

Toronto Community Housing



TCHC's Operational Performance Measures

Item 8B

December 1, 2022

Tenant Services Committee

Report: TSC:2022-55

To: Tenant Services Committee ("TSC")

From: Chief Operating Officer (Acting)

Date: October 28, 2022

PURPOSE:

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

RECOMMENDATIONS:

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

REASONS FOR RECOMMENDATIONS:

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

SIGNATURE:

"Nadia Gouveia"

Nadia Gouveia
Chief Operating Officer (Acting)

ATTACHMENT:

1. September 2022 Operational Performance Measures

STAFF CONTACT:

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1. September 2022 Operational Performance Measures

| Item | Measure ¹ | Sept 2022 | 2021 Avg | Change |
|------|--|-----------|----------------------|----------|
| 1 | Tenant Calls to Client Care | 35,045 | 42,832 | - 7,787 |
| 2 | Elevator Service Requests ² | 552 | 623 | - 71 |
| 3 | Demand Pest Treatments | 4,201 | 2,617 ³ | + 1,584 |
| 4 | Vacancy Rate (Percent) | 2.22% | 2.08% ⁴ | + 0.14% |
| 5 | Rentable Vacant Units | 951 | 906 ⁵ | + 45 |
| 6 | Non-Rentable Vacant Units | 1,806 | 2,119 ⁶ | - 313 |
| 7 | Total Arrears (Million) | \$23.84 | \$22.27 | + \$1.57 |
| 7a | Rent & Parking Arrears (Million) | \$23.8 | \$14.89 ⁷ | + \$8.91 |
| 8 | Crimes Against Property | 169 | 148 | + 21 |
| 9 | Crimes Against Persons | 69 | 89 | - 20 |
| 10 | Fire Incidents | N/A | 14 | N/A |

1. Tenant Calls to Client Care

The call volumes to the Client Care Centre in September 2022 were 7,787 calls lower when compared to the average call volumes for 2021 (note that 2021 data includes calls from the Seniors' portfolio). There was a decrease of 2,530 calls when compared to the previous month. This decrease could be attributed to a decline in administrative tickets generated through Client Care (-17%) and a reduction in elevator calls (-26%). Approximately 70% 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.

3. Demand Pest Treatments

The volume of demand pest treatments increased by 1,584 compared to the 2021 average. The increase in pest treatments could be attributed to various factors. TCHC launched its Annual Unit Inspection (“AUI”) in Q3 2022 and 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 September 2022

| | West | Central | East |
|-------|-------|---------|-------|
| Total | 1,779 | 1,032 | 1,390 |

Although East Region had the highest number of pest treatment requests, West Region had the highest number of units requiring pest treatments (978), followed by East Region (805) and Central Region (744).

4. & 5. Vacancy Rate and Rentable Vacant Units

The vacancy rate across TCHC in September 2022 was 2.22%, the lowest vacancy rate since September 2021. The number of rentable vacant units has also declined by 223 units during Q3 2022 to 951 units.

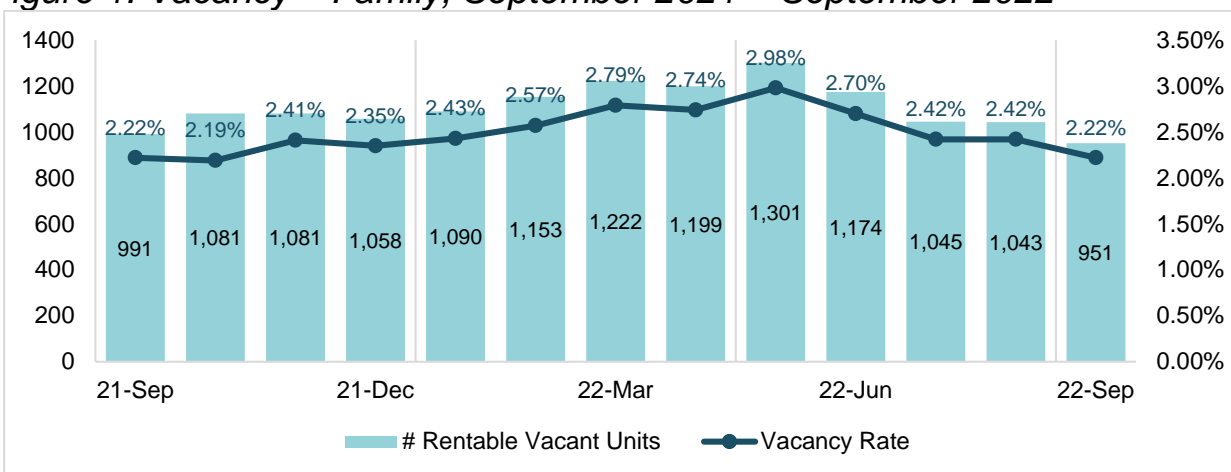
Of the 951 rentable vacant units:

- 413 units (43%) required maintenance before they could be rented;
- 371 units (39%) were in various stages of the Choice-Based Offer process;
- 157 units (17%) were being filled through Rapid Rehousing, referral agreements with agencies, or TCHC’s internal transfer process; and
- Ten (10) units (1%) were market or affordable units on offer to prospective tenants.

Table 2: Vacancies by Region/Portfolio, September 2022

| | West | Central | East | Overall |
|------------------------------|-------|---------|-------|--------------|
| Rate (%) | 1.83% | 2.69% | 2.24% | 2.22% |
| Rentable Vacant Units | 267 | 376 | 308 | 951 |

Figure 1: Vacancy – Family, September 2021 – September 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 is on track to achieve its target rate of 2% by the end of 2022, to sustain this rate into 2023.

