



Operational Performance Measures

Item 7D

June 9, 2022

Tenant Services Committee

Report: TSC:2022-26

To: Tenant Services Committee ("TSC")

From: Chief Operating Officer (Acting)

Date: May 17, 2022

PURPOSE:

The purpose of this report is to provide the TSC with information regarding operational performance metrics for April 2022.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

This report outlines TCHC's operational performance for April 2022 and provides additional explanations for significant variances.

SIGNATURE:

"Nadia Gouveia"

Nadia Gouveia
Chief Operating Officer (Acting)

ATTACHMENT:

1. April 2022 Operational Performance Measures

STAFF CONTACT:

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ATTACHMENT 1:**1. April 2022, Operational Performance Measures**

Item	Measure	April 2022	2021 Avg	Change
1	Tenant Calls to Client Care	41,468	42,832	- 1,364
2	Elevator Service Requests	641	623	+ 18
3	Demand Pest Treatments	3,815	3,753	+ 62
4	Vacancy Rate (Percent)	3.14%	2.29%	+ 0.85%
5	Rentable Vacant Units	1,814	1,260	+ 554
6	Non-Rentable Vacant Units	1,712	2,199	- 487
7	Rent & Parking Arrears (Million)	\$25.3	\$18.3	+ \$7
8	Crimes Against Property	164	148	- 16
9	Crimes Against Persons	79	89	- 10
10	Fire Incidents	5	17	- 12
11	Tenant Referrals Made to Internal/External Supports	1,866	1,260	+ 606

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in April 2022 were 1,364 calls lower when compared to the average call volumes for 2021. This can be attributed to various factors. Administrative requests generated from calls to Client care had decreased by 18%, when compared to the previous month, this included account inquiries, document requests, and transfer inquiries. Maintenance work order requests decreased by 9%, this included work orders for plumbing, door and lock repairs, and appliance repairs.

2. Elevator Service Requests

The volume of elevator service requests (vendor-related) increased by 18 when compared to the 2021 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. Twenty-two (22) work orders requested vendors to provide hoist way access (i.e. to clean pits, pick tenants' dropped keys, test heat detectors, etc.). Twenty-seven (27) work orders were related to elevator buttons (i.e. the buttons were not

working, or light was burnt out). There were a high volume of calls related to buildings that had plans for an elevator replacement for late 2022 or were presently undergoing elevator replacements. TCHC has fifteen (15) buildings undergoing elevator replacement with partial service. TCHC is finalizing seven (7) more contracts for elevator replacements, commencing in Q4 2022.

Approximately 50% of the work orders do not relate to elevators being completely 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 their daily use or inspection (regardless of how minor it may be).

3. Demand Pest Treatments

The volume of demand pest treatments increased by 62 compared to the 2021 average. During the pandemic, TCHC continued to provide demand treatments to tenants where physical distancing can be maintained. No tenant who requested pest treatment has been declined of service. In compliance with legislative requirements, and the City of Toronto's RentSafe TO by-law, TCHC has continued with monthly preventative treatments in building common spaces, such as lobbies, recreation rooms and laundry rooms.

Table 1: Demand Pest Treatments by Region April, 2022

	West	Central	East	SHU
Total	1,154	736	891	1,034

4. Vacancy Rate

The vacancy rate across TCHC in April 2022 was 3.14%, which was 0.06% lower than the previous month. The vacancy rate is as follows:

Family

- 2.74%, (RGI & MKT) with a month-over-month decrease of 23 units;
- Of 1,199 vacant units, 529 units (44%) are matched to a tenant; and
- 112 move-in and 132 move-out.

Seniors Housing Unit

- 4.40%, (RGI & MKT) with a month-over-month decrease of 23 units;
- Of 615 vacant units, 300 units (44%) are matched to a tenant; and

- 53 move-in and 90 move-out.

