



TCHC Operational Performance Measures

Item 6A

September 14, 2021

Tenant Services Committee

Report: TSC: 2021-58

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: August 23, 2021

PURPOSE:

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 July 2021 and provides additional explanation for significant variances.

SIGNATURES:

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Attachment 1: July 2021 Operational Performance Measures

Item	Measure	July 2021	2020 Avg	Change
1	Tenant Calls to Client Care	44,579	37,219	+ 7,360
2	Elevator Service Requests	784	636	+ 148
3	Demand Pest Treatments	3,782	3,862	- 80
4	Vacancy Rate (Percent)	1.85%	2.15%	- 0.30%
5	Rentable Vacant Units	1092	1,224	- 132
6	Non-Rentable Vacant Units	2,284	2,320	- 36
7	Rent & Parking Arrears (Million)	\$15.37	\$13.51	+ 1.86M
8	Crimes Against Property	108	177	- 69
9	Crimes Against Persons	125	107	+ 18
10	Fire Incidents	17	18	- 1
11	Tenant Referrals Made to Internal/External Supports	695	472	+ 223

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in July 2021 were 7,360 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 general information inquiries, plumbing repairs, door/lock repairs, electrical repairs, and appliance repairs.

2. Elevator Service Requests

The volume of elevator service requests increased by 148 when compared to the 2020 average. The increase may 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 decreased by 80 when compared to the 2020 average. This decrease in demand treatments coincides with the tapering off of demand pest treatments conducted as a result of the Annual Unit Inspections.

4. Vacancy Rate

The vacancy rate across TCHC in July 2021 was 1.85%, which is 0.30% lower than the previous month. The vacancy rate in the Family portfolio was 1.76% (rent-geared-to-income (“RGI”) & Market) with a month-over-month decrease of 100 units. In addition, the vacancies in the Seniors Housing Unit (“SHU”) portfolio was 2.12% (RGI & Market) with a month-over-month decrease of 86 units.

