



TCHC's Q4 2023 Operational Performance Measures

Item 9A

April 11, 2024

Tenant Services Committee

Report: TSC:2024-15

To: Tenant Services Committee ("TSC")

From: Acting Chief Operating Officer

Date: March 19, 2024

PURPOSE:

The purpose of this report is to provide the TSC with information regarding operational performance metrics for Q4 2023.

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

In 2023, TCHC achieved remarkable milestones. Notably, there was an 11% year-over-year reduction in overall vacancy by December 2023, marking it as the year with the lowest average vacancy and rentable vacant units compared to the preceding three years.

Furthermore, arrears in 2023 experienced the smallest overall increase in six years, with a 9% increase in rent and parking arrears, a significant drop from the 32% increase observed between 2022 and 2021 year-ends. TCHC also notably reduced Market arrears growth by 20%.

The Client Care Centre's efforts led to a decrease in average response times for calls, email resolutions, and dispatch times between 2022 and 2023. Although crimes against persons increased year-over-year as reported to the

Community Safety Unit (“CSU”), the total 2023 figures remained below pre-pandemic levels, aligning with the City of Toronto's trends.

Pest management also witnessed declining demand for treatments in 2023, reflecting ongoing efforts to enhance service delivery, education, and training initiatives.

Attachment 1 to this report provides a comprehensive overview of Toronto Community Housing Corporation’s (“TCHC”) operational performance, highlighting key aspects of TCHC's efforts to enhance efficiency, reduce vacancies, manage arrears, and improve service delivery through the Client Care Centre, community safety, and pest management for the fourth quarter of 2023. The report's key findings include:

Vacancy Management:

- Quarterly Vacancy Analysis: Vacancy rate increased slightly to 1.5% in Q4 2023 from 1.43% in Q3 2023.
- Rapid Rehousing: 393 units filled in 2023, falling short of the 450-target due to low vacancy availability.
- Non-Rentable Vacant Units: 1,737 units (down by one unit from Q3), with 65% of the units associated with revitalization projects.

Arrears Management:

- Quarterly Arrears Analysis: The total residential rent and parking arrears increased by 424,669 in Q4 2023.
- 3,453 accounts were no longer in arrears (with a balance of \$2.1M repaid to TCHC).

Commercial Arrears Management:

- Toronto Parking Authority (“TPA”) was invoiced for property taxes, leading to a decrease in commercial parking arrears.

Client Care:

- Overall reduction in tenant calls, administrative requests, and maintenance work orders managed by the Client Care Centre in December 2023 was in alignment with previous year-end trends.
- Service levels improved, with 76% of calls being answered within 90 seconds, compared to 52% in Q3.

Community Safety:

- Crimes against persons decreased by 18% while crimes against property increased by .3% (2 incidents) compared to Q3 2023.
- Fire incidents decreased by 28% from Q3 2023 to Q4 2023, with a notable decrease (-47%) in fires classified as undetermined.

Pest Management:

- Demand pest treatments decreased by 3% (379 treatments) between Q3 and Q4 2023, consistent with trends anticipated during the holiday season.
- The Environmental Health Unit is focused on adopting a proactive and targeted approach to ensure that it leverages awareness and partnerships as part of its holistic pest management control approach.

See Attachment 1 for further details. The strategies and initiatives outlined in the report are aimed at enhancing the overall living experience for TCHC residents while addressing challenges and driving positive outcomes.

SIGNATURE:

“Nadia Gouveia”

Nadia Gouveia
Chief Operating Officer (Acting)

ATTACHMENT:

1. Q4 2023 Operational Performance Measures

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Q4 2023 Operational Performance Measures

VACANCY

Summary	Q3 2023	Q4 2023	Difference	2023 Trend
Non-Rentable Vacant Units	1,738	1,737	↓ -0.06%	
Rentable Vacant Units	613	647	↑ 5.55%	
Vacancy Rate (Percent)	1.43%	1.51%	↑ 5.61%	

Quarterly Vacancy Analysis

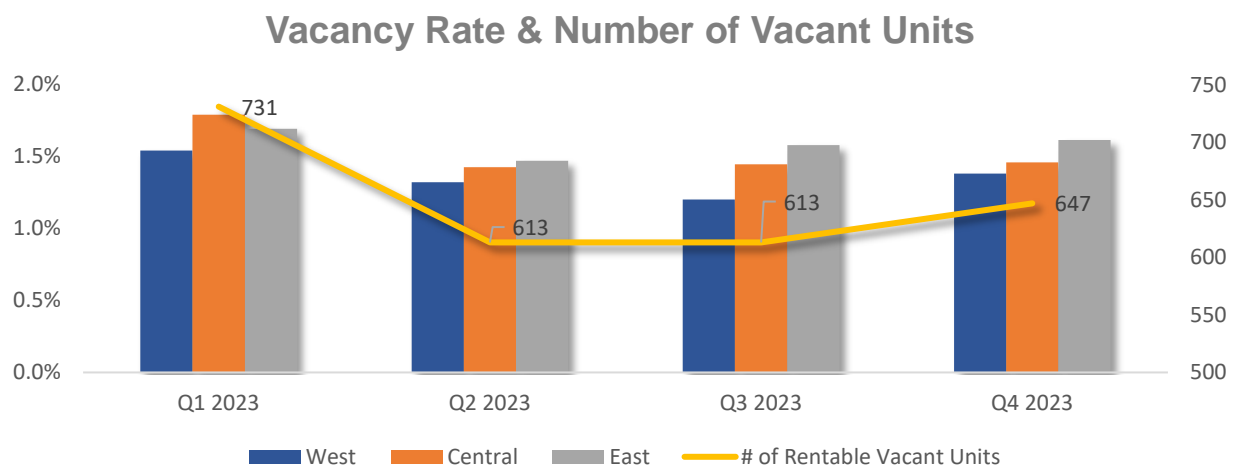


Figure 1: Vacancy Rate & Number of Vacant Units

On a quarterly basis, TCHC’s vacancy rate increased to 1.5% in Q4 2023 from 1.4% in Q3 2023. As well, there was a decrease in the completion rate of rentable vacant units within 60 days during the maintenance required stage, from 53% in September 2023 to 40% in December 2023.

