



TCHC's Operational Performance Measures

Item 8A
February 17, 2023
Tenant Services Committee

Report: TSC:2023-06

To: Tenant Services Committee ("TSC")

From: Acting Chief Operating Officer

Date: January 17, 2023

PURPOSE:

The purpose of this report is to provide the TSC with information regarding operational performance metrics for November 2022.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

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

SIGNATURE:

"Nadia Gouveia"

Nadia Gouveia
Acting Chief Operating Officer

ATTACHMENT:

1. November 2022 Operational Performance Measures

STAFF CONTACT:

Richard Grotsch, Senior Director, Business Operations

416-981-4054

Richard.Grotsch@torontohousing.ca

Item 8A – TCHC’s Operational Performance
 Measures TSC Public Meeting – February 17, 2023
 Report #: TSC:2023-06
Attachment 1

1. November 2022 Operational Performance Measures

Item	Measure ¹	Sept 2022	2021 Avg	Change
1	Tenant Calls to Client Care	31,132	42,832	-11,700
2	Elevator Service Requests ²	548	623	-75
3a	Demand Pest Treatments	4,499	2,617 ³	+1,882
3b	Preventative Pest Treatments	1,918	1,273	+645
4	Vacancy Rate (Percent)	1.93%	2.08% ⁴	-0.15%
5	Rentable Vacant Units	828	906 ⁵	-78
6	Non-Rentable Vacant Units	1,772	2,119 ⁶	-347
7	Total Arrears (Million)	\$26.61	\$22.27	+\$4.34
7a	Rent & Parking Arrears (Million)	\$24	\$14.89 ⁷	+9
8	Crimes Against Property	183	148	+35
9	Crimes Against Persons	73	89	-16
10	Fire Incidents	10	14	-4

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in November 2022 were 11,700 calls lower when compared to the average call volumes for 2021 (note that 2021 data includes calls from the Seniors' portfolio). Over the last year, there was a 33.8% decrease of calls to the tenant lines. There was also a 16% reduction in elevator calls when comparing year-over-year data. Approximately 79% of the tenant calls to Client Care generated a work order. These include plumbing-related work orders, appliance repair work orders, and pest control work orders.

¹This table has removed SHU data where applicable
² Vendor-related service requests
³ SHU data has been removed for accurate comparison
⁴ SHU data has been removed for accurate comparison
⁵ SHU data has been removed for accurate comparison
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2. Elevator Service Requests

The volume of elevator service requests (vendor-related) decreased by 71 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.

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

The volume of demand and preventative pest treatments increased by 1,882 and 645 when compared to the 2021 average. The increase in pest treatments can be attributed to various factors. TCHC launched its Annual Unit Inspection (“AUI”) process in Q3 2022, through which site staff started encountering pest issues that may have otherwise gone unreported. Trends also show an increase in pest activity in the fall months. Demand treatments are request-driven services and include, but are not limited to, bed bugs, cockroaches, mice and other pests in the unit interior.

Table 1: Demand Pest Treatments by Region November 2022

	West	Central	East
Total	1,806	1,207	1,486

West Region had the highest number of demand pest treatment requests, as well as the highest number of units requiring pest treatments (932), followed by Central Region (804 units) and East Region (655 units).

Table 2: Number of Block Treatment Cycles by Region, November 2022

	West	Central	East
Total	27	22	39

4. & 5. Vacancy Rate and Rentable Vacant Units

The vacancy rate across TCHC in November 2022 was 1.93%, a decrease of 0.13% when compared to October 2022 (2.06%). The number of rentable vacant units has also declined by 54 units in November 2022 (828 rentable vacant units).

Of the 828 rentable vacant units:

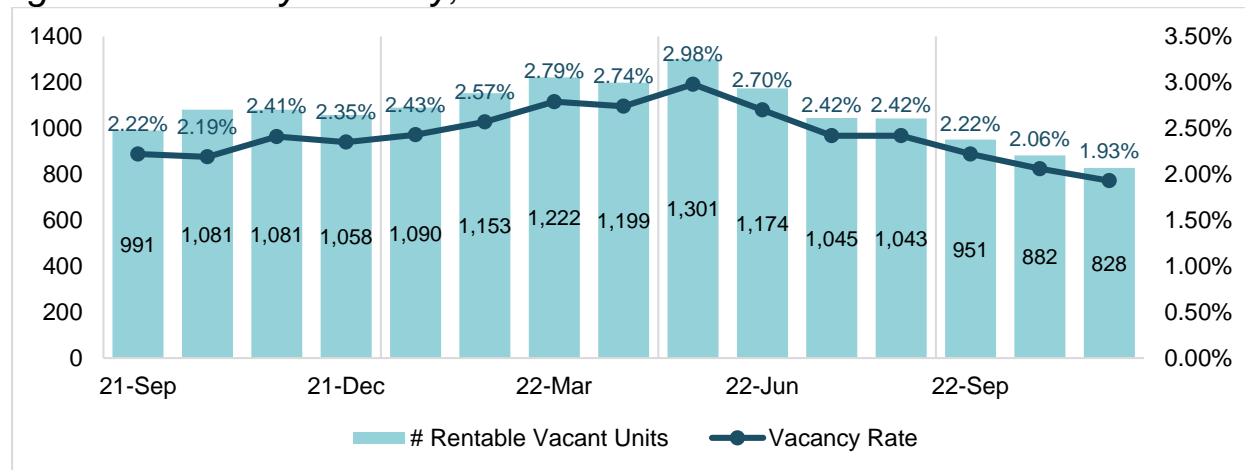
- 318 units (38%) required maintenance before they could be rented;
- 315 units (38%) were in various stages of the Choice-Based Offer process;
- 158 units (19%) were being filled through Rapid Rehousing, referral agreements with agencies, or TCHC’s internal transfer process; and

- 37 units (4%) were market or affordable units on offer to prospective tenants.

Table 3: Vacancies by Region/Portfolio, November 2022

	West	Central	East	Overall
Rate (%)	1.68%	2.39%	1.80%	1.93%
Rentable Vacant Units	246	334	248	828

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



The vacancy reduction action plan that TCHC developed and has been executing in partnership with the Service Manager and Toronto Seniors Housing Corporation (“TSHC”) during Q3 2022 has successfully improved the vacancy rate. TCHC has achieved its target rate of 2% by the end of 2022, and is aiming to sustain this rate into 2023.

6. Non-Rentable Vacant Units

Non-rentable vacant units have decreased by 347 units, to 1,772 units, compared to the 2021 average, primarily due to increased completion of units under revitalization. The Central region continues to have the highest number of non-rentable units due to the current Regent Park revitalization projects.

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

	West	Central	East	Overall
Total	561	963 ⁸	248	1,772

⁸ 13 of these units are with Atkinson Co-Op

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

	# of Non-Rentable Units	% of Total Housing Stock
Non-Residential Use <ul style="list-style-type: none"> ○ Recreational Purposes: 43 ○ Staff Use: 116 ○ Agency Office Use: 5 ○ Uninhabitable: 2 ○ Contractor Storage: 4 	170	0.4%
Repairs Required <ul style="list-style-type: none"> ○ Demand Repairs Less Than \$25K: 17 ○ Planned Repairs More Than \$25K: 321 ○ Accessibility Modifications: 16 ○ Fire: 17 ○ Flood: 1 	372	0.8%
Legal <ul style="list-style-type: none"> ○ Transferring to Another Provider: 66 ○ Legal Proceedings Underway: 6 	72	0.2%
Revitalization <ul style="list-style-type: none"> ○ On Hold for Relocation: 143 ○ Pending Demolition: 618 ○ Demolished/Destroyed: 189 ○ Under Construction: 205 ○ New Units: 3 	1,158	2.6%
Total Non-Rentable Vacant Units	1,772	4.0%

7. Total Arrears

Total arrears across TCHC for November 2022 was \$26.61M. Of this amount, \$24.0M were rent and parking arrears.

Table 6: Breakdown of Total Arrears by Arrears Type, September 2022

Arrears Type	\$ (Million)
Rent and Parking	\$24.0M
Retroactive	\$0.69M
Maintenance/Legal	\$0.96M
Non-tenant Parking	\$0.04M

Arrears Type	\$ (Million)
Other	\$0.91M
Total Arrears	\$26.61M

The total Commercial Arrears for November 2022 was \$3.79M.

