



## TCHC's Operational Performance Measures

Item 6A

July 5, 2021

Tenant Services Committee

**Report:** TSC:2021-47

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

**From:** Acting Chief Operating Officer

**Date:** June 23, 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 May 2021 (see Attachment A) and provides additional explanation for significant variances.

### **SIGNATURES:**

*"John P. Angkaw"*

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John P. Angkaw  
Acting Chief Operating Officer

**ATTACHMENT:**

1. May 2021 Operational Performance Measures

**STAFF CONTACT:**

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**Attachment 1: May 2021 Operational Performance Measures**

Item	Measure	May 2021	2020 Avg	Change
1	Tenant Calls to Client Care	40,478	37,219	+ 3,259
2	Elevator Service Requests <sup>1</sup>	591	636	- 45
3	Demand Pest Treatments	3,340	3,862	- 552
4	Vacancy Rate (Percent)	2.04%	2.15%	- 0.11%
5	Rentable Vacant Units	1,156	1,224	- 68
6	Non-Rentable Vacant Units	2,491	2,320	+ 171
7	Rent & Parking Arrears (Million)	\$15.04	\$13.51	+ \$1.53
8	Crimes Against Property	161	177	- 16
9	Crimes Against Persons	107	107	0
10	Fire Incidents	26	18	+ 8
11	Tenant Referrals Made to Internal/External Supports	821	472	+ 349

**1. Tenant Calls to Client Care**

The call volumes to the Client Care Centre in May 2021 were 3,259 calls higher when compared to the average call volumes for 2020. This can be attributed to a variety of factors, which includes an increase in electrical service requests (11%), appliance repairs (10%), general inquiries for office hours, locations, and staff information (9%), and complaints for anti-social behaviour (7%).

**2. Elevator Service Requests**

The volume of elevator calls decreased by 45 when compared to the 2020 average. The decrease may be attributed to the decreasing number of passengers using the elevator phones for non-service related issues and the continued delivery of the capital elevator upgrade and maintenance programs.

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<sup>1</sup> Vendor Related

### 3. Demand Pest Treatments

The volume of demand pest treatments decreased by 522 when compared to the 2020 average. This decrease in demand treatments coincides with the tapering of demand pest treatments conducted during the Annual Unit Inspections.

### 4. Vacancy Rate

The vacancy rate across TCHC in May 2021 was 2.04%, which is 0.05% higher than the previous month. The vacancy rate in the Family portfolio was 1.80% (rent-geared-to-income (“RGI”) & Market) with a month-over-month increase of 9 vacant units. In addition, the vacancies in the Seniors Housing Unit (“SHU”) portfolio was 2.78% (RGI & Market) with a month-over-month increase of 22 vacant units.