It should be noted that the count of vacant days includes units that at some points were removed from circulation (e.g. put on hold for relocation, major capital repairs, etc.). As TCHC is committed to reporting accurate vacancy figures, we are working to address the system constraint by pausing the count of vacant days when a unit is removed from circulation. In addition,

TCHC continues to resolve any processes within the move-out procedures that contribute to delays:

- Streamlining the move-out approval process to reduce administrative bottlenecks that result in delays; and
- Standardization of the move-out workflow to ensure all necessary tasks are completed, which minimizes risks, delays, and escalations.

By implementing these activities and closely monitoring the vacancy rate during their execution, a decline in the vacancy rate is expected in Q1 2024.

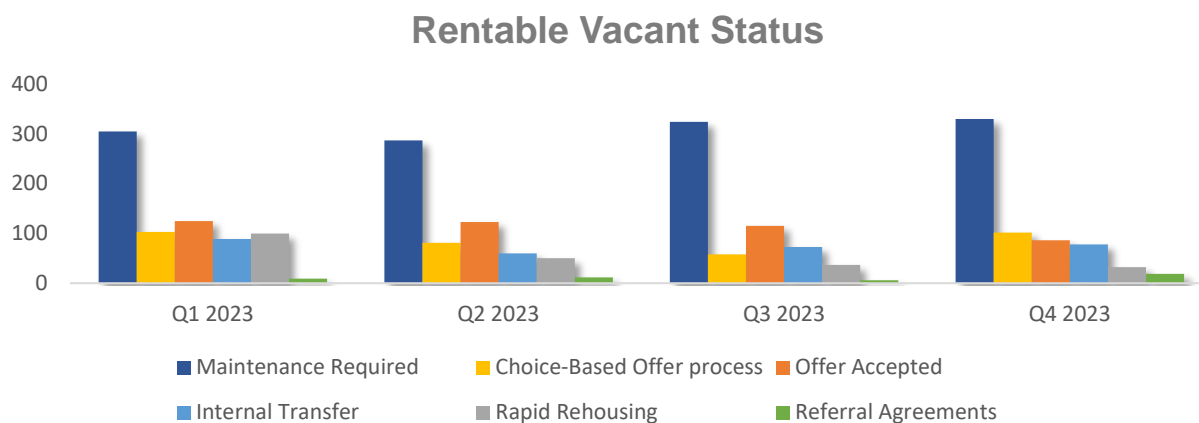


Figure 2: Rentable Vacant Status, Q1 to Q4

Rapid Rehousing¹

In 2023, TCHC filled 393 units as part of the Rapid Rehousing program. Despite the effort to fill units through this program, it fell short of its target of 450 households due to low vacancy availability and competing priorities for unit allocation, including crisis transfers and relocations.

The Rapid Rehousing program is designed for individuals experiencing chronic homelessness² who are on the Centralized Waiting List for rent-geared-to-income (“RGI”) housing and are currently staying in an emergency overnight space or living outdoors while working with the City of Toronto’s (the “City”) *Streets to Homes* Program; it is not open to the public. Following

¹ The Rapid Rehousing initiative (“RRHI”) began in April 2020 in partnership between the City of Toronto and TCHC. Its purpose was to address homelessness during the COVID-19 pandemic by relocating individuals to rent-geared-income (“RGI”) housing at TCHC. The program has been renewed annually, currently in its fourth year, with increasing targets. TCHC’s Community Resolution team identifies available units, coordinates the delivery of furniture and household goods, conducts RGI eligibility reviews and coordinates lease generation, monitors tenancies and supports a case management model with seven centralized Community Service Coordinators.

² Chronic homelessness refers to people who have experienced homelessness for 6 out of the past 12 months, or 18 months out of the past three years.

a Coordinated Access approach, the tenant identification process prioritizes factors such as duration of homelessness and the length of time on the Centralized Waiting List. This approach facilitates the rapid transition of individuals from homelessness to permanent housing.

Non-Rentable Vacant Units

In partnership with the City, TCHC conducted a joint review of non-rentable units, including those in residential use and those undergoing revitalization. The review involved the length of time each unit has remained in these categories along with the definitions associated with them. It was determined that 22 units would be permanently withdrawn from circulation:

- 4 units designated for Agency Office Use, catering to Food Banks, Loft Offices, and nonprofit organizations;
- 2 units allocated for Recreation Purposes, including Community/Amenity rooms; and
- 16 units designated for Staff Use, serving as Lunchrooms, HUB offices, Superintendent Offices, and fulfilling the collective agreement of Local 416 for change rooms.

The joint review with the City was completed December 2023; the 22 units designated as permanently out of circulation will be removed from circulation and reflected in the Q1 2024 iteration of this report.

Non-Rentable Vacant Units by Category, Q4 2023

	# of Non-Rentable Units	% of Total Non-Rentable Vacant Units
Repairs in Progress	466	27%
Accessibility Needs	14	
Contractor Storage	2	
Demand Capital Required less than 25000	35	
Planned Capital Repairs Required greater than 25000	324	
Fire	19	
Flood	4	
Pending Transfer or Sale	68	
Revitalization	1123	65%
New Unit	1	
Demolished	189	
Hold for Demolition	643	
Relocation - Confirmed	85	
Under Construction	205	
Tenant and Staff Use	148	9%
Agency Office Use	14	
Legal Proceedings	4	
Recreation Purposes	28	
Staff Use	102	
Total Non-Rentable Units	1737	

As of Q4 2023, there are 1,737 non-rentable vacant units, representing a decrease of one unit from Q3 2023:

- 1,123 units (65%) are part of TCHC's revitalization projects. As part of this, there was an increase of 25 units on hold for relocation in preparation for three revitalization projects slated for 2024 (3 and 5 Leila Lane, Bagot Court, and 300 Dufferin Street). TCHC anticipates that the number of units on hold for relocation will rise throughout the year to accommodate the relocation of tenants affected by these projects.

