

# Item 4 Chief Operating Officer's Reports

January 25, 2021

Tenant Services Committee





# Chief Operating Officer's Reports

- 4A. Operational Performance Measures;
- 4B. Tenant Complaints Process Update;
- 4C. Tenant Engagement Refresh Update;
- 4D. Employment Opportunities for Tenants at TCHC; and
- 4E. Violence Reduction Program: Service Delivery Alignment.



## 4A. Operational Performance Measures

### Purpose

- To provide an update on key areas of Toronto Community Housing's ("TCHC") operations.

### Reason for Recommendations

- This report outlines TCHC's operational performance for November 2020 and provides additional explanation for significant variances.



## 4A. Operational Performance Measures

### November 2020 Operational Performance Measures

Item	Measure	November 2020	2019 Average	Change
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 Supports	695	797	- 102



## 4A. Operational Performance Measures

### Service Request Up

- Calls to client care centre were up 4,063. It was primarily due to tenants calling to inquire about COVID-19 procedures and to contact staff.

### *Elevators*

- Number of elevator calls decreased by 98. It is attributed to the continued delivery of capital upgrade and maintenance programs.

### *Pest Control*

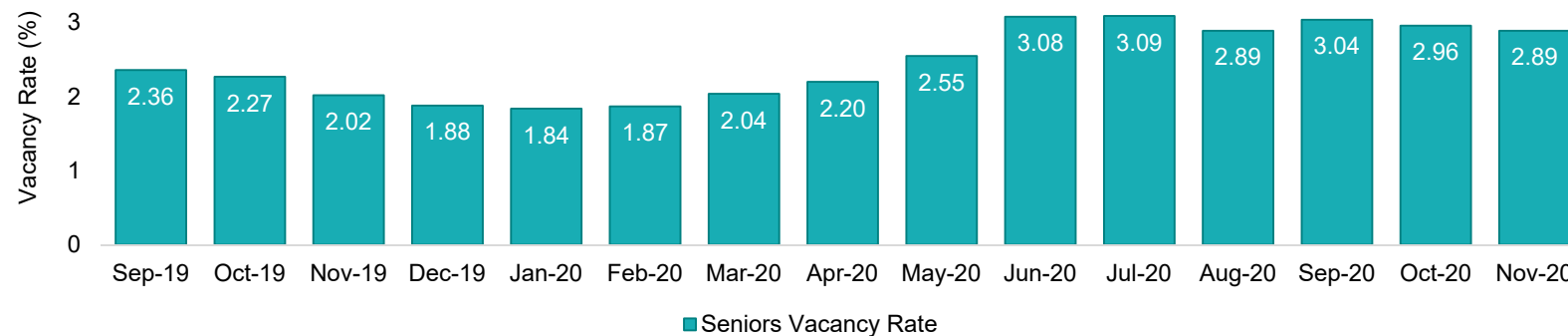
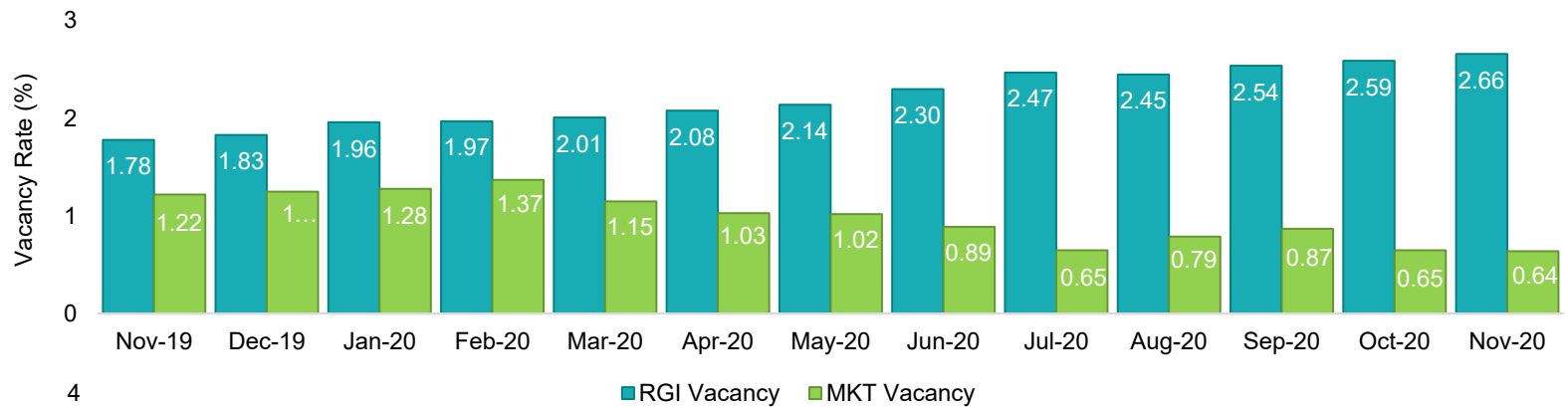
- Number of demand pest treatments decreased by 427. TCHC continues to deliver demand treatments where physical distancing can be applied.



