



## TCHC's Operational Performance Measures

Item 6B

June 13, 2023

Tenant Services Committee

**Report:** TSC:2023-27

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

**From:** Acting Chief Operating Officer

**Date:** May 29, 2023

### **PURPOSE:**

The purpose of this report is to provide the TSC with information regarding operational performance metrics for March 2023.

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

This report outlines TCHC's operational performance for March 2023 and provides additional explanations for significant variances.

### **SIGNATURE:**

*"Nadia Gouveia"*

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Nadia Gouveia  
Chief Operating Officer (Acting)

### **ATTACHMENT:**

1. March 2023 Operational Performance Measures

**STAFF CONTACT:**

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Item 6B – TCHC’s Operational Performance Measures  
TSC Public Meeting – June 13, 2023  
Report #: TSC:2023-27  
**Attachment 1**

*Table 1: March 2023 Operational Performance Measures*

Item	Measure <sup>1</sup>	March 2023	2022 Avg	Change
1	Tenant Calls to Client Care	30,275	38,331	-8,056
2	Elevator Service Requests <sup>2</sup>	618	575	+43
3a	Demand Pest Treatments	3,402	3,364	+38
3b	Preventative Pest Treatments	1,787	1,424	+363
4	Vacancy Rate (Percent)	1.70%	2.41%	-0.71%
5	Rentable Vacant Units	731	1,052	-321
6	Non-Rentable Vacant Units	1,755	1,777	-22
7	Total Current Arrears (Million)	\$27.5M	\$26.7M	+\$0.8M
7a	Rent & Parking Arrears (Million) <sup>3</sup>	\$24.98M	\$23.2M	+\$1.78M
8	Crimes Against Property <sup>4</sup>	222	152	+70
9	Crimes Against Persons <sup>5</sup>	81	70	+11
10	Fire Incidents	23	16	+7

### 1. Tenant Calls to Client Care

In March 2023, there were 8,056 fewer calls compared to the 2022 average, representing a reduction of approximately 21% in calls. However, there was a month-over-month increase of 2,610 calls or 9.4% compared to February 2023. This includes an 11% increase in maintenance service requests and an 8% increase in administrative tickets generated by Client Care staff.

Despite the decrease in year-over-year call volume, it's important to note that there have been significant improvements in the quality of service provided to tenants through the Client Care Centre. The average answer speed on the tenant line improved by 245 seconds compared to March 2022. These

<sup>1</sup>This table has removed Toronto Seniors Housing Corporation (“TSHC”) data where applicable

<sup>2</sup> Vendor-related service requests

<sup>3</sup> Rent & Parking Arrears are separated further in section 7b & 7c

<sup>4</sup> This table has removed Toronto Seniors Housing Corporation (“TSHC”) data where applicable

<sup>5</sup> This table has removed Toronto Seniors Housing Corporation (“TSHC”) data where applicable

improvements can be attributed to management's focused training and coaching sessions, which included process efficiency within HoMES and metric reviews for individual staff. The improvements have directly led to a decrease in the number of repeat calls from tenants on the tenant line, indicating greater tenant satisfaction and improved efficiency within the operations of the Client Care Centre.

## **2. Elevator Service Requests**

In March, the volume of elevator service requests related to vendors increased by 7.5% or 43 additional requests compared to the 2022 average. It should be noted that Toronto Community Housing Corporation ("TCHC") does not have a presence after hours in most properties. Therefore, Client Care agents accept and dispatch all after hour service requests, even those not verified by staff. Elevator contracts specify the eligibility conditions for an elevator vendor to charge for work performed, and vendors must provide detailed time tickets with information on the action taken. However, the vendor absorbs all other service calls according to the contract. Elevator inspectors monitor service call data periodically and question vendors with regard to service calls to specific buildings.

Out of the 618 vendor-related work order requests in March, not all elevators were taken out of service. A high volume of calls were related to buildings planned or undergoing elevator replacement in 2023. Currently, six buildings are undergoing elevator replacement with partial service. TCHC encourages building staff and elevator inspectors to place work order requests for any issue they see with elevators, no matter how minor it may seem, such as unusual noises or loose components, even if elevators continue to operate.