- 466 units (27%) require repairs, marking a decrease of 18 units from Q3. This decline reflects positive progress attributed to newly implemented processes, such as the new Occupancy Standard Checklist Form used by site staff to ensure compliance with the move out program requirements.
- The 68 units pending sale or transfer are all rooming house units in South St. Jamestown that are pending transfer to Dixon Hall. These units are vacant due to significant capital needs that will be addressed following the transfer of the properties. The first group of properties will be transferred beginning in Q2 2024 and the timeline for the transfer of the remaining properties will continue into 2025.

Year End Vacancy Analysis

On an annual basis, TCHC achieved a year-over-year reduction of 11% in the overall vacancy rate as of December 2023, reducing the vacancy rate from 1.7% to 1.5%. As a result, 2023 marked the lowest average vacancy rate and rentable vacant units when compared to the preceding three years.

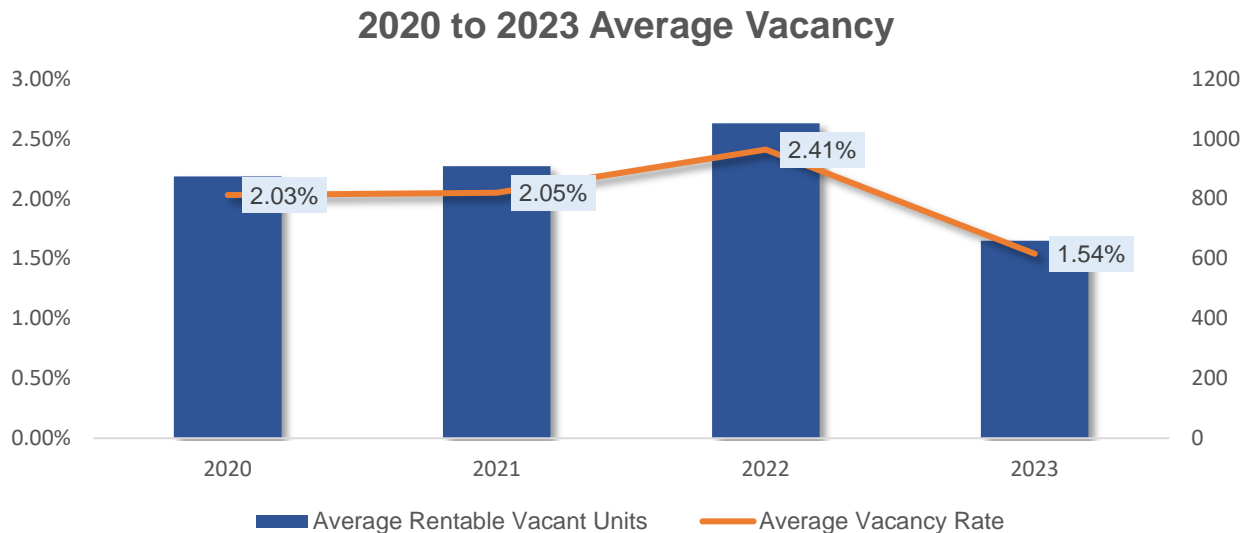


Figure 3: Average Rentable Vacant Units & Average Vacancy Rate, 2020 to 2023

ARREARS

Summary	Q3 2023	Q4 2023	Difference	2023 Trend
Rental Arrears - RGI	\$16.2M	\$16.4M	↑ 1.11%	
Rental Arrears - Market	\$7.5M	\$7.7M	↑ 3.02%	
Tenant Parking Arrears - RGI	\$1.7M	\$1.7M	↓ -0.37%	
Tenant Parking Arrears - Market	\$499K	\$525K	↑ 5.10%	
Maintenance/Legal Balance	\$940K	\$939K	↓ -0.17%	
Other	\$1.0M	\$983K	↓ -1.87%	
Retroactive Balance	\$792K	\$955K	↑ 20.61%	
Non Tenant Parking	\$36K	\$36K	↓ -1.37%	
Total	\$28.6M	\$29.2M	↑ 1.98%	

