



TCHC's Operational Performance Measures

Item 6A

July 13, 2023

Tenant Services Committee

Report: TSC:2023-32

To: Tenant Services Committee ("TSC")

From: Acting Chief Operating Officer

Date: June 22, 2023

PURPOSE:

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

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

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

SIGNATURE:

"Nadia Gouveia"

Nadia Gouveia
Chief Operating Officer (Acting)

ATTACHMENT:

1. April 2023 Operational Performance Measures

STAFF CONTACT:

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Item 6A – TCHC’s Operational Performance Measures
 Public TSC Meeting – July 13, 2023
 Report #: TSC:2023-32
Attachment 1

Table 1: April 2023 Operational Performance Measures

Item	Measure ¹	April 2023	2022 Avg	Change
1	Tenant Calls to Client Care	17,805	38,331	-20,526
2	Elevator Service Requests ²	564	575	-11
3a	Demand Pest Treatments	2,749	3,364	-615
3b	Preventative Pest Treatments	1,918	1,424	+494
4	Vacancy Rate (Percent)	1.65%	2.41%	-0.76%
5	Rentable Vacant Units	708	1,052	-344
6	Non-Rentable Vacant Units	1,745	1,777	-32
7	Total Current Arrears (Million)	\$27.9M	\$26.7M	+\$1.2M
7a	Rent & Parking Arrears (Million) ³	\$25.3M	\$23.2M	+\$2.1M
8	Crimes Against Property ⁴	232	152	+80
9	Crimes Against Persons ⁵	90	70	+20
10	Fire Incidents	20	16	+4

1. Tenant Calls to Client Care

The Client Care Centre call data for the week of April 6 to April 12, 2023 was corrupted due to a technical issue. The TCHC IT Support team is working with the vendor to try and resolve the issue and recover the lost data. Based on the average number of weekly calls during the first quarter of 2023 (7,166), it is estimated that the number of calls to the Client Care Centre in April 2023 would be approximately 24,971⁶.

2. Elevator Service Requests

In April 2023, the volume of vendor-related elevator service requests decreased by 10% compared to the previous month, falling below the first

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

² Vendor-related service requests

³ Rent & Parking Arrears are separated further in section 7b & 7c

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

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

⁶ This is an estimate based on historical call centre trends and does not reflect that actual number of calls that were received by the Client Care Centre.

quarter average of 593. Elevator service requests are made for various reasons, such as when elevators are out of service, undergoing maintenance, requiring hoist way access, or in buildings undergoing replacement or partial service.

3a & 3b Demand and Preventative Pest Treatments

In April 2023, the number of preventative pest treatments increased, while demand pest treatments decreased compared to the 2022 average. Pest control requests can be influenced by factors such as seasonal fluctuations and block inspections and treatments⁷. The decrease in demand pest treatments in April 2023 can be attributed to the reduced number of pests during the spring season in Toronto.

Table 2: Demand Pest Treatments by Region, April 2023

	West	Central	East
Total	1038	719	992

Table 3: Preventative Treatment by Region, April 2023

	West	Central	East
Total	850	346	722

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

4. & 5. Vacancy Rate and Rentable Vacant Units

In April 2023, the vacancy rate across TCHC reached a low of 1.65%. During the month of April, there were a total of 708 rentable vacant units, which is a decrease of 23 units compared to the previous month.

Of the 708 rentable vacant units:

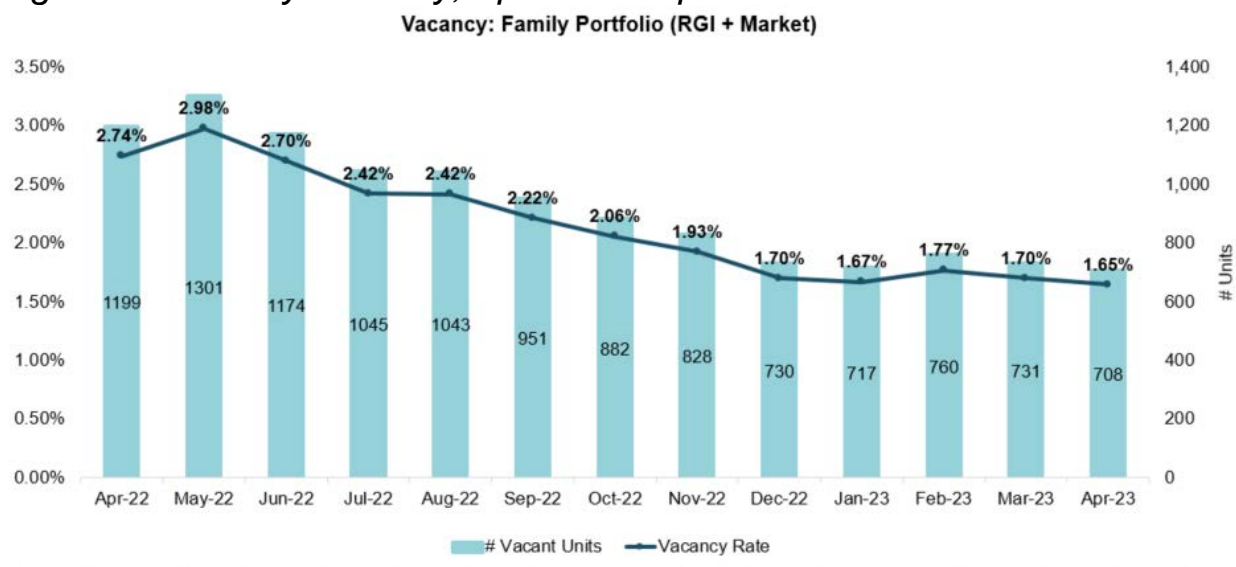
- 42% (299) required maintenance before they could be rented;
- 23% (162) were being filled through Rapid Rehousing, referral agreements with agencies, or TCHC's internal transfer process;
- 19% (138) have had an applicant accept an offer and are awaiting move-in; and
- 15% (109) were in various stages of the Choice-Based Offer process.

⁷ Block treatments 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.

Table 4: Vacancies by Region/Portfolio, April 2023

	West	Central	East	Overall
Rentable Vacant Units	252	239	217	708
Rate (%)	1.72	1.7	1.58	1.65

Figure 1: Vacancy – Family, April 2022-April 2023



The vacancy reduction action plan developed by TCHC and executed in partnership with the Service Manager and Toronto Seniors Housing Corporation (“TSHC”) continues to be successful in sustaining a low vacancy rate.

6. Non-Rentable Vacant Units

In April 2023, the number of non-rentable vacant units decreased by 32 units compared to the 2022 average, and decreased by 10 units from the prior month.

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

	West	Central	East	Overall
Total	553	962 ⁸	230	1,745

⁸ 13 of these units are with Co-Ops

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

	# of Non-Rentable Units	% of Total Housing Stock
Legal <ul style="list-style-type: none"> ▪ Transferring to another Provider: 66 ▪ Legal Proceedings Underway: 7 	73	0.17%
Residential Use <ul style="list-style-type: none"> ▪ Recreational Purposes: 42 ▪ Staff Use: 111 ▪ Agency Office Use: 4 ▪ Uninhabitable: 2 ▪ Contractor Storage: 4 	163	0.37%
Repairs Required <ul style="list-style-type: none"> ▪ Demand Repairs Less Than \$25K: 25 ▪ Planned Repairs More Than \$25K: 314 ▪ Accessibility Modifications: 24 ▪ Fire: 23 ▪ Flood: 5 	391	0.89%
Revitalization <ul style="list-style-type: none"> ▪ On Hold for Relocation: 125 ▪ Pending Demolition: 598 ▪ Demolished/Destroyed: 189 ▪ Under Construction: 205 ▪ New Units: 1 	1,118	2.54%
Total Non-Rentable Vacant Units	1,745	3.96%

Revitalization is the primary factor contributing to the number of non-rentable vacant units, accounting for 65% of the total. Revitalization projects like Firgrove, Regent Park, and Lawrence Heights have been launched with the aim of creating vibrant and sustainable communities for residents while improving the overall quality of housing in TCHC communities.

7. Current Total Arrears

In April 2023, TCHC recorded a total arrears amount of \$27.9 million. Of this total, \$25.3 million corresponds to rent and parking charges, while the remaining arrears include retroactive charges, non-tenant parking charges, maintenance and legal fees, as well as other miscellaneous charges.

Table 7: Total Arrears by Arrears Type, April 2023

Arrears Type	\$ (Million)
Rent and Parking	\$25.3M
Retroactive	\$0.73M
Maintenance/Legal	\$0.86M
Non-tenant Parking	\$0.03M
Other	\$0.92M
Total Arrears	\$27.9M

7a. Rent & Parking Arrears

In April 2023, the arrears amount for rent and parking reached \$25.3 million, representing an increase of \$2.1 million compared to the average for the year 2022 and a rise of \$347K from March 2023. The most notable increase is in the arrears under repayment agreements, which experienced a substantial surge of \$207K from March 2023.