### **3a. & 3b. Demand and Preventative Pest Treatments**

In March 2023, there was an increase in both demand pest treatments and preventative pest treatments compared to the 2022 average. The demand for pest treatments increased by 38 requests, while preventative pest treatments increased by 363. The increase in preventative treatments may be a result of the transition of 5,863 units from the former OU-Y, which was contract managed, to Toronto Community Housing. These properties had reported structural and ongoing pest issues on a building-wide level. Until these structural issues and maintenance repairs are resolved, there may continue to be fluctuating numbers of service requests. Furthermore, it is also important to note that compliance with block treatments will result in a higher number of preventative treatments. A "block" treatment may require

up to up to eight units to be treated around the focal unit of concern. By treating all units in a block, preventative treatment can be more effective in controlling pest issues from occurring as frequently.

In comparing the data from February to March 2023, there was a notable surge in demand for pest treatments, with an increase of 581 requests. This demand is based on tenant requests for pest control services, which TCHC provides any time it is requested.

The increase in preventative pest treatments was much smaller, with only an additional 39 requests from February to March 2023. The increase was due to an increase in requests for exterior rodent stations. This issue of increased rodents has been noted throughout the City.

*Table 2: Demand Pest Treatments by Region, March 2023*

	West	Central	East
<b>Total</b>	1291	926	1185

*Table 3: Preventative Treatment by Region, March 2023*

	West	Central	East
<b>Total</b>	784	330	693

The West region had the highest demand and preventative pest treatments, followed by the East and Central Regions, respectively.

#### **4. & 5. Vacancy Rate and Rentable Vacant Units**

The vacancy rate across TCHC in March 2023 was 1.7%. There were 731 rentable units in March, a decrease of 363 when compared to the 2022 average.

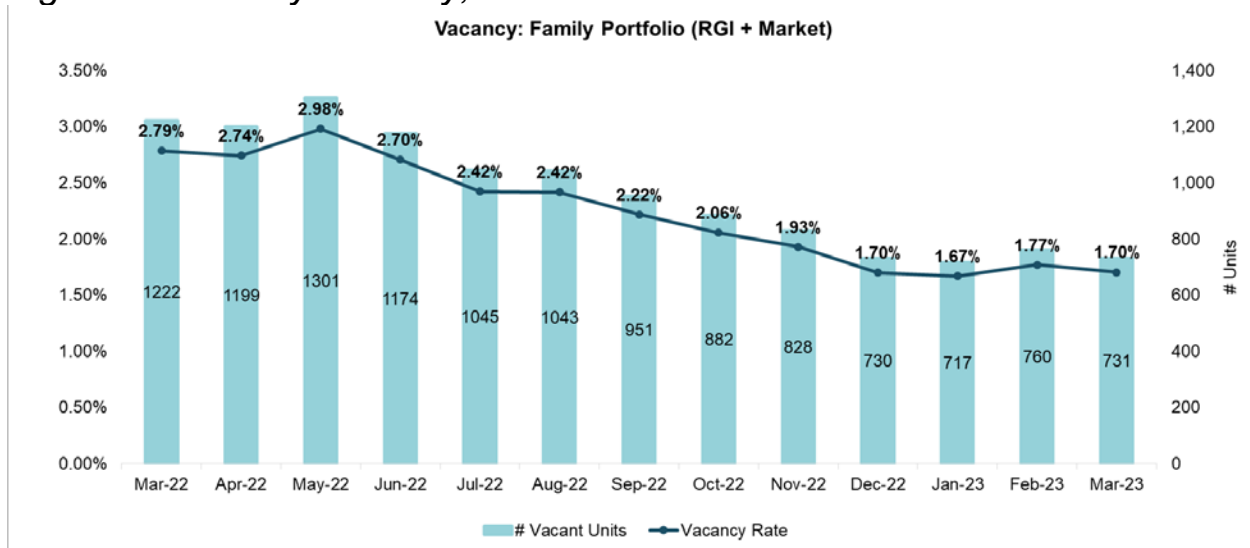
Of the 731 rentable vacant units:

- 305 units (42%) required maintenance before they could be rented;
- 198 units (27%) were being filled through Rapid Rehousing, referral agreements with agencies, or TCHC's internal transfer process;
- 125 units (17%) have had an applicant accept an offer and are awaiting move-in; and
- 103 units (14%) were in various stages of the Choice-Based Offer process.