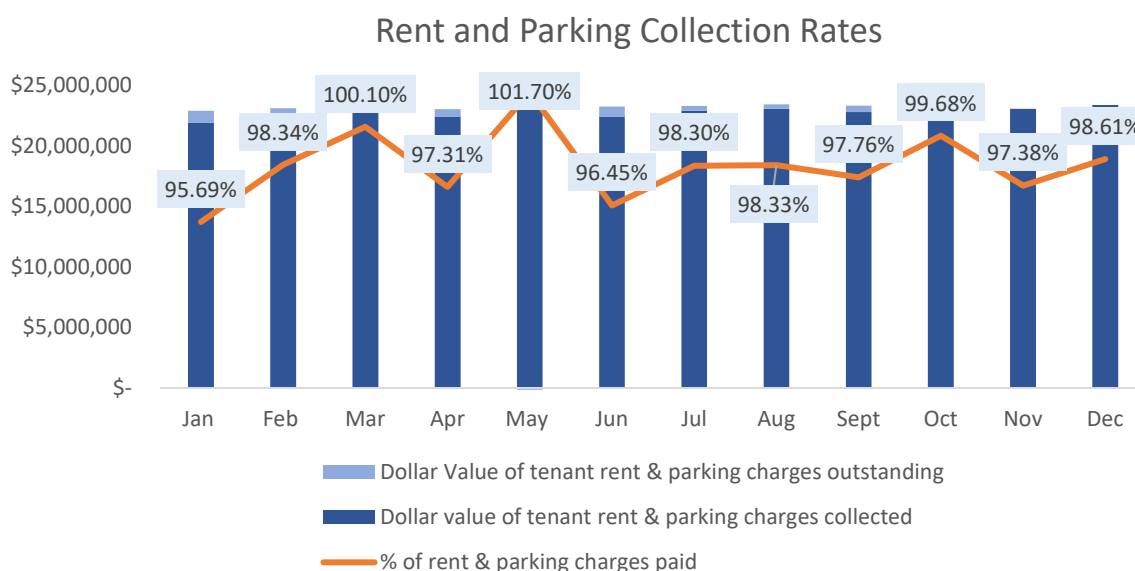


Figure 4: Rent and Parking Collection Rates, 2023

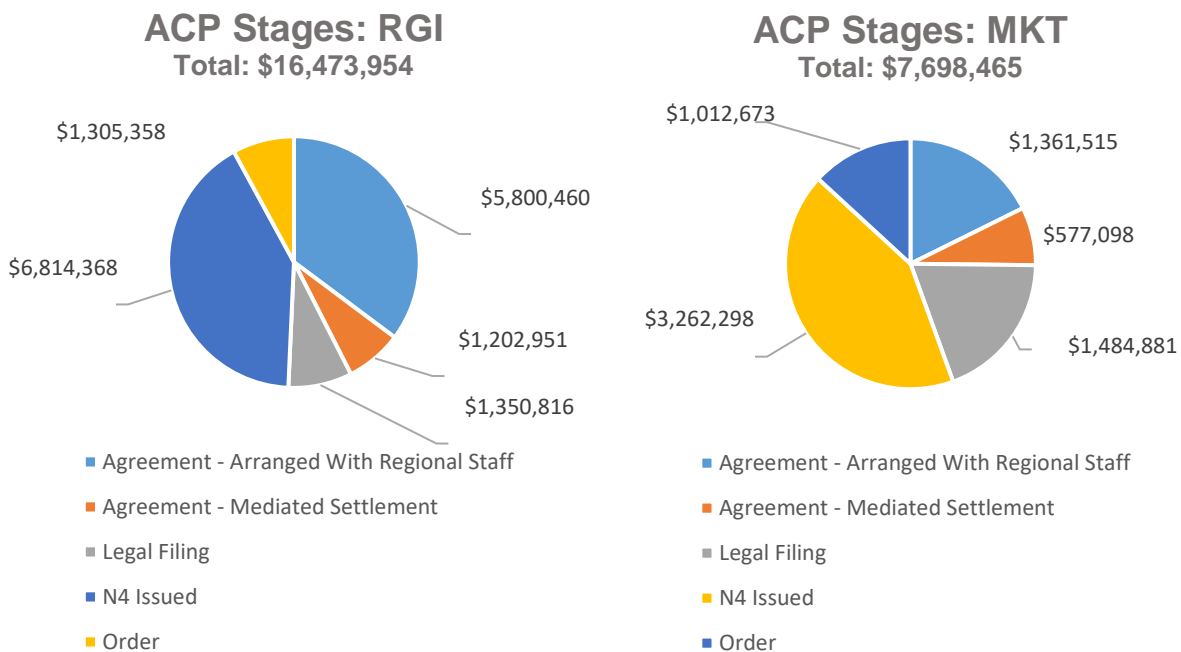
In December, TCHC achieved a collection rate of 98.61% for rent and parking charges, slightly surpassing the 2023 average collection rate of 98.3%. The outstanding rent collection of 1.39% amounts to \$329,697 for the month.

Quarterly Arrears Analysis

On a quarterly basis, rent and parking arrears increased by \$424,669 in Q4 2023:

- There were 1,818 new arrears accounts, totaling \$1,112,594. However, 73% of all TCHC households remained in good financial standing, maintaining current payments for rent and parking charges.

- **3,453 accounts were no longer in arrears, with a total balance of \$2.1M repaid to TCHC.**
- Arrears in the Unmanaged stage increased by \$379,679, while accounts where N4s were issued decreased by -\$526,656.15. This trend aligns with historical patterns, influenced by back-to-school expenses and the December blackout period when N4s are not issued.
- The amount of arrears in the Repayment Agreement stages (agreements arranged with regional staff and agreements signed as part of a Mediated Settlement with the Landlord and Tenant Board) experienced the highest increases of \$618,058.44 and \$29,348.59 respectively. This is an increase that has been expected as staff are focused on tenants signing repayment agreements.



In collaboration with the Office of the Commissioner of Housing Equity (“OCHE”), TCHC is actively revising the Arrears Collection Process. An overview of the changes will be shared with TSC in the Q1 2024 Operational Performance Measures report. Through this work, emphasis will be placed on training and compliance with both new and existing rent collection processes to ensure consistent monitoring and management of payments.

Year End Arrears Analysis

On an annual basis, TCHC noted a 9% overall increase in rent and parking arrears; this is a significant reduction from the 32% increase observed between 2022 and 2021 year-ends, and represents the smallest increase compared to the previous six years.

RGI arrears remain a substantial portion of the total rent and parking arrears, comprising 69% of the total. However, the year-over-year increase of 9% is primarily driven by the increase in Market arrears (83% Market, 17% RGI).

While Market arrears are expected to increase at a greater rate than RGI arrears due to higher Market rents, an analysis of Loss of Eligibility (“LOE”) indicates that \$2.5M of the total Market arrears in December 2023 are from tenants in LOE (263 accounts), compared to \$.89M in December 2022 (143 accounts). TCHC adopts the same strategies in the recovery of RGI tenant arrears and Market tenant arrears, significantly reducing the growth of Market arrears by 20% from 2022.

