



Operational Performance Measures

Item 7A

March 29, 2022

Tenant Services Committee

Report: TSC:2022-13

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: February 28, 2022

PURPOSE:

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

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

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

SIGNATURE:

“Sheila Penny”

Sheila Penny
Chief Operating Officer

ATTACHMENT:

1. January 2022 Operational Performance Measures

STAFF CONTACT:

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ATTACHMENT 1: January 2022, Operational Performance Measures

Item	Measure	Jan 2022	2021 Avg	Change
1	Tenant Calls to Client Care	45,542	42,832	+ 2,710
2	Elevator Service Requests ¹	598	623	- 25
3	Demand Pest Treatments	2,961	3,753	- 792
4	Vacancy Rate (Percent)	2.68%	2.29%	+ 0.39
5	Rentable Vacant Units	1,579	1,260	319
6	Non-Rentable Vacant Units	1,929	2,199	- 270
7	Rent & Parking Arrears (Million) ²	\$20.8	\$18.3	+ \$2.5
8	Crimes Against Property	178	148	+ 30
9	Crimes Against Persons	65	89	- 24
10	Fire Incidents	22	17	+ 5
11	Tenant Referrals Made to Internal/External Supports	982	1,260	- 278

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in January 2022 were 2,710 calls higher when compared to the average call volumes for 2021. This can be attributed to various factors. Work orders related to heating issues nearly doubled when comparing December 2021 to January 2022. There was also a 33% increase in calls related to account balance inquiries compared to the previous month. With the lifting of the rent freeze, more tenants are requesting to speak to a staff member regarding their account balances.

2. Elevator Service Requests

The volume of elevator service requests (vendor-related) decreased by 25 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. For this reason, there will be variances in the number of service requests from month to month based on factors such as proper scrutinizing of the tenant after-

¹ Vendor-related only

² Dec 2021 Rent/Parking Arrears Balance Total

hours service requests, the number of inspections completed by FM, scheduled maintenance, and elevator replacements as part of the capital upgrade programs.

3. Demand Pest Treatments

The volume of demand pest treatments decreased by 792 compared to the 2021 average. During the pandemic, TCHC continues to provide demand treatments to tenants where physical distancing can be maintained. No tenant who requested pest treatment has been denied 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, January 2022

	West	Central	East
Total	1,011	564	480

4. Vacancy Rate

The vacancy rate across TCHC in January 2022 was 2.68%, which was 0.05% higher than the previous month. The vacancy rate is as follows:

Family

- 2.43%, (RGI & MKT) with a month-over-month increase of 32 units;
- Of 1,090 vacant units, 340 units (31%) are matched to a tenant; and
- 130 move-in and 116 move-out.

Seniors Housing Unit

- 3.50%, (RGI & MKT) with a month-over-month decrease of 6 units;
- Of 489 vacant units, 120 units (25%) are matched to a tenant; and
- 65 move-in and 65 move-out.