Table 2: Vacancy by Region/Portfolio, April 2022

	West	Central	East	SHU
Total	2.43%	2.84%	3.07%	4.40%

Figure 1: Vacancy – Family, April 2021 – April 2022

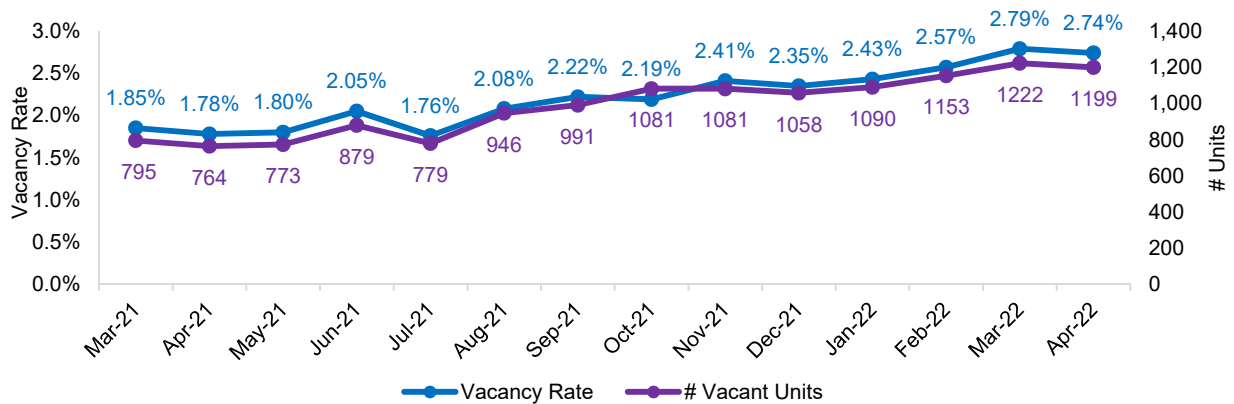


Figure 2: Vacancy – SHU, April 2021 – April 2022

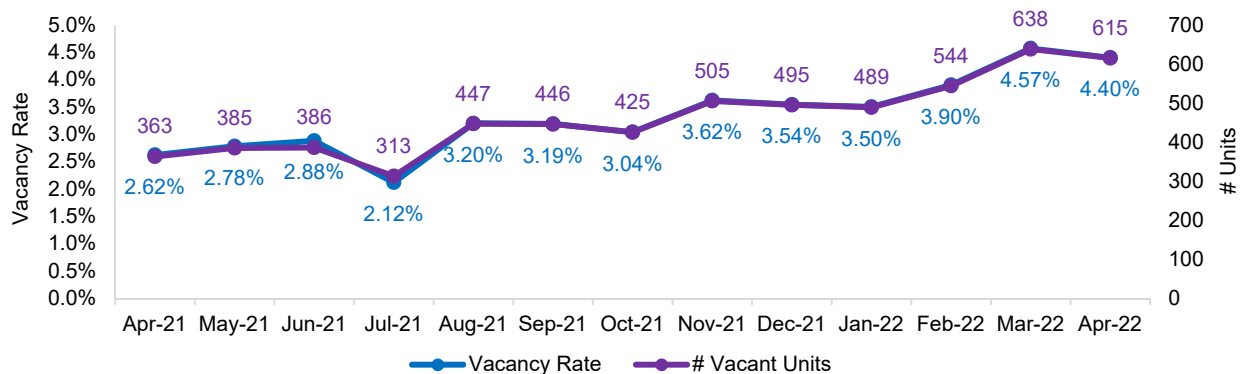
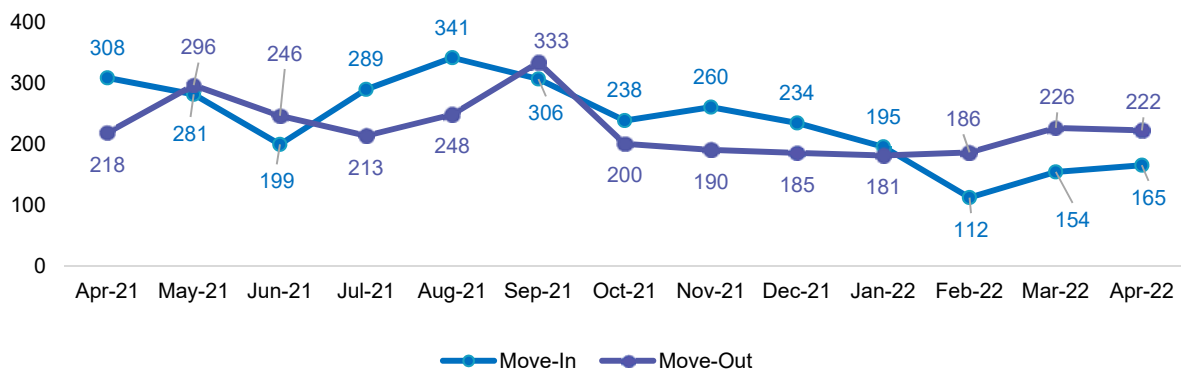