Figure 1: Vacancy - Family

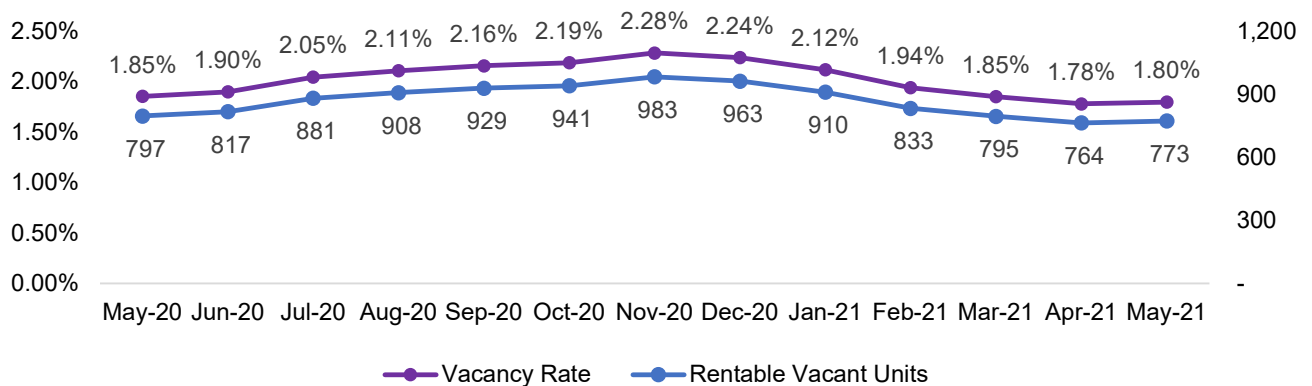
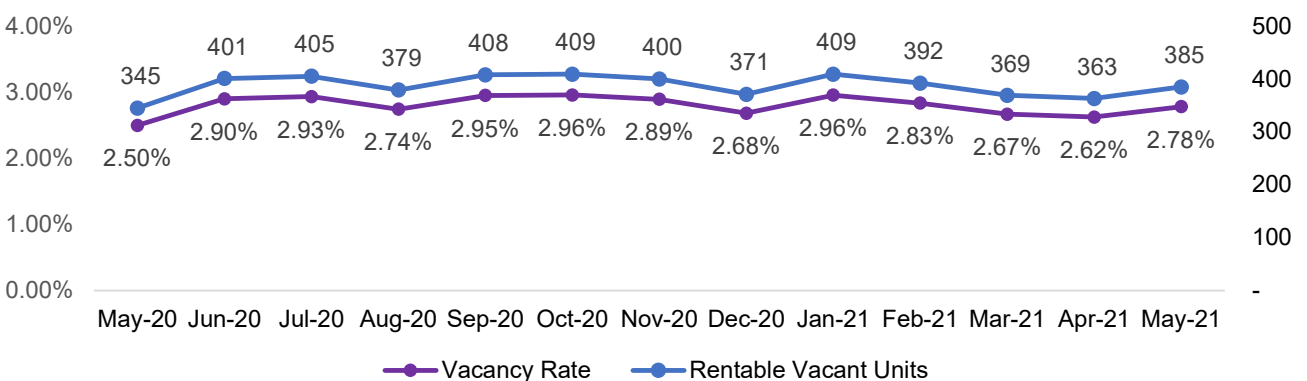


Figure 2: Vacancy - SHU



***Virtual Rental Campaigns***

TCHC continues to identify buildings with a high vacancy rate and clusters of vacant units across all the regions. Due to the increasing COVID-risks, TCHC has pivoted to virtual showings of units to prospective tenants, where appropriate, to expedite vacancy filling across all the regions.

***Rapid Re-housing***

Phase 2 of the rapid rehousing program (“RRH”) continues to be implemented, which included the allocation of 450 units with furniture and supports for individuals being transferred from the shelter system. To date, 146 units have been occupied, 180 individuals have been housed from the shelter system.

***By-Pass Over-housed Waitlist***

TCHC has received time-limited approval from the Service Manager to bypass unit offers to over-housed households on the internal transfer list until June 30, 2021. TCHC has submitted a request for an extension. With the extension, it will allow TCHC to continue the implementation of its vacancy strategy and will align with the launch of the one-offer rule and choice based system in late 2021.

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

The rentable vacant units have decreased by 68 units when compared to the 2020 average. The number of rentable vacancies have trended downwards since November 2020, as a result of targeted vacancy reduction strategies underway to address the increase in vacancies that occurred during the COVID-19 pandemic.

Non-rentable vacant units have decreased by 126 when compared to the 2020 average. 275 units at 381 Church St. have been transferred into a long-term lease with the YWCA (Young Women’s Christian Association of Greater Toronto), which has contributed to the decrease in non-rentable vacant units for May.

