrears are as follows:

### *Family*

- \$15.2M in arrears, up from \$15.1M;
- Arrears in repayment agreements are \$5.1M, up from \$5.0M;
- Managed arrears are \$6.4M, down from \$7.4M; and
- Non-managed arrears are \$3.7M, up from \$2.7M.

### *Seniors Housing Unit*

- \$1.2M in arrears, up from \$1.1M;
- Arrears in repayment agreements are \$461K, up from \$453K;

- Managed arrears are \$394K, down from \$397K; and
- Non-managed arrears are \$316K, up from \$248K.

*Table 6: Arrears by Category - Family Portfolio, September 2021*

<b>Family Portfolio</b>	<b>Total (M)</b>
Managed Arrears	\$ 6.4
Unmanaged Arrears	\$ 3.7
Net arrears	\$ 10.1
Arrears in a repayment agreement	\$ 5.1
<b>Total</b>	<b>\$ 15.2</b>

*Table 7: Arrears by Category – Seniors Housing Unit, September 2021*

<b>Seniors Portfolio</b>	<b>Total (M)</b>
Managed Arrears	\$ 0.4
Unmanaged Arrears	\$ 0.3
Net arrears	\$ 0.7
Arrears in a repayment agreement	\$ 0.5
<b>Total</b>	<b>\$ 1.2</b>

*Table 8: Arrears by Region/Portfolio, September 2021*

	<b>West*</b>	<b>Central</b>	<b>East</b>	<b>SHU</b>
<b>Total</b>	\$ 6,838,018	\$ 4,446,003	\$ 2,940,348	\$ 1,171,492
<b>Unmanaged</b>	\$ 1,633,048	\$ 1,114,625	\$ 730,206	\$ 316,295
<b>Rep. Agr.</b>	\$ 2,194,774	\$ 1,420,814	\$ 1,311,764	\$ 461,047

\*Note: Arrears for the West region include arrears that were transitioned from the previous contract managed properties.

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

**Arrears Support**

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

**Early Support via Arrears Collection Process**

TCHC partnered with OCHE and subject matter experts to develop the new ACP. It continues to deliver support in alignment with the ACP to provide early intervention to prevent eviction and maintain tenancy; when vulnerabilities are identified, tenants are connected to the appropriate supports.

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

There were 134 crimes against property in September 2021, a decrease of 43 crimes compared to the 2020 average. As well, there were 88 crimes against persons (CAP) in September 2021, a decrease of 19 compared to the 2020 average.