2019 to 2023 Year End Percent Increases

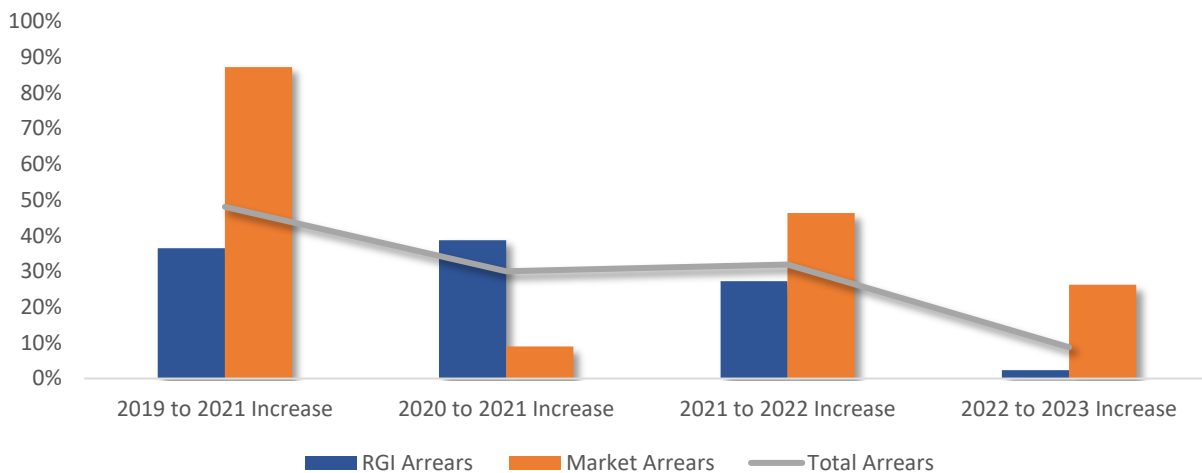


Figure 5: Year End Arrears Percent Increases (RGI & Market), 2019 to 2023

Between the end of 2022 and 2023, TCHC observed decreases in the unmanaged, N4 issued, and legal filing stages, reflecting the effectiveness of TCHC’s early intervention approach:

- Unmanaged decreased by \$269,659.23 (302 accounts);
- N4 Issued decreased by \$539,737.02 (212 accounts); and

- Legal Filing decreased by \$1,350,537.43 (270 accounts).

Although we saw success in 2023, we are observing an increase in arrears in the first two months of 2024. Historically, there has been an observed increase of arrears between the months of December and January due to the timing of the application of payments received from Ontario Works (“OW”) and the Ontario Disability Support Program (“ODSP”). Specifically for December 2023 and January 2024, there was no payment made in January 2024; the January ODSP payment was deposited in February 2024. As well, there has been a renewed focus on completing outstanding annual reviews across all the regions to ensure we are in compliance with the City’s rules related to RGI administration and that we are maximizing the rental income collected that the household qualifies for. As a result, it is anticipated that this will increase arrears over the next several months. Further details and analysis will be shared in the upcoming Q1 2024 Operational Performance Measures report in June.

COMMERCIAL ARREARS

Summary	Q3 2023	Q4 2023	Difference	2023 Trend
Commercial Rental Arrears	\$3.4M	\$3.1M	↓ -6.87%	
Commercial Parking Arrears	\$26K	\$18K	↓ -32.78%	
Total	\$3.4M	\$3.2M	↓ -7.07%	

Commercial Arrears: Q3 and Q4 2023

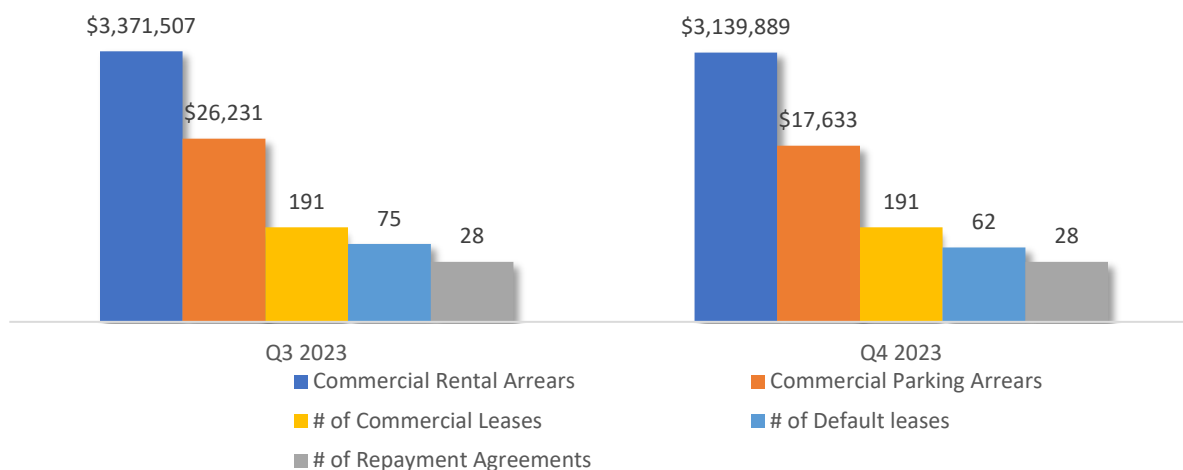


Figure 6: Commercial Arrears, Q3 and Q4 2023

TCHC invoiced the Toronto Parking Authority (“TPA”) for property taxes at two locations at the end of September. The combined invoiced amount for these sites accounts for \$54,723.01 of the total commercial parking charges.

The payment made by TPA in December led to a notable decrease in commercial parking arrears.

“Default Leases” refers to the number of Commercial tenants in arrears, which decreased by 13 in Q4 2023.

CLIENT CARE

Summary	Q3 2023	Q4 2023	Difference	2023 Trend
Tenant Call Volume	88,597	80,012	↓ -9.69%	
Avg Response Time (Minutes)	3.49	1.32	↓ -62.19%	

In 2023 Q4, there was a decline in call volume due to varying factors. The onset of cold weather reduced the number of calls related to air conditioning and cooling systems, while the end of tax season decreased inquiries regarding income tax administration. Also, calls regarding elevators decreased by 11,525 during this period, which can be attributed to fewer janitorial issues within elevator cabs and fewer reports of complete elevator outages; TCHC replaced 25 elevators in 2023.

Overall, the reduction in tenant calls, administrative requests, and maintenance work orders managed by Client Care in December 2023 was in alignment with previous year-end trends, due to the holiday season, during which residents may have been travelling or away from their units.

Due to the decline of 8,585 calls received by Client Care staff from Q3 to Q4 2023, it led to improved service levels, with 76% of calls being answered within 90 seconds compared to 52% in Q3.

It should be noted that the figures presented for the Client Care Centre quarterly report reflect inbound calls made to the dedicated tenant phone line. Moving forward in 2024, the figures will reflect all inbound calls,

including those made to the dedicated phone line, to better reflect the full scope of volume and activity managed by the Client Care Centre.