Figure 3: Rentable Units & Non-Rentable Vacant Units

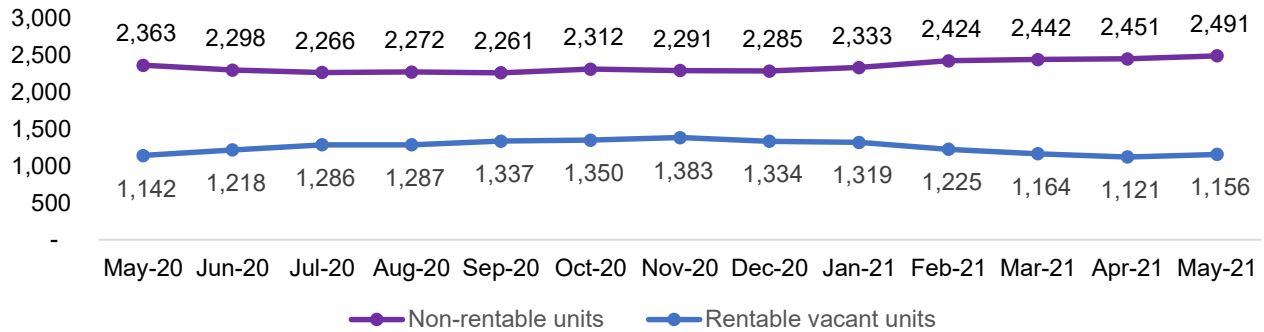


Table 1: Non-rentable Vacant Unit Status Summary, May 2021

Definition	SHU	West	East	Central	CM-C	CM-E	Total
<b>Non-Rentable - Revitalization</b> <i>Units that are not available for rent as they are supporting or undergoing the revitalization process</i>		346	566	677	16	5	1,610
<b>Non-Rentable - Repairs Required</b> <i>Units are not available for rent due to maintenance or repair work that is required</i>	38	109	71	146	5	19	388
<b>Non-Rentable - Non-Residential Use</b> <i>Units are not available for rent as they are being used for non-</i>	18	48	32	29	3	11	141

<b>Definition</b>	<b>SHU</b>	<b>West</b>	<b>East</b>	<b>Central</b>	<b>CM-C</b>	<b>CM-E</b>	<b>Total</b>
<i>residential purposes, such as recreation spaces or staff office space.</i>							
<b>Non-Rentable - Legal</b> <i>Units that are not available for rent as they are being held for a legal purpose or as part of a sale transfer to another housing provider</i>				55	275		330
<b>Transfer Complete</b> <i>Building Transfer to an Agency was completed</i>					22		22
<b>TOTAL</b>	<b>56</b>	<b>503</b>	<b>669</b>	<b>907</b>	<b>321</b>	<b>35</b>	<b>2,491</b>

### ***Revitalization***

Of the total number of non-rentable vacant units, 1,610 units were under revitalization. Of the 1,610 revitalization units, 671 units have been vacated by tenants and are pending demolition and 548 units have been demolished or have gone under construction and are pending replacement.

As well, 207 units have been built and are pending move-in from tenants to 20 New Heights Court in West Region, and 170 Fairview Mall Drive and Leslie Nymark in East Region. Units can take approximately six months for all tenants who were relocated to return, as there are two moves permitted each day (excluding weekends) due

to elevator availability. An additional 184 units are being held to offer to tenants who are relocating. The following provides a breakdown of revitalization units by category:

*Table 2: Non-Rentable Revitalization Units by Category, May 2021*

<b>Category</b>	<b>Units</b>
New Unit	207
Revitalization	548
On Hold - Demolition	671
On Hold - Relocation	184
<b>Total</b>	<b>1,610</b>

As of May 2021, TCHC has a total of 548 units that are not available for rent as they are supporting or undergoing the revitalization process.

*Table 3: Non-Rentable Revitalization Units by Location, May 2021*

<b>Development Name</b>	<b>Units</b>
Allenbury Gardens	97
Davenport Rd.	11
Leslie Nymark	122
Regent Park (North)	118
Regent Park (South)	200
<b>Grand Total</b>	<b>548</b>

### ***Capital Repairs***

Of the total number of non-rentable vacant units, 388 units are on hold for capital repairs, 35 units will be modified to improve physical accessibility for our tenants, and 353 units are awaiting repair due to extensive damages.