Figure 3: Move-in Move-out, April 2021 – April 2022



TCHC continues to face challenges in hard-to-rent areas and where there has been an increase in market rent unit vacancy; the 478 vacant units in these areas comprise 40% of all vacant units in the Family portfolio:

- West: OUC (Jane & Finch), 107 vacant units;
- Central: OUK (Sherbourne Strip) 174 vacant units; and
- East: OUH (Scarborough), 197 vacant units

Building on the Rapid Rehousing approach, TCHC is working with SSHA to identify strategies to filling units in hard to rent communities. This includes identifying communities that will most benefit from agency partnerships, including anchor agency opportunities. TCHC has commenced meetings with SSHA to identify strategies for hard to rent units in TCHC communities.

TCHC continues to implement the following activities to lower its vacancy rates to address the high number of vacant units:

Choice-Based

Staff have continued implementation of the choice-based model system. TCHC has doubled service-levels for choice-based data collection from the vendor to expedite the process.

Rapid Re-housing

TCHC continues to implement the Rapid Rehousing ("RRH") Program. As of April 30, 2022, 255/550 units have been tenanted. There have been 160 leases signed, housing a total of 203 individuals.

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

Rentable and non-rentable vacant units have increased and decreased by 554 and 487 units, respectively, compared to the 2021 average.

Table 3: Rentable Vacant Units by Region/Portfolio, April 2022

	West	Central	East	SHU
Total	358	403	438	615

There were 1,814 rentable vacant units in April 2022. Of the 1,814 units, just under 50% of the units (906, including three from an agency) required maintenance. TCHC has provided vendors with timelines to complete move-out repairs. TCHC staff meet with vendors on a periodic basis to review performance and on as-needed basis to address performance concerns.

- One hundred twenty-eight (128) units went through a bathroom unit refurbishment. This type of work involves bathtub/bathtub surroundings, vanity and other items in the bathroom. The majority of these units (41%) were from the Seniors Portfolio.
- Three hundred sixty-two (362) units required kitchen unit refurbishment. This includes repairs on kitchen cabinets (partial or full replacement), kitchen door(s), pantry door(s), bank of drawer(s), and pantry replacement. The majority of these units (34%) were from the Seniors Portfolio.
- One hundred ninety-four (194) units required jobs including painting, flooring, interior door/closet changes, and other non-capital related items. Seniors portfolio makes up 41% of all these renovations.
- General Unit Refurbishments are renovations that are valued at under \$1000. Thirty-nine (39) units required general refurbishments (22 units in Seniors Housing, five (5) units in Central, four (4) units in East, and eight (8) units in West Region).
- There are twenty-seven (27) units that have not been scoped yet. Scope of work has not been entered into the system yet or is awaiting scoped.
- One hundred fifty-six (156) units in which are associated with land trust properties, are single family homes (not covered under our current move-out contracts), or are in processing by the TSC.