Client Care Call Categories

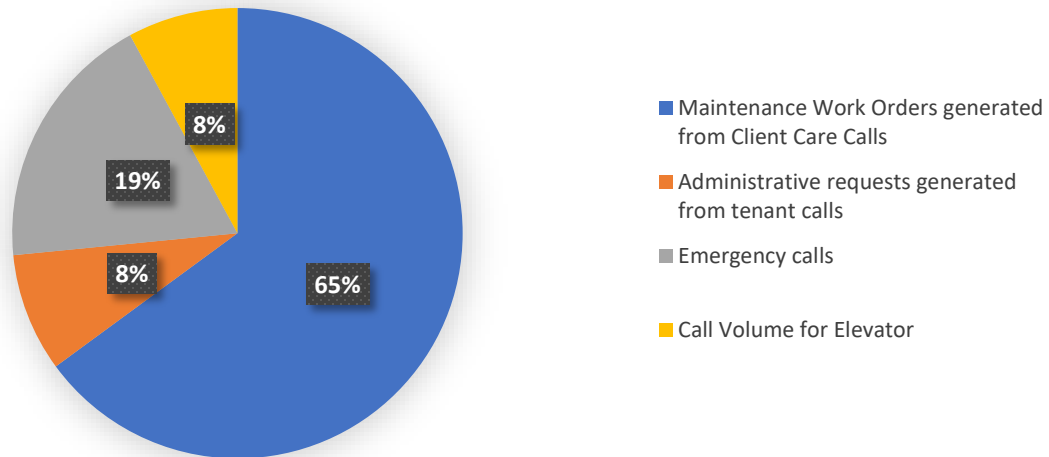


Figure 7: Client Care Categories, Q4 2023

The Closing the Loop project, which is aimed at soliciting feedback from tenants on services provided by vendors, is currently underway with a targeted start date set for Q1 2024. Client Care has collaborated closely with the Operations Compliance Team to finalize survey questions and implement necessary system functionality for this tenant outreach initiative. In January and February 2024, efforts will focus on testing the system functionality, training staff on processes and procedures, and developing a communication strategy as the project launch approaches.

2023 Annual Summary: Client Care Centre and Maintenance Dispatch

The Client Care Centre (“CCC”) and Maintenance Dispatch (“MD”) is crucial for supporting tenants and staff at Toronto Community Housing. The CCC and MD operate 24/7, 365 days a year, handling various inquiries and requests:

1. Administrative Inquiries & Requests such as:
 - Account balance;
 - Household transfer;
 - Complaint reporting; and
 - Administrative documents.

2. Maintenance Requests and Dispatch such as:

- Work order creation; and
- Vendor dispatch.

	2022	2023	Change
Calls			
Total Calls	702,514	563,971	-138,543
• Alarm	85,309	82,479	-2,830
• Elevator	41,270	56,595	15,325
• Emergency	679	497	-182
• TCHC Tenants	460,903	342,975	-117,928 ³
• Staff	17,938	15,756	-2,182
• Super	49,516	16,199	-33,317
• Vendor	21,070	14,582	-6,488
• Commercial	1,186	952	-234
• Market Rent	11,797	11,247	-550
• TSCH Tenants	12,846	22,689	9,843
Total Abandoned Calls	210,490	82,041	- 128,449
Avg. Time to Answer	212	129	- 83
Avg. Time to Resolution (seconds)	286	234	- 52
E-Mails			
Total E-Mails	153,847	55,581	- 98,266
Avg. Time to Resolution (hours)	58	12	- 46
Work Orders			
Total WO Dispatched	276,606	281,251	+ 4,656
Avg. Time to Dispatch (minutes)	3.7	3.5	- 0.2

³ The decline in tenant calls can be attributed to several factors, including stabilization post-COVID-19, which initially led to increased call volumes. Additionally, the transfer of scattered units and the implementation of the TSHC line in 2022 have contributed to this decrease.

Challenges:

Despite efforts to ensure service excellence for TCHC tenants and staff, the CCC and MD faced notable challenges in 2023:

- Service Delivery Levels: Staffing turnover and absenteeism hindered service delivery levels and targets.
- System Adoption: Challenges with adopting the new HoMES system impacted on its functionality.

Opportunities:

While challenges impacted the ability of the CCC and MD to maximize the delivery of efficient and consistent service delivery, they represent an opportunity for improvement. The following improvement initiatives will be implemented in 2024:

- Staff Management Support: Leveraging attendance support programs and establishing staffing eligibility lists.
- Closing the Loop: Tenant Satisfaction Program.
- Maintenance Service Delivery: Reviewing workflows to improve emergency and non-emergency services.
- System Functionality and Reporting: Exploring data insights and establishing interactive performance dashboards.
- Emergency Management: Reviewing emergency communication protocols and on-call systems.
- Customer Service and Complaint Resolution Training: Developing standardized training in call management and complaint resolution.

COMMUNITY SAFETY

Summary	Q3 2023	Q4 2023	Difference	2023 Trend
Crimes Against Property	644	646	↑ 0.31%	
Crimes Against Persons	332	272	↓ -18.07%	
Fire Incidents	69	50	↓ -27.54%	