### ***Non-Residential Use***

There were 141 units that have been on hold as they are being used for non-residential purposes such as programming and recreation purposes. Table 5 provides a breakdown of units held for non-residential use by region.



*Table 4: Units Held for Non-Residential Use, May 2021*

<b>Region</b>	<b>Units</b>
SHU	18
West	48
Central	32
East	43
<b>Grand Total</b>	<b>141</b>

**Legal-coded Units**

As of May 31, 2021, there were a total of 330 units that have been on hold pending building transfer to an agency. None of these units are Single Family Homes.

*Table 5: Units Held Pending Transfer to an Agency, May 2021*

<b>Development Name</b>	<b>Units</b>
South St. Jamestown 1	35
South St. Jamestown 2	20
Church Granby	275

**7. Rent & Parking Arrears**

The rent and parking arrears for May 2021 was \$15.04 million. Of this amount, \$4.87 million are in repayment agreements (e.g. local or mediated agreements) – these tenancies have been maintained. While arrears peaked in February 2021 at \$15.9M, there has been downward trend to the current level at \$15.04M.

*Table 6: Arrears by Categories, May 2021*

<b>Categories (May 2021)</b>	<b>Total (M)</b>
Arrears 30 days old or less (late payers)	\$ 0.82
<b>Managed Arrears</b>	
• N4 Issued	\$ 0.19
• Legal Filing	\$ 0.0087
• Order	\$ 0.0034
<b>Unmanaged Arrears</b>	
• New Arrears	\$ 0.25
• Unmanaged: Not managed in agreement or legal process	\$ 0.37

<b>Categories (May 2021)</b>	<b>Total (M)</b>
Arrears over 30 days old	\$ 9.35
<b>Managed Arrears</b>	
• N4 Issued	\$ 4.24
• Legal Filing	\$ 2.54
• Order	\$ 1.19
<b>Unmanaged Arrears</b>	
• New Arrears	\$ 0.018
• Unmanaged: Not managed in agreement or legal process	\$ 1.37
<b>Net arrears</b>	<b>\$ 10.17</b>
<b>Arrears in a repayment agreement</b>	<b>\$ 4.87</b>
<b>Total</b>	<b>\$ 15.04</b>

Of all arrears, \$8.17M are currently being managed (e.g. N4 issued, managed through legal process), whereas \$2.00M are not managed through an agreement or legal process. The following provides updates to the above noted arrears solutions:

*Table 7: Arrears by Region, May 2021*

	<b>West</b>	<b>Central</b>	<b>East</b>	<b>SHU</b>
<b>Total</b>	\$ 6,205,342	\$ 3,954,074	\$ 2,510,047	\$ 1,203,695
<b>Unmanaged</b>	\$ 957,959	\$ 458,848	\$ 207,240	\$ 179,577
<b>Rep. Agr.</b>	\$ 2,021,464	\$ 1,210,935	\$ 991,582	\$ 517,519

### ***New Arrears Collection Process (“ACP”) Process***

TCHC has partnered with OCHE and subject matter experts to develop the new ACP. The goal of the ACP is to provide early intervention to prevent eviction and maintain tenancy; when vulnerabilities are identified, tenants are connected to the appropriate supports. The new ACP came into effect on June 28, 2021.