# 4A. Operational Performance Measures

## Vacancies Up

- The vacancy rate was up to 2.43%





## 4A. Operational Performance Measures

### Vacancies Up

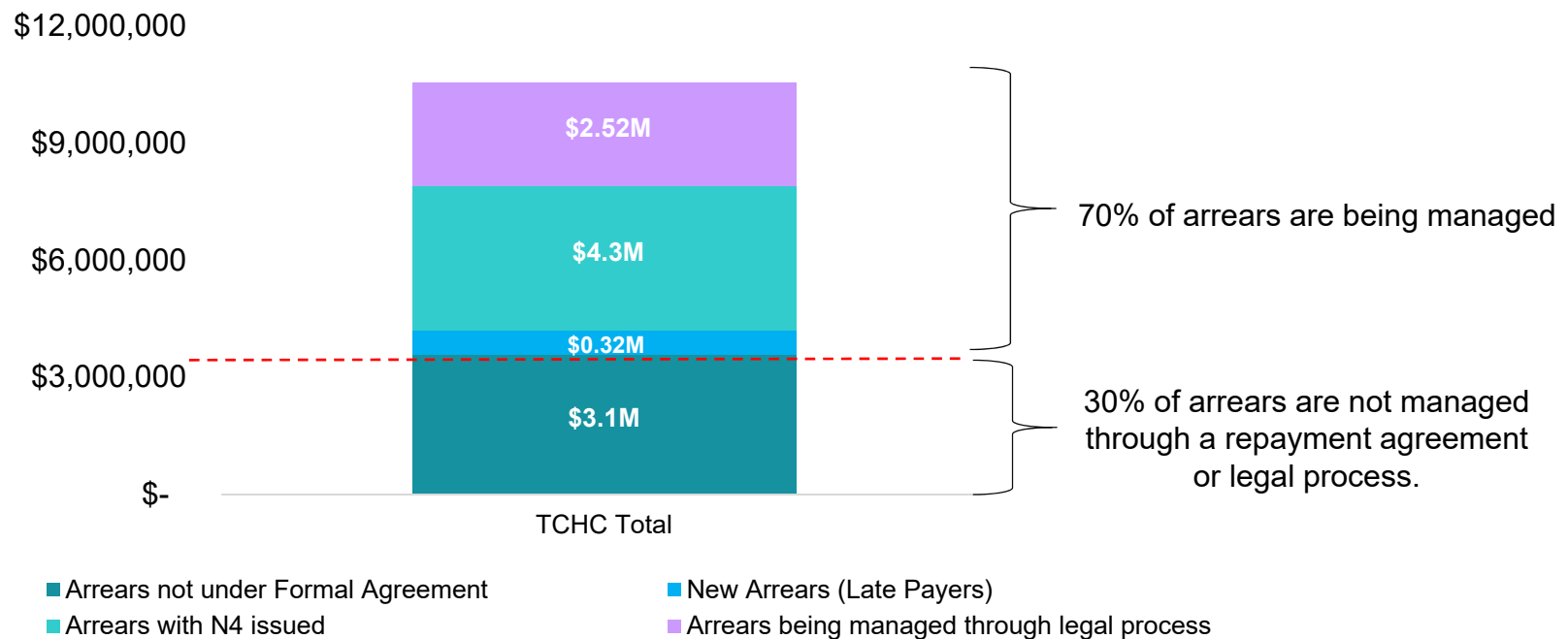
- TCHC is implementing the following actions to lower its vacancy rate to 1.5% by July 2021.
  1. SHU Rental Campaign;
  2. Rapid Re-Housing;
  3. Bypass Over-Housed Waitlist; and
  4. Bulk Unit Showings.