Table 1: Vacancy by Region/Portfolio, July 2021

	West	Central	East	SHU
Total	1.77%	1.27%	2.37%	2.12%

Figure 1: Vacancy – Family

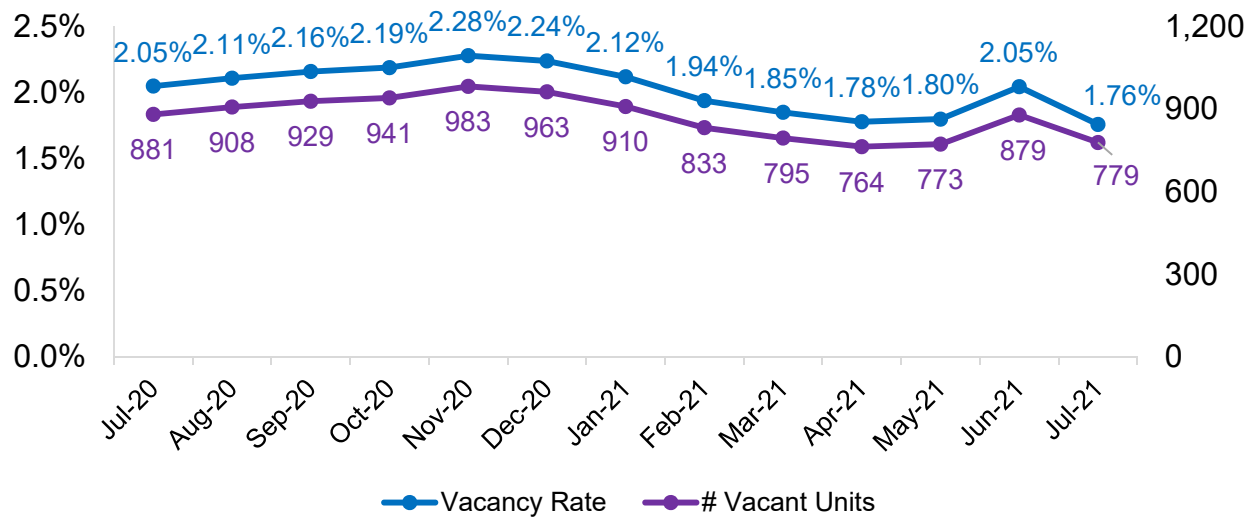
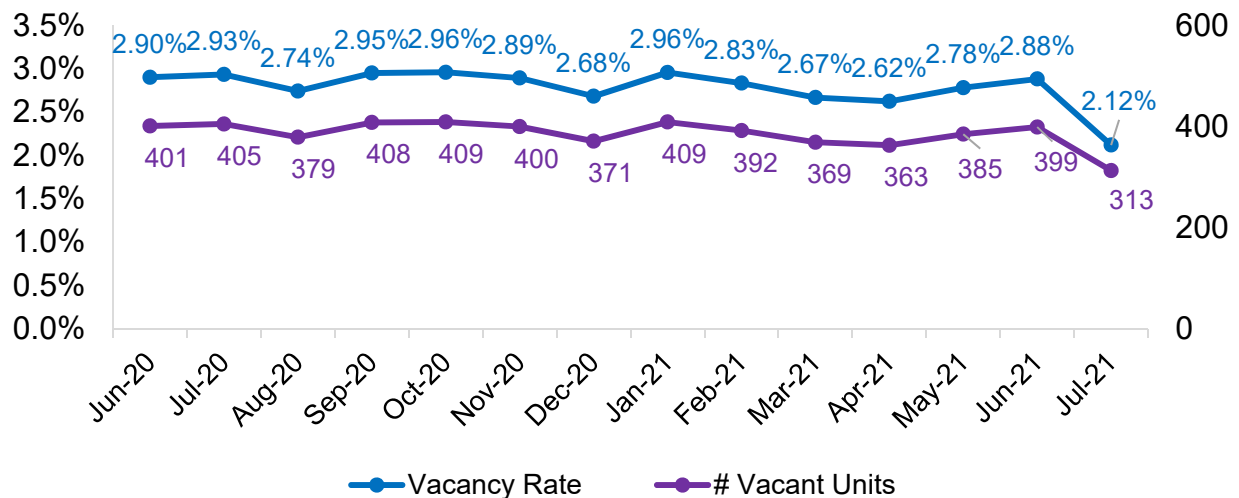


Figure 2: Vacancy - SHU



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

Virtual Rental Campaigns

TCHC continues to explore the use of virtual open-houses, where appropriate, 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, which includes the allocation of 450 units with furniture and supports for individuals being transferred from the shelter system. To date, 234 units have been occupied with 297 individuals.

Suspend Offers to Over-Housed Households

TCHC has received a time-limited extension from SSHA until December 31, 2021. 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

Rentable vacant units have decreased by 132 units when compared to the 2020 average. The number of rentable vacancies have been decreasing each month 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. Similarly, non-rentable vacant units have decreased by 36 units when compared to the 2020 average.