Table 2: Vacancy by Region/Portfolio, January 2022

	West	Central	East	SHU
Total	2.29%	2.69%	2.14%	3.50%

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

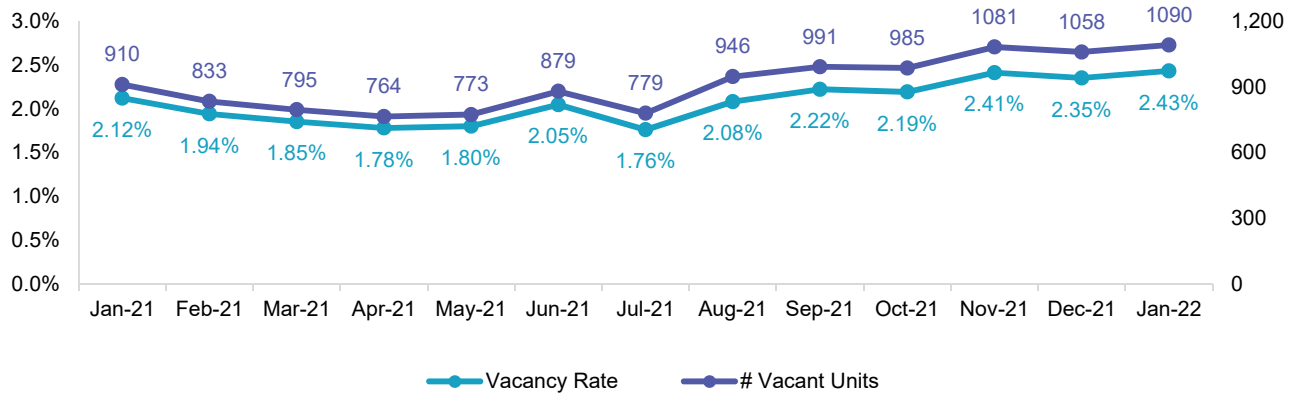


Figure 2: Vacancy – SHU, January 2021 – January 2022

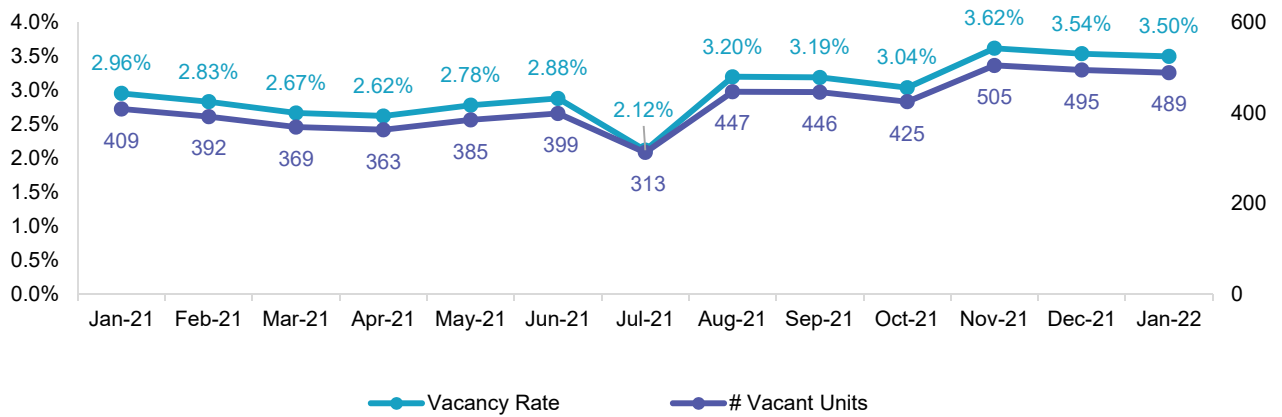
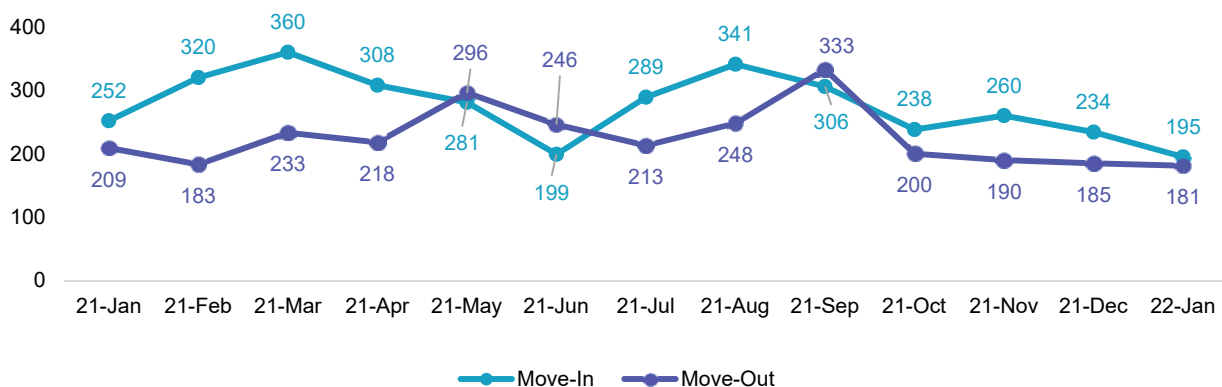