Figure 4: Crimes Against Persons & Property, September 2021

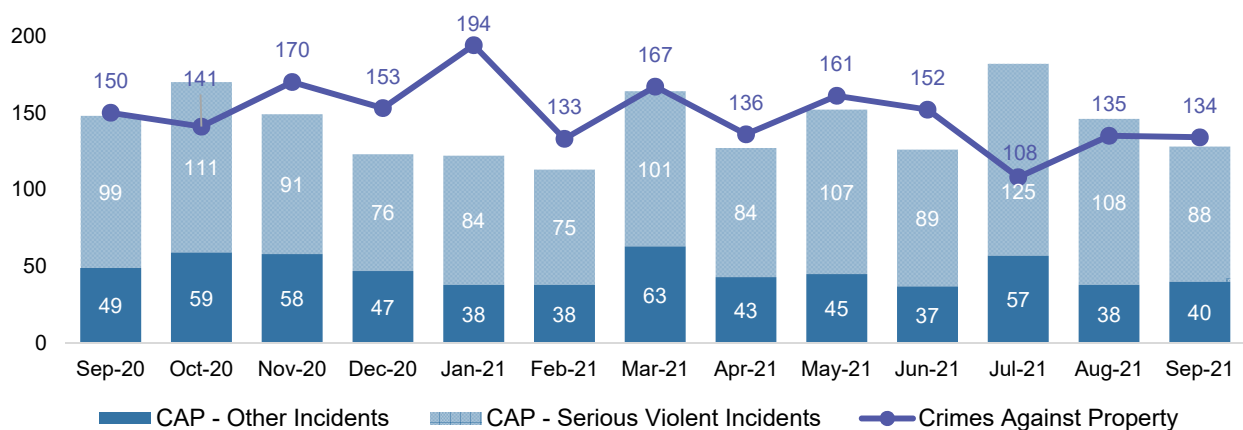




Figure 5: CSU Patrols, 2018 – 2021YTD

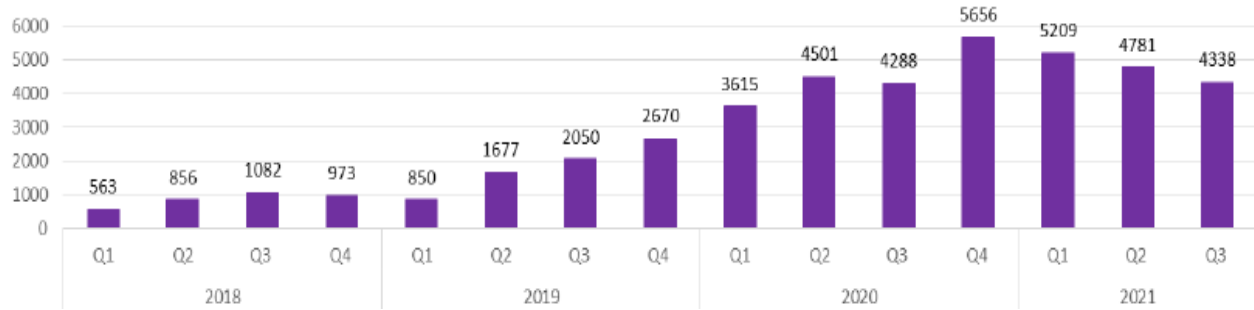
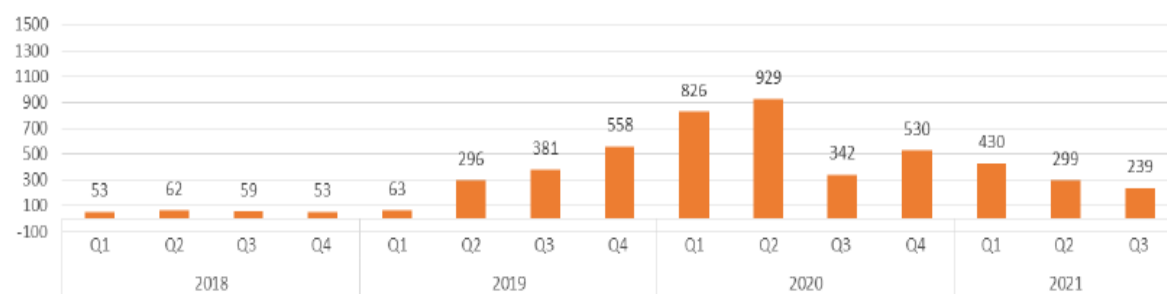


Figure 6: Incident Response, 2018 – 2021 YTD



Figure 7: Welfare Checks, 2018 – 2021YTD



### 10. Fire Life and Safety

In September 2021, there were 14 fire incidents reported across the TCHC portfolio, a decrease of four incidents when compared to the 2020 average. The fire incidents consisted of arson, electrical, cooking and smoking-related incidents.

Table 9: Fire Incidents by Region/Portfolio, September 2021

	West	Central	East	SHU	CM
<b>Total</b>	5	4	3	0	2

TCHC continues to implement the following fire safety prevention through the following:

- **Cooking Safety Pop-Up Education:** To raise awareness on cooking fire safety, TCHC delivered a series of education sessions at four TCHC sites (4301 Kingston Rd., 120 Townhaven, 341 Bloor St. W., 55 Outlook). The sessions included lobby-intercepts as well placement of education door hangers. In total, 283 tenants were engaged through the sessions and over 1,170 door hangers were delivered.
- **Monthly Fire Safety Posters:** Monthly fire safety poster campaigns continue to be distributed to all TCHC buildings, with a focus on specific fire safety topics and safety tips.

### 11. Tenant Referrals Made to Internal/External Supports

There were 616 tenant referrals made to internal and external supports, an increase of 144 referrals compared to the 2020 average. This increase is due to the continued need for wellness checks during the COVID-19 pandemic, which has resulted in the provision of additional supports for tenants, weekly delivery of meal and food hampers, and scheduling follow-up wellness checks.

Table 11: Tenant Referrals by Region/Portfolio, September 2021

	West	Central	East	SHU	CM
<b>Total</b>	116	214	99	68	119