

Toronto Community Housing



TCHC's Operational Performance Measures

Item 9B

May 4, 2021

Tenant Services Committee

Report: TSC:2021-33

To: Tenant Services Committee ("TSC")

From: Acting Chief Operating Officer

Date: April 21, 2021

PURPOSE:

The purpose of this report is to provide the TSC with an update on key areas of Toronto Community Housing Corporation's ("TCHC") operations.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

This report outlines TCHC's operational performance for March 2021 (Attachment 1) and provides additional explanation for significant variances.

SIGNATURE:

"John P. Angkaw"

John P. Angkaw
Acting Chief Operating Officer

ATTACHMENT:

1. March 2021 Operational Performance Measures

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Attachment 1: March 2021 Operational Performance Measures

Item	Measure	March 2021	2020 Avg	Change
1	Tenant Calls to Client Care	44,557	37,219	+ 7,338
2	Elevator Service Requests	645	636	+ 9
3	Demand Pest Treatments	3,724	3,862	-138
4	Vacancy Rate (Percent)	2.05%	2.15%	- 0.10
5	Rentable Vacant Units	1,164	1,224	- 60
6	Non-Rentable Vacant Units	2,370	2,320	+ 50
7	Rent & Parking Arrears (Million)	\$15.28	\$13.51	+ \$1.77
8	Crimes Against Property	165	177	- 12
9	Crimes Against Persons	100	107	- 7
10	Fire Incidents	14	18	- 4
11	Tenant Referrals Made to Internal/External Supports	1,317	472	+ 845

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in March 2021 were 7,338 calls higher when compared to the average call volumes for 2020. This significant increase can be attributed to a variety of factors, which include an increase in COVID-19 related inquiries and increase in requests for appliance repairs (23%), janitorial services (18%), and door repairs (15%).

2. Elevator Service Requests

The volume of elevator calls increased by 9 when compared to the 2020 average. The increase may be attributed to the increased elevator usage amongst tenants staying at home due to the stay at home order with the COVID-19 pandemic.

3. Demand Pest Treatments

The volume of demand pest treatments decreased by 138 (3,724) when compared to the 2020 average, yet it increased by 948 (3,724) when compared to the previous month. This month-over-month increase coincides

with the warmer weather and tapering of demand pest treatments conducted during the annual unit inspections.

4. Vacancy Rate

The vacancy rate across TCHC in March 2021 was 2.05%, which is 0.11% lower than the previous month (2.16%). The vacancy rate in the Family portfolio was 1.85% (rent-geared-to-income (“RGI”) & Market) with a month-over-month decrease of 38 vacant units. In addition, the vacancies in the Seniors Housing Unit (“SHU”) portfolio was 2.67% (RGI & Market) with a month-over-month decrease of 23 vacant units.