Figure 3: Move-in Move-out, January 2021 – January 2022



TCHC continues to face challenges in hard-to-rent areas and where there has been an increase in market rent unit vacancy; the 474 vacant units in these areas comprise 43% of all vacant units in the Family portfolio:

- West: OUC (Jane & Finch), 113 vacant units;
- Central: OUK (Sherbourne Strip) + CM, 165 vacant units; and
- East: OUG (North West/South Scarborough) + CM, 176 vacant units

In addition, TCHC faces an increasing number of vacant bachelor units, rising from 434 in August 2021 to 577 in August 2022.

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. In Cycle 1, 98 units were included in the bidding cycle, with 37 units (38%) receiving bids and being matched to tenants. There have been some challenges with renting bachelor units. If this trend continues, SSHA has agreed to expand the applicant pool for bachelor units and allocate bachelor units to the RRH program after three (3) cycles of no bids being received.

Rapid Re-housing

TCHC continues to implement the Rapid Rehousing (“RRH”) Program. Phase 2 has been completed, with a total of 450 units tenanted. Staff have begun allocating units and facilitating initial move-ins as part of phase 3.

Bachelor Unit Strategy

TCHC is developing a strategy to respond to the high percentage of vacant bachelor units. TCHC is working with SSHA to develop a plan to rent out bachelor units through the choice-based model.

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

Rentable and non-rentable vacant units have increased and decreased by 319 and 270 units, respectively, compared to the 2021 average.

West Region

There are 306 non-rentable vacant units on hold for demolition in the West Region. 75% (230) of these units are located in Firgrove Crescent community.

Central Region

Approximately 22% (200) of non-rentable units in the Central Region are under Construction in Regent Park South. There are 334 non-rentable units (36%) in Central Region that are on hold for demolition and are located in Regent Park North.

East Region

Seventy-nine (79) non-rentable units are under the “maintenance required” category. Almost 40% of these units are under the contract-managed portfolio.

SHU

There are 112 non-rentable units under the “maintenance required” category and twenty-one (21) units that require capital repairs greater than \$25K. Eleven (11) out of the twenty-one (21) units are in William Denison.

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

	West	Central	East	SHU
Total	346	354	236	489

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

	West	Central	East	SHU
Total	589	918	247	175

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

Vacancy Category	Vacancy Sub-Category	# of Units
Revitalization	Hold for Demolition	641
	New Unit	21
	Relocation - Confirmed	19
	Under Construction	203
Legal	Legal Proceedings	4
	Pending Transfer or Sale	79
Non-Residential Use	Contractor Storage	8
	Staff Use	111
	Recreation Purposes	52
	Agency Office Use	4
Repairs Required	Accessibility Needs	50
	Maintenance Required	374
	Planned Capital Repairs Required	350
	Demand Capital Repair	10
	Fire	3
Grand Total		1,929

7. Rent & Parking Arrears

The rent and parking arrears across TCHC for January 2022 was \$20.8 million. Of this amount, \$6.2 million are in repayment agreements (e.g. local or mediated agreements); these tenancies have been maintained. The arrears are as follows:

Family

- \$19.3M in arrears, up from \$17M;
- Arrears in repayment agreements are \$5.7M, up from \$5.4M;
- Managed arrears are \$9.8M, up from \$8.8M; and
- Non-managed arrears are \$3.8M, up from \$2.8M;