# 4A. Operational Performance Measures

## Arrears Up

- The outstanding arrears stood at \$10.2M, with \$5.1M in repayment agreements; these tenancies have been maintained.







## 4A. Operational Performance Measures

### Arrears Up

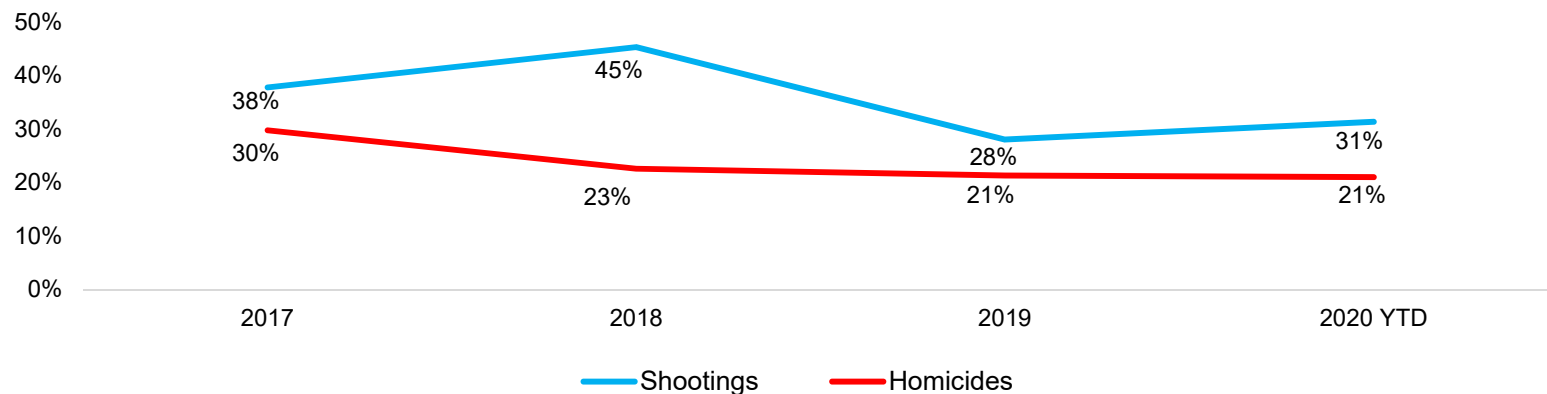
- TCHC is implementing the following major strategies to aggressively reduce unmanaged arrears by 75%.
  1. New Arrears Collection Process (“ACP”) Process; and
  2. Restart Legal Process.



## 4A. Operational Performance Measures

### Community Safety: Crime Up

- The crimes against persons were 91 and 83 against property.



- TCHC is implementing the following strategies to enhance community safety and support:
  1. Implementation of VRP; and
  2. Increase Community Presence & Support.



## 4A. Operational Performance Measures

### Community Safety: Fire Incidents are Up

- The fire incidents increased by 11
- TCHC is implementing the following fire safety strategies:
  1. Monthly fire safety poster campaigns; and
  2. Targeted public education.