Figure 1: Vacancy - Family

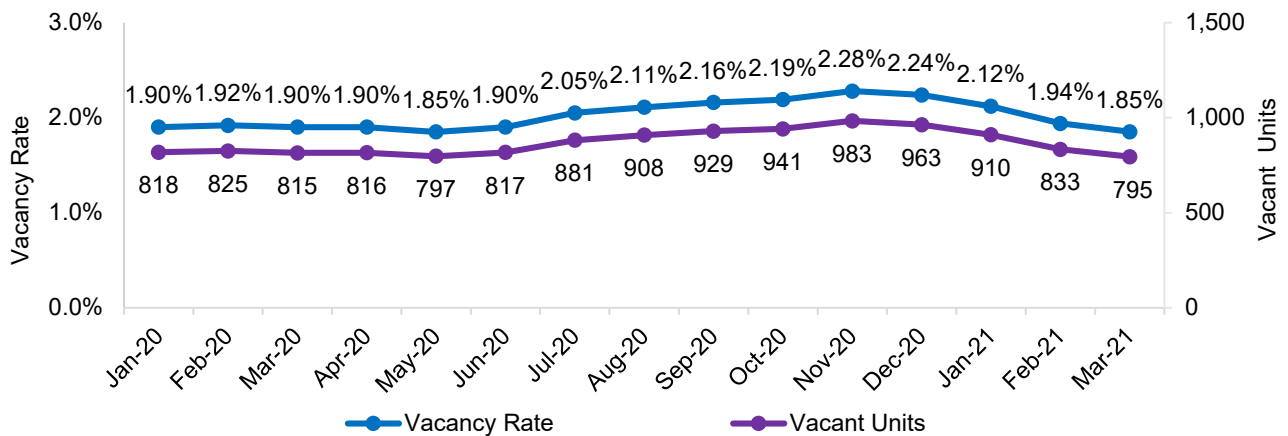


Figure 2: Vacancy - SHU

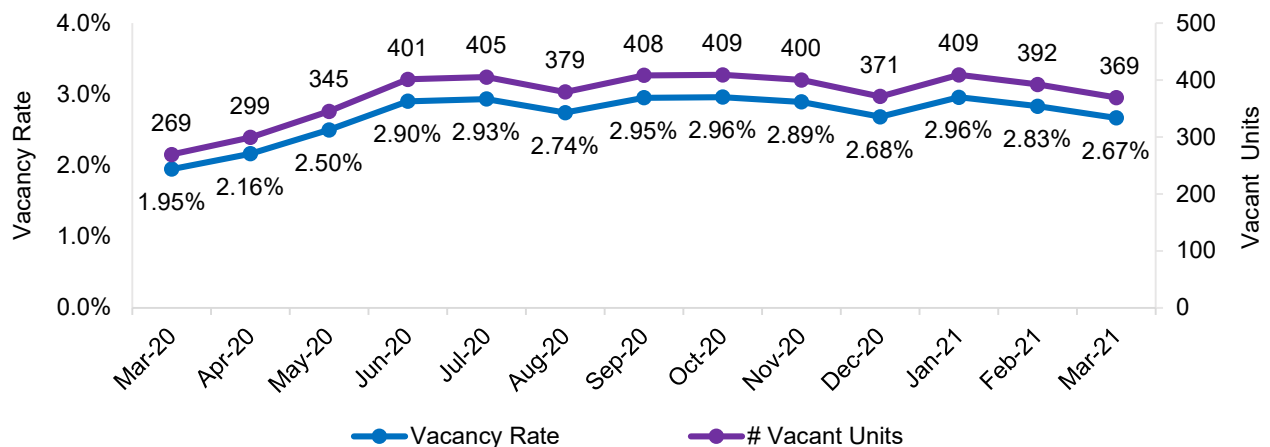


Table 1: Vacancies by Region, March 2021

	West	Central	East	SHU
Total	1.73%	2.28%	1.56%	2.67%
RGI	1.92%	2.88%	1.62%	2.65%
Market	0.07%	0.59%	0.80%	3.32%

The vacancy data has turned the corner and is heading in the right direction; the progressive decrease indicates that the strategy is yielding positive results. The following provides updates to the on-going vacancy solutions:

Bulk Unit Showings

TCHC had identified buildings with a high vacancy rate and clusters of vacant units across all the regions. Due to the increasing COVID-19 risks, TCHC has pivoted to deliver virtual rental campaigns, which are planned for 35 units across three buildings. 600 individuals will receive invitations for the bulk unit showings.

Rapid Re-housing

In 2021, Phase 2 of the rapid rehousing program (“RRH”) was implemented, which included the allocation of 300 units with furniture and supports for individuals being transferred from the shelter system. During the third-wave of the COVID-19 pandemic, outbreaks at 18 emergency shelters have significantly limited the ability to transfer individuals from the shelter system into the allocated units. To date, 75 units have been occupied, 92 individuals have been housed from the shelter system, and 17 additional units have the leasing process underway.