Seniors Housing Unit

- \$1.4M in arrears, up from \$1.3M;
- Arrears in repayment agreements are \$477K, up from \$441K;
- Managed arrears are \$662K, up from \$629K; and
- Non-managed arrears are \$289K, up from \$216K;

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

Family Portfolio	Total (M)
Managed Arrears	\$ 9.8
Unmanaged Arrears	\$ 3.8
Net arrears	\$ 13.6
Arrears in a repayment agreement	\$ 5.7
Total	\$ 19.3

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

Seniors Portfolio	Total (M)
Managed Arrears	\$ 0.66
Unmanaged Arrears	\$ 0.29

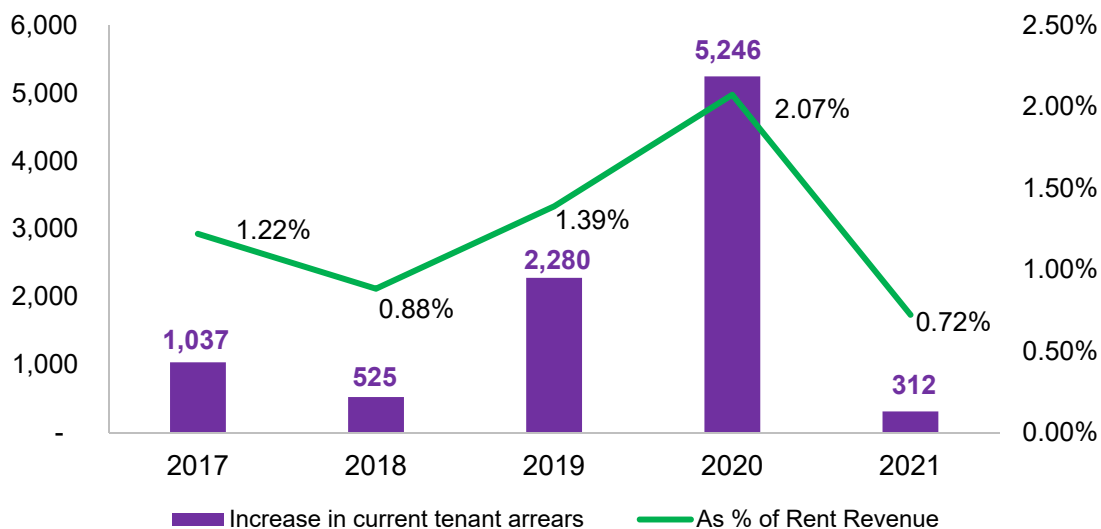
Seniors Portfolio	Total (M)
Net arrears	\$ 0.95
Arrears in a repayment agreement	\$ 0.48
Total	\$ 1.43

Table 8: Arrears by Region/Portfolio, January 2022

	West*	Central	East	SHU
Total	\$ 8,000,625	\$ 5,866,743	\$ 4,446,131	\$ 1,427,896
Unmanaged	\$ 1,428,731	\$ 958,476	\$ 1,084,527	\$ 288,930
Rep. Agr.	\$ 2,433,935	\$ 1,617,731	\$ 1,528,891	\$ 477,302

In 2021, month-over-month increase in arrears as a percentage of rent had decreased for the first time in Company history. There was a modest 0.72% of rent revenue. The decrease was primarily due to tenants receiving CERB, for which they applied to arrears and having no increase to their rent due to the Provincial rent freeze.

Figure 4: 2017-2021 Annual Increase in Arrears (\$ 000's)



Arrears may continue to increase due to the following driving factors:

- Lifting the Provincial rent freeze;
- Contract Managed Transition (Del and Greenwin); and
- Ongoing COVID-19 impact.

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

Lifting of Rent Freeze

Staff are conducting a case-by-case review of the impact on the rent freeze that was lifted on January 1, 2022.