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

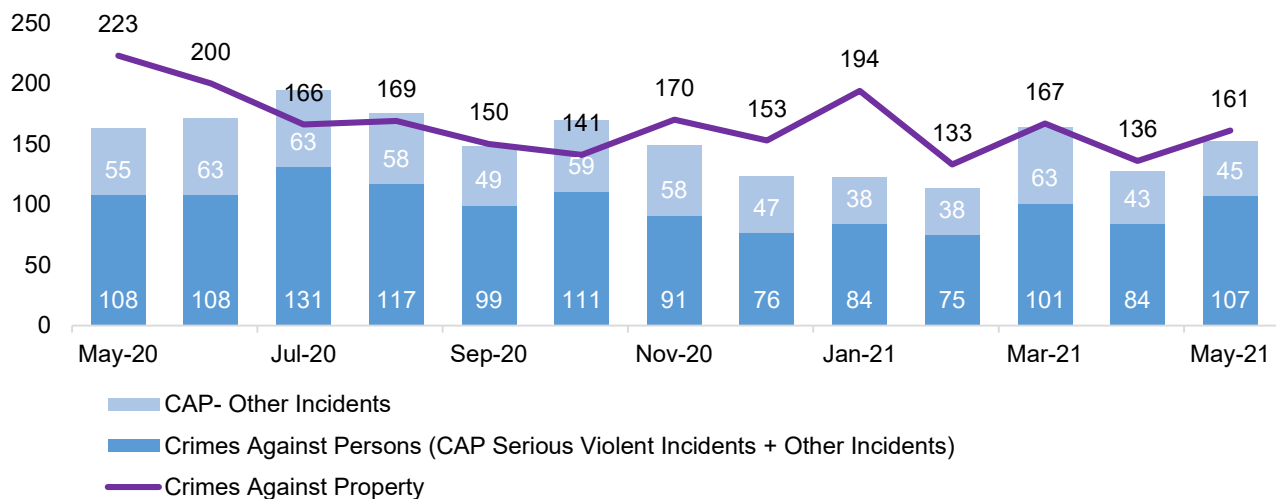
Due to the on-going COVID-19 risk to tenants who might become homeless, or otherwise lack access to stable housing, and based on

ongoing consultations with City staff, the Acting President and Chief Executive Officer directed all staff to continue to suspend evictions for arrears and extend the TCHC Eviction Moratorium until the start of the third stage of the Provincial reopening plan. At that point, TCHC will reassess and make an informed decision on whether to extend the Eviction Moratorium. To mitigate the risk that arrears could increase disproportionately during the Eviction Moratorium, TCHC staff will continue to fully implement its ACP, short of scheduling enforcement with the Sheriff.

**8. & 9. Crimes Against Property & Crimes Against Person**

There have been 161 crimes against property and 107 crimes against persons May 2021. While crimes against property remained stable, there was a decrease in crimes against persons from 2020 to 2021.

*Figure 4: Crimes Against Persons & Property*



**10. Fire Life and Safety**

In May 2021, there were 26 fire incidents reported across the TCHC portfolio, which consisted of arson, cooking related incidents, smoking related incidents.

***Fire Safety Education***

TCHC continues to raise awareness on fire safety prevention through following:

- Monthly fire safety poster campaigns distributed to all TCHC buildings, with a focus on a specific fire safety topic and safety tips;
- Social media campaign with a focus on fire safety during Emergency Preparedness Week from May 2 to 8; and
- Development of fire safety prevention outreach initiatives targeting 20 buildings across the TCHC portfolio.

### ***False Fire Alarms***

At the May 4, 2021 TSC meeting, the TSC requested additional information as it relates to false fire alarm incidents across the TCHC portfolio.

The TSC requested additional information for specific buildings that have been removed from 2020 list of buildings with the highest prevalence of false fire alarms and the measures taken that would have contributed to the decrease of false fire alarm incidents. Upon review of the specific buildings, targeted measures were implemented in these selected buildings, which includes installation of pull station covers, pull station dyes, upgrades of selected fire alarm devices, and enhanced tenant awareness through the distribution of fire safety signage.

In addition, the TSC requested additional information on new buildings appearing on the 2020 top 20 list of buildings with the highest prevalence of false fire alarms and reasons for the increased prevalence of false fire alarm incidents. Upon review, the increase of false fire alarm incidents can be attributed to various reasons such as an increase in vandalism and utilization of pull stations for reasons other than alerting due to a fire.

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

There were 821 tenant referrals made to internal and external supports, an increase of 349 referrals when compared to the 2020 average. This increase is due to wellness checks conducted during the third-wave of the COVID-19 pandemic, which has resulted in the provision of additional supports for tenants, weekly delivery of meal and food hampers, and scheduling of follow-up wellness checks.