Table 4: Non-Rentable Vacant Units by Region/Portfolio, April 2022

	West	Central	East	SHU
Total	480	917	258	57

Table 5: Non-Rentable Vacant Units by Category, April 2022

Vacant Reason Category	# of non-rentable units
Accessibility Needs	33
Agency Office Use	4
Contractor Storage	7
Demand Capital Required less than 25000	9
Demolished or Destroyed	190
Fire	7
Hold for Demolition	652
Legal Proceedings	5
New Unit	6
Pending Transfer or Sale	77
Planned Capital Repairs Required greater than \$25K	318
Recreation Purposes	52
Relocation - Confirmed	22
Sold	0
Staff Use	127
Under Construction	203
Total	1,712

7. Rent & Parking Arrears

The rent and parking arrears across TCHC for April 2022 was \$25.3 million. Of this amount, \$6.3 million are in repayment agreements (e.g. local or mediated agreements); these tenancies have been maintained. Due to the pandemic, there was a pause of proceedings at the LTB. There was a

subsequent request at City council to pause any evictions for arrears. Upon the lifting of that, at the discretion of the CEO with approval from board, we had continued to hold the pause until this year. This allowed the continuation of compounding arrears against some files. In March 2022, the TCHC Board had supported the restart of tenancy management activities, which included LTB intervention on arrears files. The arrears are as follows:

Family

- \$23.7M in arrears, up from \$22.5M;
- Arrears in repayment agreements are \$5.81M, down from \$5.82M;
- Managed arrears are \$13.6M, up from \$12.2M; and
- Non-managed arrears are \$4.4M, down from \$4.5M;

Seniors Housing Unit

- \$1.5M in arrears, up from \$1.49M;
- Arrears in repayment agreements are \$513K, up from \$490K;
- Managed arrears are \$797K, up from \$786K; and
- Non-managed arrears are \$205K, down from \$217K;

Table 6: Arrears by Category - Family Portfolio, April 2022

Family Portfolio	Total (M)
Managed Arrears	\$ 13.6
Unmanaged Arrears	\$ 4.4
Net arrears	\$ 17.9
Arrears in a repayment agreement	\$ 5.8
Total	\$ 23.7

Table 7: Arrears by Category – Seniors Housing Unit, April 2022

Seniors Portfolio	Total (M)
Managed Arrears	\$ 0.79
Unmanaged Arrears	\$ 0.22
Net arrears	\$ 1.01
Arrears in a repayment agreement	\$ 0.51

Seniors Portfolio	Total (M)
Total	\$ 1.52

Table 8: Arrears by Region/Portfolio, April 2022

	West	Central	East	SHU
Total	\$8,765,008	\$7,664,847	\$7,319,453	\$1,515,737
Unmanaged	\$1,185,002	\$1,357,522	\$1,815,808	\$205,034
Rep. Agr.	\$2,290,677	\$1,647,258	\$1,877,228	\$513,280

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 has not obtained the appropriate support to maintain their tenancies.

OCHE

Operations continue to work closely with OCHE to increase support and follow-up to tenancies encountering arrears. Utilizing systemic recommendations out of OCHE, TCHC will continue to review and enhance the Arrears Collection Process. TCHC will be coordinating in-person refresher training of the ACP for all tenancy management staff in June 2022.

Tenancy Management Restart

In January 2022, TCHC initiated an in-depth review of all households with arrears for non-payment of rent to inform a targeted eviction restart plan that will focus on households that meet the following criteria:

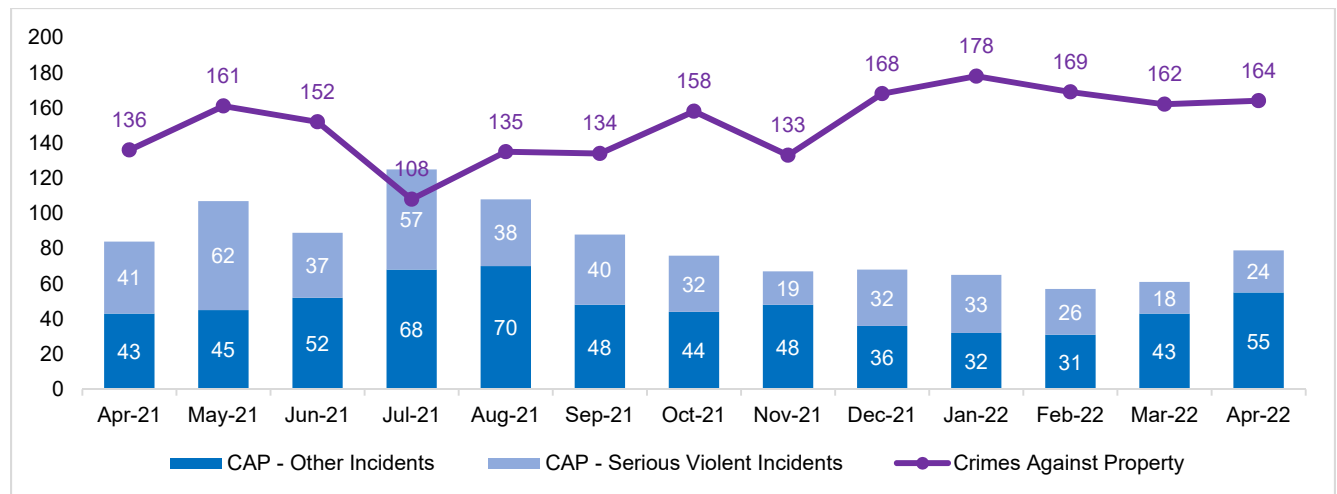
- Tenant income reported in ARR demonstrates the ability to pay;
- Tenant not forthcoming on income for a prolonged period;
- Sporadic or non-payment of rent;
- Minimum \$10K in arrears;
- Progressively increasing arrears;
- Reviewed by OCHE;
- Received order; and

- Imminent order expiry.

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

There were 164 crimes against property in April 2022, a decrease of 16 crimes compared to the 2021 average. There were also 79 crimes against persons (CAP) in April 2022, a decrease of 10 compared to the 2021 average.

Figure 5: Crimes against Persons & Property, April 2021 – April 2022



10. Fire Life and Safety

In April 2022, five (5) fire incidents were reported across the TCHC portfolio, a decrease of twelve (12) compared to the 2021 average. The fire incidents consisted of three (3) cooking, one (1) arson, and one (1) undetermined cause of fire.

Table 9: Fire Incidents by Region/Portfolio, April 2022

	West	Central	East	SHU
Total	3	2	0	0

Due to the COVID-19 pandemic, TCHC paused all in-person educative initiatives. TCHC staff worked around this by conducting outdoor events with Toronto Fire Services (TFS) and TCHC Fire Life Safety (FLS) staff. During the events, staff spoke about fire safety, handed out fire

safety material and made announcements over the voice communication system (if a building had one). Staff also utilized the Tenant Loop, Twitter, and other social media platforms to ensure messaging was getting out to tenants. Site staff were provided with fire safety posters to display on the community boards. TCHC had also hired an artist to create visuals to support the messaging provided by FLS. This new format will introduce change and perhaps get more attention to the posters.

With the lifting of COVID-19 restrictions, TCHC has restarted safety seminars and lobby events in partnership with Toronto Fire. Posters will continue to be put up on the community boards in all sites. TCHC has also purchased a "Fire Safety Kitchen," which staff will be taking to various sites to show tenants how fires start in the kitchen area and how they can be prevented. It is portable and can be transported easily.

Management is utilizing its FLS streams (i.e., False Fire Alarm, Fire Incidents, CSU Reporting, Assessments and NOV tracking) to put together lists of buildings that require additional educational focus on Fire Safety. For example, suppose a site has several cooking fires or almost cooking fires. In that case, staff will target education initiatives to the specific location, focusing on how to prevent cooking fires. FLS staff are constantly analyzing the data they collect from all streams to ensure there is a focus on tenant educational initiatives and problem areas.

11. Tenant Referrals Made to Internal/External Supports

There were 1,866 tenant referrals made to internal and external supports, an increase of 606 compared to the 2021 average. TCHC continues 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. The high number of referrals for the Seniors Portfolio is due to files being reassigned from RAS/CSCs to the new Senior Housing Unit Regions.

Table 10: Tenant Referrals by Region/Portfolio, April 2022

	West	Central	East	SHU
Total	141	260	133	1,332