Table 2: Rentable Vacant Units by Region/Portfolio, July 2021

	West	Central	East	SHU	CM
Total	221	273	236	243	119

Table 3: Non-Rentable Vacant Units by Region/Portfolio, July 2021

	West	Central	East	SHU	CM
Total	518	998	576	118	74

Figure 3: Rentable Units & Non-Rentable Vacant Units

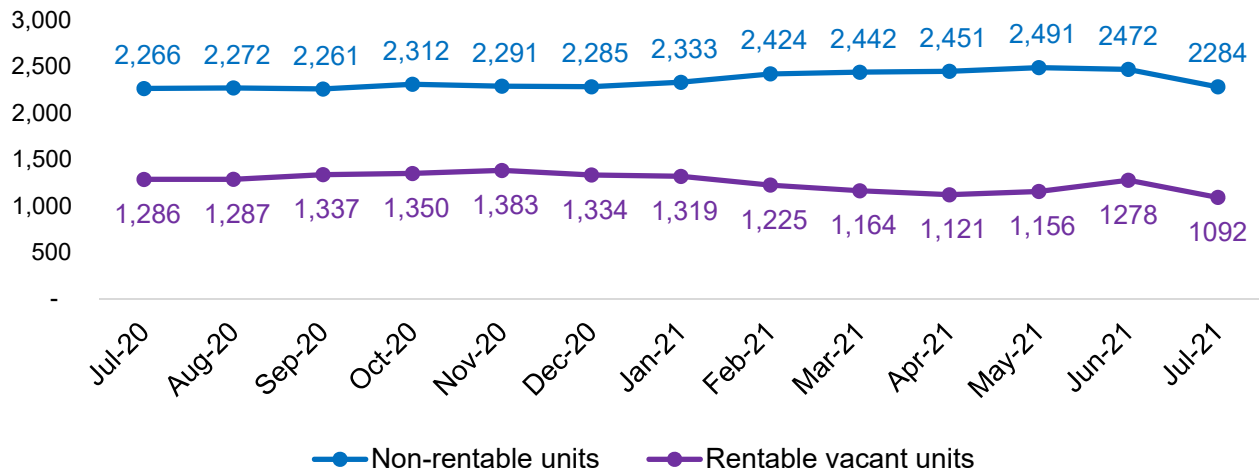


Table 4: Non-Rentable Vacant Units by Category, July 2021

Vacancy Category	Vacancy Sub-Category	# of Units
Revitalization	Hold for Demolition	716
	New Unit	95
	Relocation - Confirmed	84
	Under Construction	548
Legal	Legal Proceedings	1
	Pending Transfer or Sale	112
Non-Residential Use	Contractor Storage	6
	Staff Use	84
	Recreation Purposes	52
Repairs Required	Accessibility Needs	29
	Maintenance Required	189
	Planned Capital Repairs Required	368
Grand Total		2,284

There were 1,443 units under revitalization in July 2021. 716 of these units were on hold for demolition. These units fall under the following developments:

- Don Summerville (120 units);

- Firgrove Crescent (190 units);
- Lawrence Heights (76 units); and
- Regent Park North (330 units)

In July 2021, there were 548 units undergoing construction. These units fall under the following developments:

- Allenbury Gardens (97 units);
- Davenport Rd (11 units);
- Leslie Nymark (122 units);
- Regent Park North (118 units); and
- Regent Park South (200 units).

7. Rent & Parking Arrears

The rent and parking arrears for July 2021 was \$15.37 million. Of this amount, \$5.28 million are in repayment agreements (e.g. local or mediated agreements) – these tenancies have been maintained.

Table 5: Arrears by Category, July 2021

Categories	Total (M)
Arrears 30 days old or less (late payers)	\$ 2.62
Managed Arrears	
• N4 Issued	\$ 0.85
• Legal Filing	\$ 0.20
• Order	\$ 0.08
• New Arrears	\$ 0.59
Unmanaged Arrears	
• Unmanaged: Not managed in agreement or legal process	\$ 0.90
Arrears over 30 days old	\$ 7.47
Managed Arrears	
• N4 Issued	\$ 3.12
• Legal Filing	\$ 1.97
• Order	\$ 1.17
• New Arrears	\$ 0.001

Categories	Total (M)
Unmanaged Arrears	\$ 1.21
• Unmanaged: Not managed in agreement or legal process	
Net arrears	\$ 10.09
Arrears in a repayment agreement	\$ 5.28
Total	\$ 15.37

Table 6: Arrears by Region/Portfolio, July 2021

	West*	Central	East	SHU
Total	\$ 6,431,281	\$ 4,170,036	\$ 2,732,490	\$ 994,394
Unmanaged	\$ 1,184,297	\$ 725,505	\$ 388,063	\$ 118,114
Rep. Agr.	\$ 2,215,355	\$ 1,373,220	\$ 1,147,806	\$ 517,519

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

Table 7: Arrears by Contract Management Portfolio, July 2021

	CM – East	CM – Central
Total	\$ 700,714	\$ 344,170
Unmanaged	\$ 90,443	\$ 106,521
Rep. Agr.	\$ 105,404	\$ 24,723