Table 4: Vacancies by Region/Portfolio, March 2023

	West	Central	East	Overall
<b>Rentable Vacant Units</b>	231	264	236	<b>717</b>
<b>Rate (%)</b>	1.58%	1.88%	1.71%	<b>1.7%</b>

Figure 1: Vacancy – Family, March 2022 – March 2023



The vacancy reduction action plan that TCHC developed and has been executing in partnership with the Service Manager and the Toronto Seniors Housing Corporation (“TSHC”) has successfully improved the vacancy rate. TCHC achieved its target rate of 2% in November 2022, and we continue to see a sustained low vacancy rate.

## 6. Non-Rentable Vacant Units

Non-rentable vacant units have decreased by 22 compared to the 2022 average.

Table 5: Non-Rentable Vacant Units by Region/Portfolio, March 2023

	West	Central	East	Overall
<b>Total</b>	558	964 <sup>6</sup>	233	<b>1,755</b>

<sup>6</sup> 13 of these units are with Co-Ops

Table 6: Non-Rentable Vacant Units by Category, March 2023

	# of Non-Rentable Units	% of Total Housing Stock
Legal <ul style="list-style-type: none"> <li>○ Transferring to another Provider: 66</li> <li>○ Legal Proceedings Underway: 7</li> </ul>	73	0.17%
Residential Use <ul style="list-style-type: none"> <li>○ Recreational Purposes: 42</li> <li>○ Staff Use: 111</li> <li>○ Agency Office Use: 4</li> <li>○ Uninhabitable: 2</li> <li>○ Contractor Storage: 4</li> </ul>	163	0.37%
Repairs Required <ul style="list-style-type: none"> <li>○ Demand Repairs Less Than \$25K: 24</li> <li>○ Planned Repairs More Than \$25K: 311</li> <li>○ Accessibility Modifications: 23</li> <li>○ Fire: 20</li> <li>○ Flood: 5</li> </ul>	383	0.87%
Revitalization <ul style="list-style-type: none"> <li>○ On Hold for Relocation: 146</li> <li>○ Pending Demolition: 595</li> <li>○ Demolished/Destroyed: 189</li> <li>○ Under Construction: 205</li> <li>○ New Units: 1</li> </ul>	1,136	2.58%
<b>Total Non-Rentable Vacant Units</b>	<b>1,755</b>	<b>3.98%</b>

Table 6 highlights the various reasons why certain units may not be available for rent. While reducing vacancies and ensuring units are maintained remains a top priority for TCHC, there are situations where non-rentable vacant units are necessary.

One of the main reasons for non-rentable vacant units is due to TCHC's ongoing revitalization projects throughout the city. Approximately 65% of the total non-rentable vacant units are part of these revitalization projects, such as Firgrove, Regent Park, and Lawrence Heights. These projects aim to create

vibrant and sustainable communities for residents and improve the quality of housing in TCHC communities.

## 7. Current Total Arrears

*Table 7: Breakdown of Current Total Arrears by Arrears Type, March 2023*

<b>Arrears Type</b>	<b>\$ (Million)</b>
Rent and Parking	\$25.0M
Retroactive	\$0.71M
Maintenance/Legal	\$0.85M
Non-tenant Parking	\$0.04M
Other	\$0.93M
<b>Total Arrears</b>	<b>\$27.5M</b>

The total amount of arrears owed to the TCHC in March 2023 was \$27.5 million, which is \$0.8 million more than the average arrears for the year 2022. Out of the total arrears, \$25.0 million were related to rent and parking charges, while the remaining arrears were for retroactive charges, non-tenant parking charges, maintenance and legal fees, and other miscellaneous charges.