## 4A. Operational Performance Measures

### Tenant Supports Down Slightly

- The referrals for internal and external supports decreased by 102.
- TCHC has continued to contact vulnerable individuals to offer assistance:
  - Continue to work with the City, agencies, and volunteers; and
  - Ensure food deliveries and other needs are met.



## 4B. Tenant Complaints Process Update

### Purpose

- To provide an update on program enhancements and complaints data and trends.

### Background

- Toronto Community Housing (“TCHC”) has adopted a single-stage escalation model for tenant complaints, which is supported by the Solutions team.

### Program Update

- Solutions will be implementing the following program enhancements to improve service delivery:
  1. Staff Alignment & Structure;
  2. Standardized Training; and
  3. Process Improvement & Standardization.



## 4B. Tenant Complaints Process Update

### Complaints Data and Trends

- In 2020, the Solutions team received 2,322 complaints; and
- In Q4 2020, there were 650 tenant complaints submitted to Solutions

### Learning from Complaints

- Currently, tenants have no opportunity to receive updates from vendors attending to perform demand in-suite maintenance work;
- To improve our services, we now require our demand vendors to call the tenants directly when en-route to provide an estimated time of arrival.



## 4C. Tenant Engagement Refresh Update

### Purpose

- To provide an update on the implementation of Tenant Engagement System Refresh.

### Update

- In Phase 1, 57 communities have completed their tenant leadership selection, resulting in 87 community representative positions filled.

	Phase 1	Phase 2	Phase 3
Total Communities	57	170	103
• Leaders In-Place	39	-	-
• Leaders Partial In-Place	6	-	-
• No Leaders	12	-	-



## 4C. Tenant Engagement Refresh Update

### Lessons Learned and Recommendations

- A participant debrief was held and key lessons were identified that can be utilized for future phases of the election process; and
- All Phase 2 building/townhouse committee members and community representatives will be identified by end of April 2021.





## 4D. Employment Opportunities for Tenants at TCHC

### Purpose

- To provide a summary of employment opportunities and job portals available to TCHC tenants.

### Background

- In 2006, TCHC's Board of Directors approved the Community Economic Development ("CED") strategy to promote economic resiliency in TCHC.
- TCHC has since taken steps in support of the CED strategy through:
  - Community based and informal activities; and
  - Large-scale and formalized activities.



## 4D. Employment Opportunities for Tenants at TCHC

### Update

- TCHC focuses on creating employment opportunities for tenants through:
  - Internal & External Opportunities;
  - Social Enterprise Development;
  - Community Engagement & Capital Planning;
  - Human Resources; and
  - Tenant Benefit Agreements.

### Next Steps

- Partnering with Local 416 to deliver community job fairs; and
- Revisiting the Social Procurement policy.



## 4E. Violence Reduction Program: Service Delivery Alignment

### Purpose

- To provide an update on the implementation status and performance of the Violence Reduction Program (“VRP”).

### Background

- VRP is focused on improving safety and security for tenants through:
  - Community Support; and
  - Enhanced Security Presence & Enforcement.
- It is being implemented through the Community Safety and Support Pillar.



## 4E. Violence Reduction Program: Service Delivery Alignment

### Implementation Status

#### ***VRP Community Safety Coordinator (“CSC”) Staffing***

- VRP CSCs are in place across the regions.

#### ***Regional CSCs***

- VRP CSCs are in the early stages of building key relationships.

#### ***CSU Staffing Update***

- CSU has been directed to suspend the VRP special constable hiring.



## 4E. Violence Reduction Program: Service Delivery Alignment

### Implementation Status

#### ***Deployment of CSU VRP Officers***

- CSU VRP officers provide enhanced capacity to support community safety.

#### ***Diversity and Mental Health Training***

- CSU VRP officers receive diversity and mental health training.

#### ***Confronting Anti-Black Racism (“CABR”) Strategy***

- CSU participated in consultation sessions as part of the CABR strategy.