Table 8: Rent and Parking Arrears by Region/Family Portfolio, April 2023

	West	Central	East	Total
Unmanaged Arrears	\$498,526	\$554,737	\$1,021,008	\$2.1M
Repayment Agreements	\$2,556,304	\$1,812,206	\$2,445,042	\$6.8M
Managed Arrears	\$5,908,925	\$5,760,733	\$4,770,392	\$16.4M
Rent & Parking	\$8,963,755	\$8,127,676	\$8,236,442	\$25.3M

Table 9: Rent & Parking Arrears by Category – April 2023

Rent & Parking Arrears	RGI	MKT	Total
Rental Arrears	\$16.5M	\$6.8M	\$23.3M
Tenant Parking Arrears	\$1.6M	\$.4M	\$2M
Total	\$18.1M	\$7.2M	\$25.3

Arrears from Parking

According to the latest data as of April 2023, the parking arrears⁹ are as follows:

- Tenant Parking: \$2M (an increase of \$64K from March 2023)

⁹ To note, these arrears are managed by different departments, including Operations and Facilities Management ("FM").

- Non-Tenant Parking: \$351K (an increase of \$3K from March 2023)
- Commercial Parking: \$25K (an increase of \$2K from March 2023)

Commercial Arrears

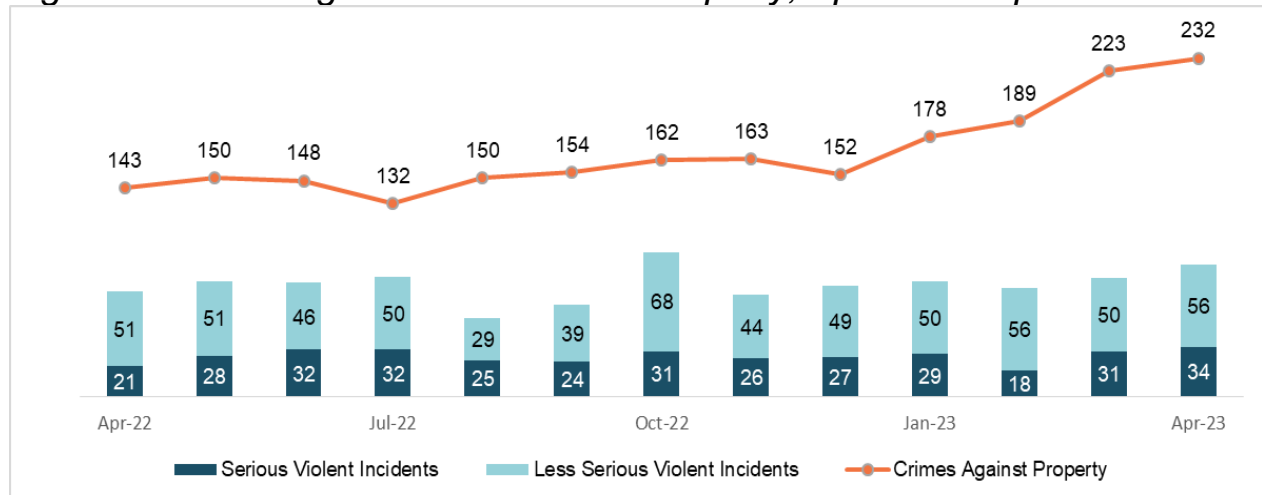
As of April, 2023, commercial arrears amounted to \$3.4M, reflecting a decrease of \$300K compared to March 2023. Commercial parking arrears also decreased in April to \$25K from \$27K in March 2023.

TCHC has a total of 180 commercial leases, with 62 commercial leases in default and 26 in repayment agreements.

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

The number of crimes against persons increased by 29% (20 incidents) compared to the 2022 average, and by 11% (9 incidents) from the previous month. Crimes against property increased by 53% (80 incidents) from the 2022 average and by 4% (9 incidents¹⁰) from the prior month.

Figure 2: Crimes against Persons and Property, April 2022-April 2023



10. Fire Life and Safety

During the period from March 2023 to April 2023, there was a decrease of three reported fire and life safety incidents. The West region recorded the highest number of fire incidents with nine, followed by the East region with six and the Central region with five. In April 2023, there was one reported incident of arson, and a Mischief Youth Diversion Form was issued in

¹⁰ In March 2023, there was an error in classifying Crimes Against Property, resulting in the reporting of 222 incidents when the actual number was 223.

response. It is worth noting that 70% of fire incidents took place in high-rise buildings.

Table 10: Fire Incidents by Category, April 2023

Fire Categorization	Count
Arson	1
Cooking	7
Undetermined	9
Electrical	2
Vehicle	1
Total	20

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

	West	Central	East
Total Fire Incidents	9	5	6