Although the arrears increased compared to the 2022 yearly average, it is important to note that there was a decrease of \$845K in total arrears compared to February 2023. This amount included a substantial reduction of \$381K due in rent and parking arrears.

### Debt Write-Offs

TCHC does not directly include arrears in its budget, but instead accounts for them indirectly through the Bad Debt expense line. TCHC follows a policy of providing a bad debts allowance to account for potentially uncollectable arrears. The allowance is as follows:

- For arrears that are between 0-30 days old, no allowance is provided;
- For arrears between 31-60 days old, 50% of the amount is provided for; and
- For arrears greater than 60 days old, 100% of the amount is provided for.



### Commercial Arrears

Historically, commercial arrears have not been reported on within the Operational Performance Measures report. However, based on a request made at the March 28, 2023 TSC meeting, TCHC will include data relating to commercial arrears within the Operational Performance Measures Report.

Commercial arrears as of March 31, 2023 were \$3.7M. This includes \$3.4M in arrears from commercial leases, \$27K from commercial parking, and \$346K from non-tenant parking. As of March 2023, TCHC has 180 commercial leases. 62 commercial leases have defaulted and are in arrears. Commercial staff have successfully created 26 commercial repayment agreements to manage those arrears.

### COVID-19 and Commercial Tenants

During the period of April 2020 to October 2020, TCHC did not receive any Government Programs in the form of Grants or Rent Relief, as TCHC was classified as a Government Agency during that time.

Consequently, TCHC offered tenants an internal deferral program as an alternative. This program allowed tenants to defer their rent payments for a specified period, providing them with some relief during the pandemic.

TCHC's Finance department created an allowance for 100% for arrears greater than 60 days and requested that the City of Toronto provide COVID funding. TCHC received funding from the City, which has been applied against our debt write-off.

### 7a. Rent & Parking Arrears

*Table 8: Rent and Parking Arrears for Family Portfolio by Region, March 2023*

	West	Central	East	Total Arrears
<b>Unmanaged Arrears</b>	\$430,088	\$488,445	\$967,737	<b>\$1.9M</b>
<b>Repayment Agreements</b>	\$2,458,452	\$1,736,301	\$2,411,332	<b>\$6.6M</b>
<b>Managed Arrears</b>	\$6,004,529	\$5,768,158	\$4,715,417	<b>\$16.48</b>
<b>Rent &amp; Parking</b>	\$8,893,069	\$7,992,904	\$8,094,486	<b>\$24.98M</b>

In March 2023, TCHC recorded rent and parking arrears of \$24.98M, an increase of \$1.7M compared to the 2022 yearly average. Out of this total, \$18M of the arrears were from households receiving rent-geared-to-income (“RGI”) assistance, while \$6.98M were from Market households.

Compared to February 2023, arrears decreased by \$381K from \$25.3M. This decrease was primarily due to the ongoing efforts of Tenancy Management staff, who actively engaged with tenants throughout the Arrears Collection Process, resulting in a decrease in the amount of managed<sup>7</sup> and non-managed arrears, and an increase in the number of repayment agreements signed.

While regional Tenancy Management staff are responsible for managing both tenant rent and parking arrears together, a more detailed breakdown is provided below:

*Table 9: Breakdown of Rent & Parking Arrears by Category – March 2023*

<b>Rent &amp; Parking Arrears</b>	<b>Total (Millions)</b>
Rental Arrears	\$23
Tenant Parking Arrears	\$1.9
<b>Total</b>	<b>\$24.9</b>

In March 2023, total rental arrears decreased by \$400K compared to February 2023, amounting to \$23M in arrears. Out of this amount, \$16.5M was from RGI rental arrears, \$6.5M from Market rental arrears, and parking arrears totaled \$1.96M in March 2023, representing a \$26K increase from February 2023.

### **Arrears from Parking**

As of March 2023, the following arrears were incurred from parking:

- Tenant Parking \$1.9M
- Non-Tenant Parking \$347K
- Commercial Parking \$27K

<sup>7</sup> Managed arrears include all arrears with a legal card status other than a repayment agreement, including N4 issued, legal filing, and other.