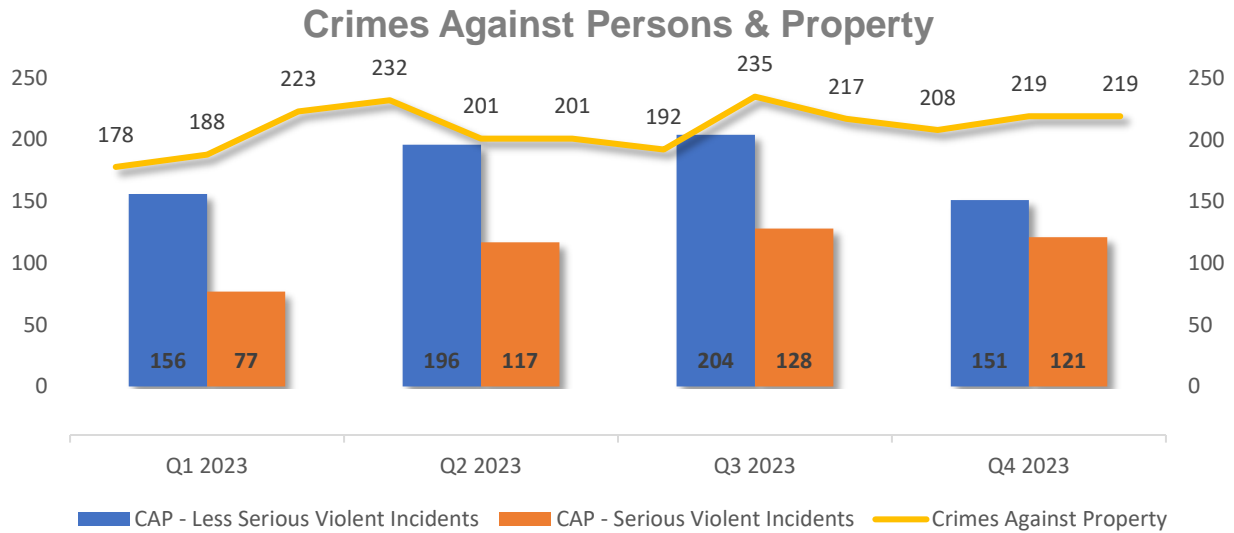


Figure 8: Crimes Against Persons and Property, Q1 to Q4 2023

In Q4 2023, there was an 18% decrease in overall crimes against persons, amounting to 60 fewer incidents compared to Q3 2023; data reveals the decline in incidents occurred in the East and Central regions. However, when comparing Q4 2023 to Q4 2022, there was an overall 11% increase in crimes against persons. Despite this rise, it is important to note that the total number remains below pre-pandemic levels, aligning with observed patterns throughout the City of Toronto.

Reported crimes against property saw a slight increase of two incidents in Q4 2023 compared to Q3 2023, marking a 35% increase from Q4 2022. The rise in thefts and mischief incidents predominantly contributed to this increase across all regions.

During Q4 2023, a Mobile Community Engagement and Response Team (“MCERT”) was established to focus on communities requiring concentrated efforts from the Community Safety Unit (“CSU”), in collaboration with internal and external agencies. Comprised of three CSU officers and one supervisor, MCERT deployment is data driven to increase community engagement,

address anti-social behavior and criminal activities, and coordinate with allied agencies and services to foster meaningful change. Operating without geographical constraints, this team extends support to at-risk communities, including Violence Reduction Program (“VRP”) and Pilot communities, as identified by statistical analysis, or as needed. Additionally, the community engagement team aids in instances where staffing shortages necessitate the reallocation of VRP officers from the community.

Fire Incidents by Category

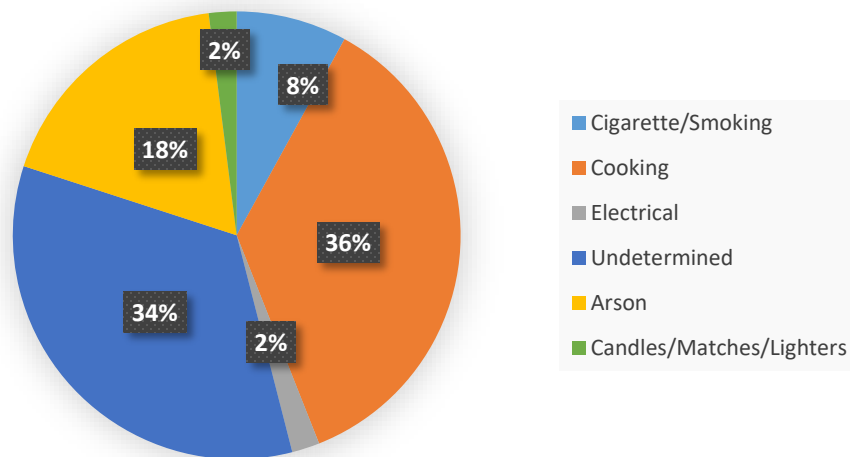


Figure 9: Fire Incidents by Category, Q4 2023

Overall, there was a 28% decrease in fire incidents from Q3 2023 to Q4 2023. There was a notable decrease (-47%) in fires classified as undetermined and while the downward trend in fire incidents is encouraging, there is an opportunity for the identification of root causes through investigations. In addition, cooking-related fires also decreased by 10% during the same period, potentially attributable to Fire Life Safety (“FLS”) tenant engagement sessions that were conducted at various sites during Q3 2023 and the Ontario Fire Marshall’s Office first annual “Saved by the Beep” campaign aimed at encouraging tenants to test their smoke alarms.

To proactively address the increasing trends of fire associated with lithium-ion batteries across the Greater Toronto Area, the TCHC Fire Life Safety team, along with other housing, health, and transit providers in Canada, are part of a steering committee overseen by Toronto Fire Services to address the increase in lithium-Ion battery fires. The committee aims to understand the mechanics, potential risks, and mitigating factors associated with these devices. TCHC will be implementing a new category of fire incidents in 2024 to reflect these occurrences.

PEST MANAGEMENT⁴

Summary	Q3 2023	Q4 2023	Difference	2023 Trend
Demand Pest Treatment	10,987	10,608	↓ -3.45%	