By-Pass Over-housed Waitlist

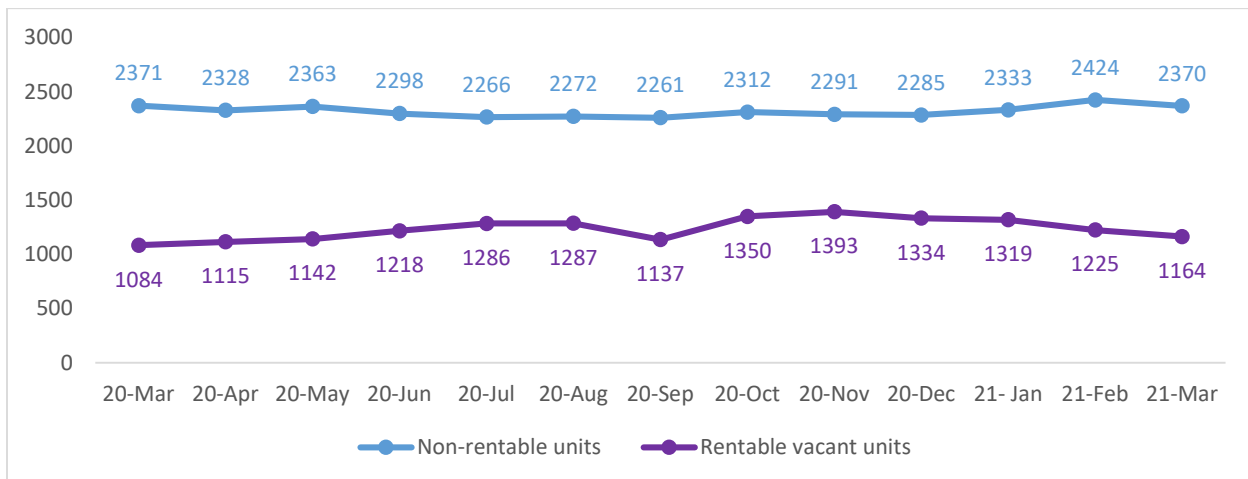
TCHC has received time-limited approval to bypass unit offers to over-housed households on the internal transfer list until April 30, 2021. TCHC has submitted a request to the Service Manager for an extension to continue to by-pass the over-housed list. In addition, TCHC will continue to work with SSHA to implement a new process for over-housed transfers to coincide with the new legislated changes that are coming into effect in July 2021.

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

The rentable vacant units have decreased by 60 units when compared to the 2020 average. The number of rentable vacancies have been decreasing each month since November 2020, as a result of targeted vacancy reduction strategies underway to address the increase in vacancies that occurred during the COVID-19 pandemic.

In contrast, non-rentable vacant units have increased by 50 when compared to the 2020 average. The non-rentable vacancies have been increasing primarily due to additional units currently undergoing revitalization at Don Summerville and Lawrence Heights, as well, there have been an increasing number of units undergoing capital repairs and accessibility modifications.

Figure 3: Rentable Units & Non-Rentable Vacant Units



The following provides a detailed summary of the highest non-rentable vacant unit category, revitalization:

Revitalization

Of the total number of non-rentable vacant units, 1,484 units were under revitalization. Of the 1,484 revitalization units, 621 units have been vacated by tenants and are pending demolition and 548 units have been demolished or have gone under construction and are pending replacement

As well, 149 units have been built and are pending move-in from tenants to 20 New Heights Court in West Region, and 170 Fairview Mall Drive in East Region. Units can take approximately six (6) months for all tenants who were relocated to return, as there are two (2) moves

permitted each day (excluding weekends) due to elevator availability. An additional 166 units are being held to offer to tenants who are relocating.

Table 2: Non-rentable Vacant Unit Status Summary, March 2021

Definition	SHU	West	East	Central	CM-C	CM-E	Total
Revitalization <i>Units that are not available for rent as they are supporting or undergoing the revitalization process</i>	0	324	472	671	16	1	1484
Repairs Required <i>Units are not available for rent due to maintenance or repair work that is required</i>	44	115	85	155	5	21	425
Non-Residential Use <i>Units are not available for rent as they are being used for non-residential purposes, such as recreation spaces or staff office space.</i>	18	42	28	29	3	11	131
Legal <i>Units that are not available for rent as they are being held for a legal purpose or as part of a sale transfer to another housing provider</i>	0	0	0	55	275	0	330
TOTAL	62	481	585	910	299	33	2370

7. Rent & Parking Arrears

The rent and parking arrears for March 2021 was \$15.28 million, which is a decrease of \$585K from end-of-2020. Of this amount, \$5.2 million are in repayment agreements – these tenancies have been maintained.