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

New Arrears Collection Process (“ACP”) Process

TCHC 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

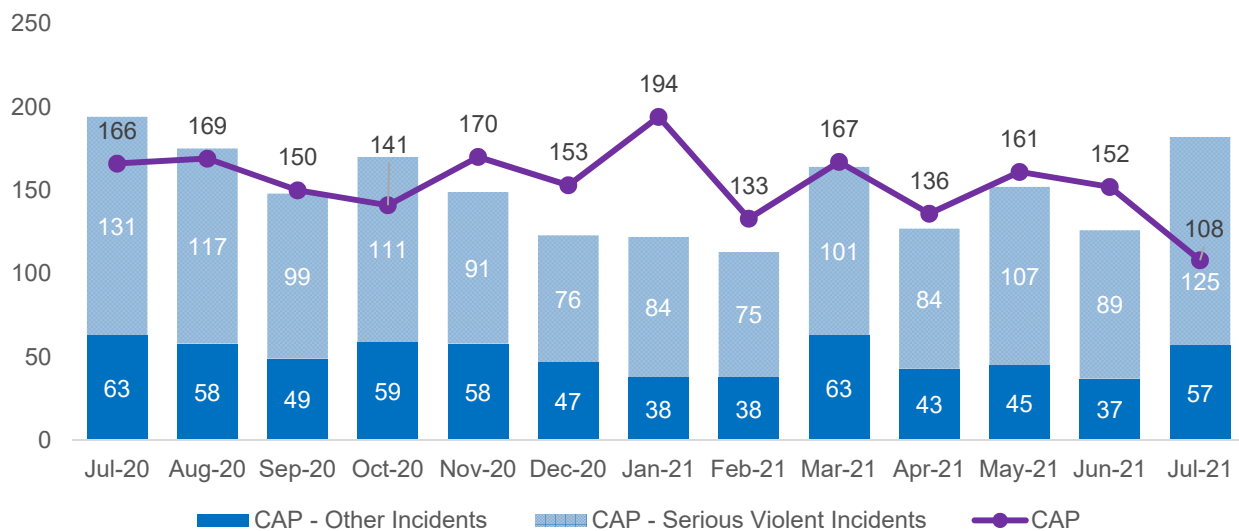
In June 2021, the Acting President and Chief Executive Officer directed all staff to continue to suspend enforcement of evictions for arrears and extend the TCHC Eviction Moratorium at least until after the start of Step 3 of the Provincial reopening plan.

Upon further review, TCHC is exploring to lift the Evictions Moratorium and restart the enforcement of evictions for arrears. As part of our planning, we will continue to consult and seek the approval of the City to ensure we are aligned with their position. In the meantime, TCHC will continue to fully implement its ACP, including continuing to engage with tenants with arrears to provide the appropriate supports to maintain their tenancy.

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

There were 108 crimes against property in July 2021, a decrease of 25 crimes when compared to the 2020 average. In contrast, there were 125 crimes against persons (CAP) in July 2021, an increase of 36 when compared to the 2020 average; this increase is in alignment with past seasonal variation as CAP tend to increase during the summer months.

Figure 4: Crimes against Persons & Property, July 2020 - July 2021



10. Fire Life and Safety

In July 2021, there were 17 fire incidents reported across the TCHC portfolio, which consisted of arson, electrical, cooking and smoking-related incidents.

Table 8: Fire Incidents by Region/Portfolio, July 2021

	West	Central	East	SHU	CM
Total	5	5	1	2	4

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 topics and safety tips;
- Delivery of fire safety messages by Toronto Fire Service through the building communication system across all TCHC buildings.

11. Tenant Referrals Made to Internal/External Supports

There were 695 tenant referrals made to internal and external supports, an increase of 223 referrals when compared to the 2020 average. This increase is due to 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 of follow-up wellness checks.

Table 9: Tenant Referrals by Region/Portfolio, July 2021

	West	Central	East	SHU	CM
Total	150	195	89	177	84