7a. Rent & Parking Arrears

The rent and parking arrears across TCHC was \$24.0 million. Of this amount, \$5.72 million are in repayment agreements (e.g. local or mediated agreements); these tenancies have been maintained. The arrears are as follows:

- \$24.0M in arrears, down from \$24.02;
- Arrears in repayment agreements are \$5.72, down from \$5.92M;
- Managed arrears are \$15.96M, up from \$15.35M
- Unmanaged arrears are \$2.32M, down from \$2.74M.

\$17.66M of rent and parking arrears were from rent-geared-to-income ("RGI") households (RGI rent arrears accounted for \$16.24M), and \$6.34M were from Market households (Market rent arrears accounted for \$5.97M).

Table 7: Arrears by Category - November 2022

Family Portfolio	Total (M)
Managed Arrears	\$15.96
Unmanaged Arrears	\$2.32
Net arrears	\$18.28
Arrears in a repayment agreement	\$5.72
Total	\$24.0

Table 8: Rent and Parking Arrears by Region/Portfolio, November 2022

	West	Central	East
Total	\$8,584,305	\$7,596,071	\$7,823,029
Unmanaged	\$577,529	\$616,475	\$1,126,735
Rep. Agr.	\$2,228,917	\$1,421,391	\$2,074,672

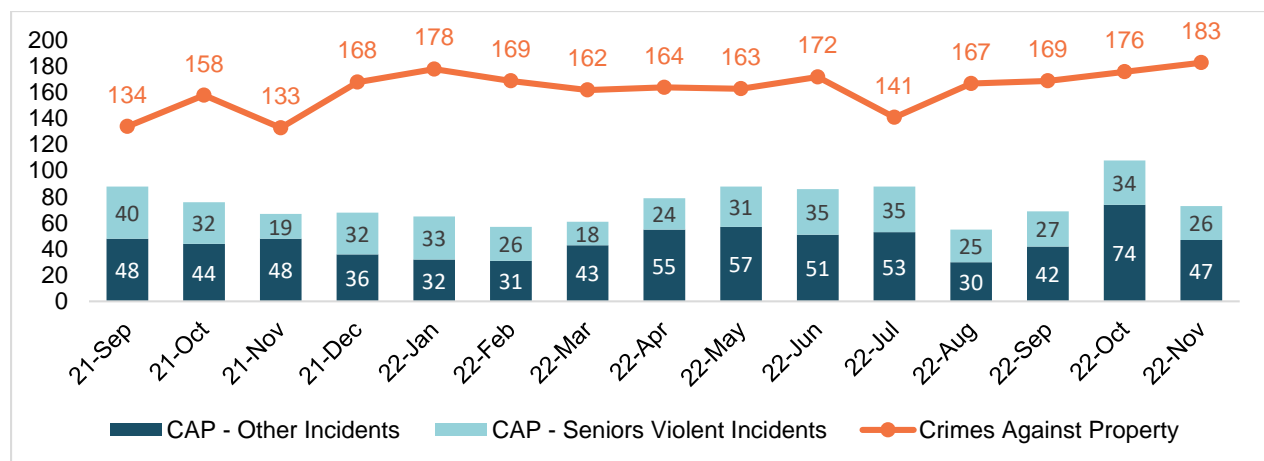
Parking arrears only accounted for \$1,801,653.30.

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

There were 183 crimes against property in November 2022, an increase of twenty-one (35) crimes compared to the 2021 average. This month, there was an increase in reported Mischiefs and Break and Enters.

The number of crimes against persons had declined (-16) when compared to the 2021 average. Serious Violent Incidents are significantly lower due to a decrease in reported Assault with a Weapon, Discharge Firearm and Sexual Incidents this month.

Figure 2: Crimes against Persons and Property, Nov 2021 - Nov 2022



10. Fire Life and Safety

In November 2022, 10 fire incidents were reported across the TCHC portfolio, a decrease of four when compared to the 2021 average. The fire incidents consisted of four undetermined, three cooking, one candle/lighter, one electrical, and one vehicle-related fire incident.

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

	West	Central	East
Total Fire Incidents	2	4	4

TCHC Operations utilizes data to drive their strategy and decision making on a regular basis. Regional Operations are provided routine reports with drilled down information regarding their vacancies and arrears. TCHC is working towards having a live data platform through Power BI, that regional staff could filter down to a hub-level, and make data-driven decisions.