While arrears peaked in February 2021 at \$15.9M, there has been downward trend to the current level at \$15.28M.

Table 3: Arrears by Categories, March 2021

Categories (March 2021)	Total (M)
Arrears 30 days old or less (late payers)	\$ 0.89
• N4 Issued	\$ 0.21
• Legal Filing	\$ 0.004
• Order	\$ 0.001
• New Arrears	\$ 0.23
• Unmanaged: Arrears Locally Managed	\$ 0.45
Arrears over 30 days old	\$ 9.19
• N4 Issued	\$ 4.29
• Legal Filing	\$ 1.96
• Order	\$ 0.92
• New Arrears	\$ 0.01
• Unmanaged: Arrears Locally Managed	\$ 2.01
Net arrears	\$ 10.08
Arrears in a repayment agreement	\$ 5.2
Total	\$ 15.28

Of all arrears, \$7.4M are currently being managed (e.g. N4 issued, managed through legal process), whereas \$2.6M are not managed through an agreement or legal process (e.g. locally managed).

Table 4: Arrears by Region, March 2021

	West	Central	East	SHU
Total	\$ 6,283,524	\$ 4,032,557	\$ 2,620,857	\$ 1,163,252
Unmanaged	\$ 4,163,419	\$ 2,735,976	\$ 1,603,480	\$ 622,274
Rep. Agr.	\$ 2,120,106	\$ 1,296,580	\$ 1,017,377	\$ 540,978

The following provides updates to the above noted arrears solutions:

New Arrears Collection Process (“ACP”) Process

TCHC has partnered with OCHE and subject matter experts to develop the new ACP. The goal of the ACP is to provide early intervention to prevent eviction and maintain tenancy; when vulnerabilities are identified, tenants are connected to the appropriate supports. The new ACP will come into effect on June 1, 2021. In preparation, ACP training has been provided to 179 Operations and 10 SHU staff.

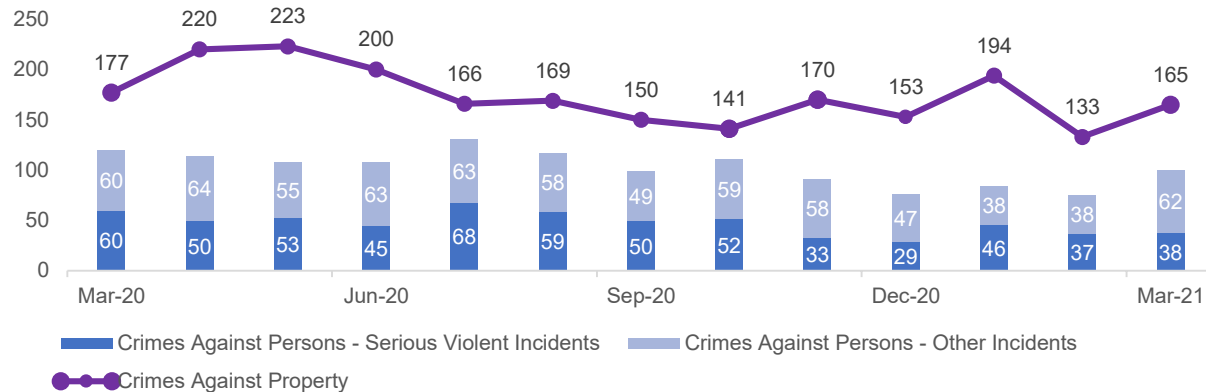
Restart Legal Process

In March 2021, due to the on-going COVID-19 risk to tenants who might become homeless, or otherwise lack access to stable housing, and based on ongoing consultations with City staff, the President and Chief Executive Officer directed all staff to continue to suspend evictions for arrears and extend the TCHC Eviction Moratorium until June 17, 2021. To mitigate the risk that arrears could increase disproportionately during the Eviction Moratorium, TCHC staff will continue to fully implement its ACP, short of scheduling enforcement with the Sheriff.

8. & 9. Crimes Against Property & Crimes Against Person

There have been 100 crimes against persons and 165 crimes against property in March 2021, which are decreases of 7 and 12 respectively when compared to the 2020 average.