Arrears Support

Staff have conducted a renewed engagement campaign with those tenants with high amounts of arrears or to obtain the appropriate documentation to maintain their tenancies; and

Early Support via Arrears Collection Process

TCHC partnered with OCHE and subject matter experts to develop the new ACP. It continues to deliver support aligned with the ACP to provide early intervention to prevent eviction and maintain tenancy; tenants are connected to the appropriate supports when vulnerabilities are identified.

Eviction 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:

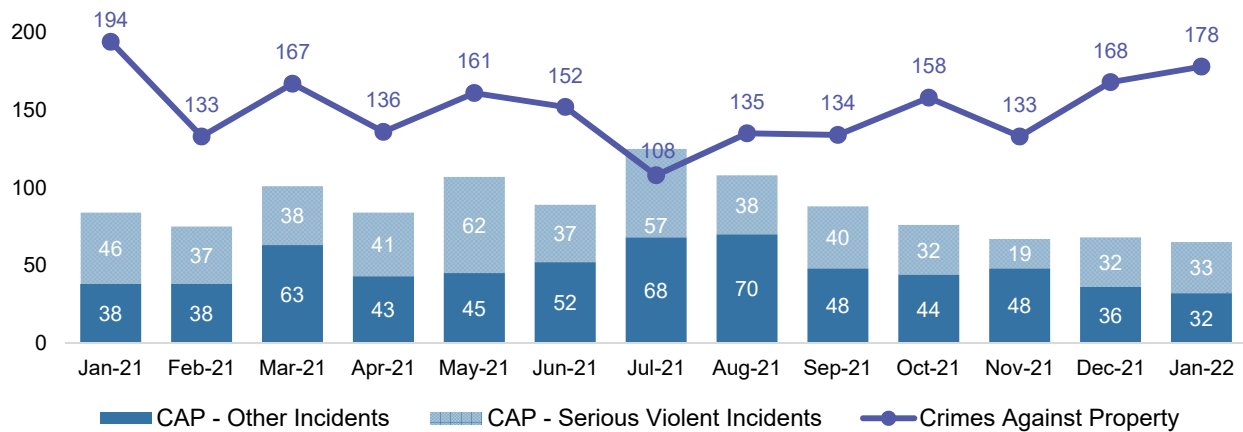
- Tenant income reported in ARR demonstrates the ability to pay;
- Tenant not forthcoming on income for a prolonged period;
- Sporadic or non-payment of rent;
- Minimum \$10K in arrears;
- Progressively increasing arrears;
- Reviewed by OCHE;
- Received order; and

- Imminent order expiry.

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

There were 178 crimes against property in January 2022, an increase of 30 crimes compared to the 2021 average. There were also 65 crimes against persons (CAP) in January 2022, a decrease of 24 compared to the 2021 average.

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



10. Fire Life and Safety

In January 2022, there were 22 fire incidents reported across the TCHC portfolio, an increase of five (5) incidents compared to the 2021 average. The fire incidents consisted of 6 cooking, five (5) arson, five (5) electrical, three (3) smoking, and three (3) undetermined related incidents.

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

	West	Central	East	SHU	CM
Total	4	9	2	2	5

TCHC continues to implement the following fire safety prevention through the following:

- **Cooking Safety Pop-Up Education:** To raise awareness on cooking fire safety, TCHC delivered a series of education sessions at four TCHC sites (4301 Kingston Rd., 120 Townhaven, 341 Bloor St. W., 55 Outlook). The sessions included lobby intercepts as well placement of education door hangers. Two hundred eighty-three (283) tenants were engaged through the sessions, and over 1,170 door hangers were delivered.
- **Monthly Fire Safety Posters:** Monthly fire safety poster campaigns continue to be distributed to all TCHC buildings, focusing on specific fire safety topics and safety tips.

11. Tenant Referrals Made to Internal/External Supports

There were 982 tenant referrals made to internal and external supports, an increase of 278 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.

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

	West	Central	East	SHU	CM
Total	140	215	141	390	96