To note, these arrears are managed by different departments, including Operations and Facilities Management (“FM”).

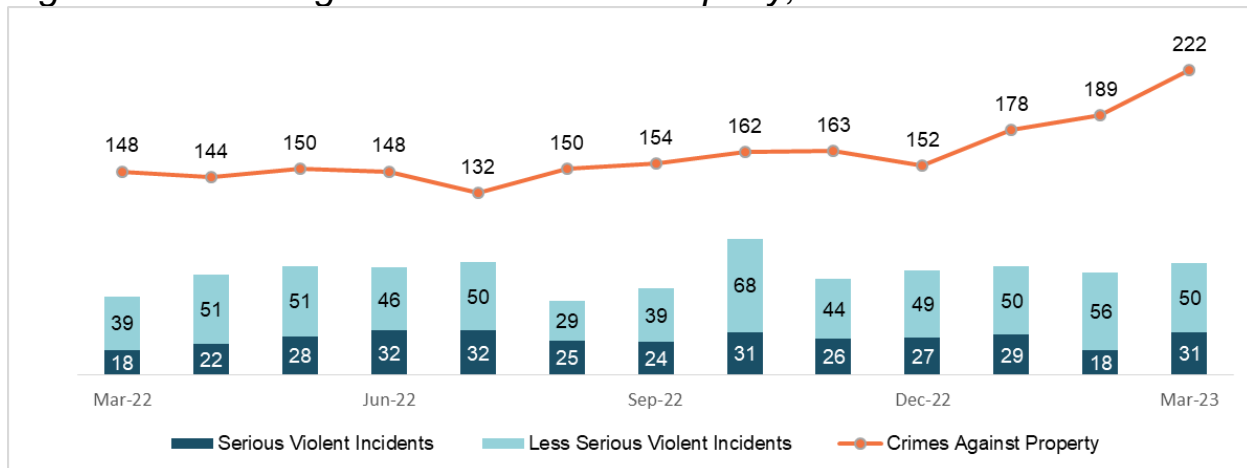
**8. & 9. Crimes against Property & Crimes against Persons**

There was a 16% increase in crimes against persons and a 46% increase in crimes against property in March 2023 compared to the yearly average for 2022.

24 more crimes against persons were reported in March 2023 compared to March 2022. Compared to the previous month, serious violent incidents were up to 13 incidents, however there was a decrease of six reported incidents in less serious violent crimes. In March, there was an increase in reported assaults, assault with a weapon, and sexual assaults in Central and East regions.

Reported crimes against property were up by 33 incidents compared to February 2023, and were primarily due to increased reported thefts, mischiefs, and break-and-enters throughout all regions.

*Figure 2: Crimes against Persons and Property, March 2022 – March 2023*



## 10. Fire Life and Safety

Table 10: Fire Incidents by Category, March 2023

Fire Categorization	Count
Cooking	10
Undetermined	7
Cigarette/Smoking	4
Candles/Matches/Lighters	1
Electrical	1
<b>Total</b>	<b>23</b>

Table 11: Fire Incidents by Region/Family Portfolio, March 2023

	West	Central	East
<b>Total Fire Incidents</b>	5	7	11

In March 2023, there were 23 incidents related to fire and life safety. This is an increase of seven incidents compared to the 2022 yearly average. Cooking-related incidents were the most frequent cause of fire, accounting for 43% of all incidents, followed by undetermined causes at 30%. Other notable reasons included cigarette/smoking-related incidents at 17%, and other incidents such as fires caused by candles/matches/lighters and electrical issues.

Of the 23 incidents reported in March 2023, 11 incidents occurred in the East region, representing 44% of all incidents. The East region experienced a range of incidents, including one fire caused by unattended candles, three fires related to smoking, five minor pot fires (with no damages), one kitchen fire, and one compactor fire (with no reported damages). The Central region had the second-highest incidents reporting seven, while the West region had the lowest with five reported incidents.

It is important to note that TCHC continues to work with its residents to promote fire safety awareness and education to prevent fire incidents from occurring.