Figure 4: Crimes Against Persons & Property



10. Fire Life and Safety

In March 2021, there were 14 fire incidents reported across the TCHC portfolio, which consisted of cooking related incidents, arson, and electrical related incidents. TCHC continues to raise awareness on fire safety prevention through monthly fire safety poster campaigns and targeted public education. In Q3, TCHC will be launching a fire safety campaign that will be delivered to the top five buildings with the highest prevalence of cooking fire incidents within the TCHC portfolio.

False Fire Alarm Charges

At the March 24, 2021 TSC meeting, the TSC requested an update as it related to false fire alarms. Additionally, the TSC requested for TCHC to identify the top 20 buildings with the highest false fire alarms incidents.

TCHC historically has been charged large sums fees for false fire alarms. In 2020, TCHC incurred \$3.93M in false fire alarm fees. In addition, the top 20 buildings with the highest false fire alarms account for 29% (\$1.13M) of all fees (See Figure 4).

Table 5: False Fire Alarms by Top 20 Buildings 2019 and 2020

2019			2020		
Buildings	Calls	Fees	Buildings	Calls	Fees
251 Sherbourne St	99	140,383	251 Sherbourne St	78	112,530
200 Sherbourne St	92	130,644	200 Sherbourne St	73	105,783
44 Willowridge Rd	81	115,147	275 Shuter St	66	95,838
4205 Lawrence Ave E	71	100,837	200 Wellesley St E	59	85,581
4301 Kingston Rd	60	85,408	44 Willowridge Rd	58	83,934
285 Shuter St	45	63,839	285 Shuter St	48	69,576
5 Wakunda Pl	44	62,269	50 Tuxedo Crt	40	58,104
200 Wellesley St E	43	61,325	4301 Kingston Rd	39	56,577
415 Willowdale Ave	42	59,685	10 Glen Everest Rd	39	56,577
460 Jarvis St	41	58,393	250 Davenport Rd	38	55,050
50 Tuxedo Crt	38	54,170	140 Adanac Dr	31	45,057
20 Falstaff Ave	38	53,892	101 Humber Blvd	31	45,057
910 Queen's Plate Dr	36	51,030	61 Pelham Park Gdns	29	42,099
1901 Weston Rd	32	45,619	4205 Lawrence Ave E	28	38,973
330 Gerrard St E	32	45,584	3181 Eglinton Ave E	23	33,393
855 Roselawn Ave	30	42,826	41 D'arcy St	22	31,866
101 Humber Blvd	28	39,790	365 Bay Mills Blvd	22	31,842
3101 Weston Rd	27	38,255	155 Sherbourne St	22	31,794
275 Shuter St	26	36,998	2739 Victoria Park	21	30,219
365 Bay Mills Blvd	25	35,671	1901 Weston Rd	20	29,052
Total	930	1,321,762	Total	787	1,138,902

In 2020, TCHC initiated a pilot program at the top three sites with highest incidents of false fire alarms: 251 Sherbourne, 200 Sherbourne and 275 Shuter. The pilot program involved an integrated team approach, which included fire life safety, community safety, and building staff to evaluate the common causes of false alarms at each building and tailor initiatives to reduce frequency. The pilot program had positive effect as it reduced false fire alarm fees, however, it had to be paused due to the COVID-19 pandemic.

In 2021 YTD, TCHC has incurred \$787,155 in false fire alarm fees resulting from 541 false fire alarm calls. In partnership with Toronto Fire Services, TCHC has established an inter-disciplinary task group

comprised of members from Operations and Fire Life Safety. The task group will revisit properties with a high prevalence of false fire alarms and leverage data to implement targeted initiatives, which includes physical prevention and mitigation measures. As well, the group will support the development of a risk-based plan to address the three streams of false fire alarms: malicious, nuisance, and elevator non-emergencies, building on previous measures that are currently or have previously been implemented.

11. Tenant Referrals Made to Internal/External Supports

There were 1,317 tenant referrals made to internal and external supports, an increase of 845 referrals when compared to the 2020 average. This increase is due to restart of wellness checks during the third-wave of the COVID-19 pandemic and increased referrals received through the annual unit reviews.