Types of Demand Treatments

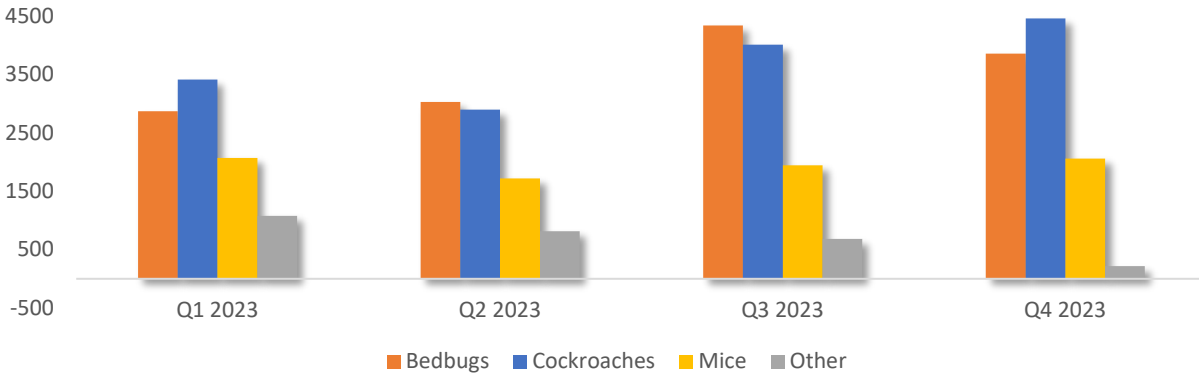


Figure 10: Types of Demand Treatments, Q1 to Q4 2023

Demand Treatments by Region

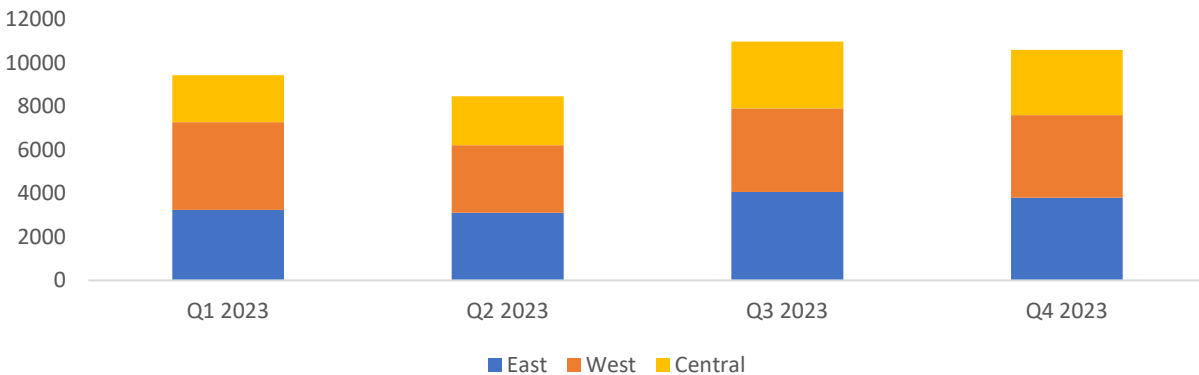


Figure 11: Demand Treatments by Region, Q1 to Q4 2023

On a quarterly basis, the number of demand pest treatments decreased by 379 treatments between Q3 and Q4 2023; this is consistent with trends that were anticipated during the holiday season when tenants typically request fewer treatments. During this same period, cockroach treatments increased by 451 and mice treatments increased by 117; this was largely driven by targeted building audits conducted by the TCHC Environmental Health Unit (“EHU”) at four high-needs sites.

⁴ Please note that the reported demand pest treatments in Q3 2023 were initially documented as 9,152. However due to backdated billing by vendors, the updated figure of 10,987 is reflected above.

As part of the continued efforts of the EHU to improve service delivery, the following initiatives were delivered in Q4 2023:

- Conducted engagement and consultation with tenant representatives regarding the EHU refresh, which informed the development of tenant education resources on pest control. The tenant education resources are scheduled to be delivered in Q2 2024.
- Conducted two staff education sessions in the West region that covered pest management controls, and additional sessions will be delivered in the East and Central regions during Q1 2024.
- Completed the identification and delivery of full-building audits for high-risk buildings with pests and environmental concerns. EHU will continue to work with the regional teams to conduct targeted audits.
- Collaborated with TCHC departments to emphasize proactive measures to address pest and environmental issues. EHU will continue to work with the move-out and the capital project team to adopt a holistic approach and develop tailored treatment plans.
- Initiated work to update and renew the Pest Management Control contract, for which EHU aims to issue a new RFP in Q1 2024, with an implementation date of Q3 2024.

The EHU recognizes the importance of adopting a proactive and targeted approach to ensure that it leverages awareness and partnerships as part of its holistic pest management control approach. In support of this, the EHU is actioning the following:

- Developing additional tenant education resources through a monthly poster campaign to advise tenants on measures they can take to assist in the eradication and prevention of pests in their units and buildings. The EHU aims to implement initial posters in Q1 2024.
- Partnering with the TCHC waste management team to adopt a coordinated approach to prevent and address pest concerns at buildings or sites where there is a probable or definite connection to waste disposal procedures. The EHU aims to initiate this collaboration in Q1 2024.

Appendix: Glossary of Terms

Term	Definition
Arrears Collection Process (“ACP”)	The process through which staff collect outstanding payments from tenants
Unmanaged Arrears	Arrears that are outside of the arrears collection process
Managed Arrears	Arrears that are in the collection process (N4 issued, Order, Legal Filing)
N4 issued	An N4 is a legal notice from the Landlord and Tenant Board (“LTB”) to end tenancy for non-payment of rent
Order	Arrears for which staff have received an order from the Landlord and Tenant Board
Legal Filing	Arrears which TCHC has filed for enforcement at the Landlord and Tenant Board
Repayment Agreement	Arrears for which staff or OCHE have negotiated a repayment of the outstanding balance
Vacancy rate	The percentage of units that are vacant
Rapid Rehousing	Rapid Rehousing Initiative to identify vacancies to be made available immediately to people experiencing homelessness in Toronto
Internal Transfer	Unit is used for overhoused or Crisis Transfer
Crisis Transfer	Where a household is facing direct, immediate, elevated, and acute risks to their health and/or safety that would be addressed if they moved to a different TCHC unit
Agency	Unit is used for agency related offers/referral agreements
On Offer	Offer made to applicant and waiting for a response
Maintenance Required	Unit has become vacant and minor maintenance is required or unit must be inspected to determine the level of maintenance required
Offer Accepted	Units that have been accepted by applicants and are in the process of signing a lease or have been leased for a future date

Term	Definition
Choice-Based Offer process	Unit is available for an offer to be made or can be reserved for transfer or relocation, unit where an offer made to applicant and waiting for a response, unit has been sent to centralized waiting list