6. Non-Rentable Vacant Units

Non-rentable vacant units have decreased by 313 units, to 1,806 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 3: Non-Rentable Vacant Units by Region/Portfolio, September 2022

| | West | Central | East | Overall |
|--------------|------|---------|------|--------------|
| Total | 590 | 938 | 278 | 1,806 |

Table 4: Non-Rentable Vacant Units by Category, September 2022

| | # of Non-Rentable Units | % of Total Housing Stock |
|--|-------------------------|--------------------------|
| Non-Residential Use <ul style="list-style-type: none"> ○ Recreational Purposes: 19 ○ Staff Use: 124 ○ Agency Office Use: 8 ○ Contractor Storage: 4 ○ Other⁸: 14 | 169 | 0.3% |
| Repairs Required <ul style="list-style-type: none"> ○ Demand Repairs Less Than \$25K: 8 ○ Planned Repairs More Than \$25K: 301 ○ Accessibility Modifications: 15 ○ Fire: 13 | 337 | 0.7% |
| Legal <ul style="list-style-type: none"> ○ Transferring to Another Provider: 66 ○ Legal Proceedings Underway: 7 | 73 | 0.2% |
| Revitalization <ul style="list-style-type: none"> ○ On Hold for Relocation: 226 ○ Pending Demolition: 603 ○ Demolished/Destroyed: 190 ○ Under Construction: 205 ○ New Units: 3 | 1,227 | 2.8% |
| Total Non-Rentable Vacant Units | 1,806 | 4.0% |

At the July 28, 2022 Board Meeting, staff were asked to provide further information on the non-rentable units held for staff use and for recreation purposes, including a breakdown of units held for recreational use and units held for storage purposes, types of programs provided in units held for recreational use, and categories of items stored in units held for storage purposes.

⁸ These units were previously used by staff and are now ready to return to the rentable stock – the coding in the HoMES system was not updated by September 30, 2022 but has since been corrected.

Of the 19 units being used for recreational purposes, they are specifically being used as:

- Recreational space for tenants in townhouse communities (6 units);
- Recreational space for tenants in apartment buildings where no other space in the building was available (4 units);
- Programming spaces for community partners that provide services to tenants (5 units); and
- Food banks for tenants (4 units).

Of the 124 units being used for staff purposes, they are specifically being used for:

- Superintendent offices or other staff offices (43 units);
- 25 permanent tenant service hubs that have either opened, are under construction, or are in the initial stages of construction (39 units);
- Interim tenant service hubs in place until permanent hubs have opened; these units will return to the rentable stock upon hub construction being completed (18 units);
- Designated lunchrooms or change rooms that are required for unionized staff under the collective agreement with Local 416; these are in buildings where no other space was available for staff (16 units); and
- Workshop and storage spaces for equipment and appliances where no other space in the building was available (8 units).

Note that staff initiated a review of all units being used for non-residential purposes and have identified 14 units that have been returned to the rentable stock. A more detailed review is underway regarding the number of units being used as staff offices/superintendent offices, as well as the number of units used for tenant service hub locations, which may result in the consolidation of hubs that have not yet been constructed. As a result, the number of units out of stock for this purpose may be reduced in 2023, with these units returned back to the rentable stock.

7. Total Arrears

Total arrears across TCHC for September 2022 was \$26.45M. Of this amount, \$23.84M were rent and parking arrears.

Table 5: Breakdown of Total Arrears by Arrears Type, September 2022

| Arrears Type | \$ (Million) |
|-----------------------|---------------------|
| Rent and Parking | \$23.84M |
| Retroactive | \$0.68M |
| Maintenance/Legal | \$0.90M |
| Transferred Scattered | \$0.07M |
| Non-tenant Parking | \$0.04M |
| Other | \$0.92M |
| Total Arrears | \$26.45M |

7a. Rent & Parking Arrears

The rent and parking arrears across TCHC was \$23.84 million. Of this amount, \$6.12 million are in repayment agreements (e.g. local or mediated agreements); these tenancies have been maintained. The arrears are as follows:

- \$23.8M in arrears, similar to the previous month (\$23.84M)
- Arrears in repayment agreements are \$6.12M, up from \$6.06M;
- Managed arrears are \$15.35M, down from \$15.45M
- Unmanaged arrears are \$2.37M, up from \$2.33M.

Table 6: Arrears by Category - September 2022

| Family Portfolio | Total (M) |
|----------------------------------|------------------|
| Managed Arrears | \$15.4 |
| Unmanaged Arrears | \$2.4 |
| Net arrears | \$17.7 |
| Arrears in a repayment agreement | \$6.1 |
| Total | \$23.8 |

Table 7: Arrears by Region/Portfolio, September 2022

| | West | Central | East |
|------------------|-------------|----------------|-------------|
| Total | \$8,511,585 | \$7,648,989 | \$7,681,309 |
| Unmanaged | \$484,073 | \$869,107 | \$1,017,531 |
| Rep. Agr. | \$2,399,143 | \$1,548,664 | \$2,170,920 |

Table 8: Rent and Parking Arrears (Account Balances), TCHC Total

| Rent and Parking Balance Range | Rent / Parking Balance | No. of accounts |
|---------------------------------|------------------------|-----------------|
| < \$1,500 | \$ 3,281,616 | 8,172 |
| \$1,500 - \$4,999 | \$ 5,975,077 | 2,143 |
| \$5,000 - \$9,999 | \$ 5,558,204 | 791 |
| >= \$10,000 | \$ 9,026,986 | 529 |
| Grand Total | \$ 23,841,883 | 11,635 |
| % of total number of households | | 29% |

Table 8.1: Rent and Parking Arrears (Account Balances), Central

| Rent and Parking Balance Range | Rent / Parking Balance | No. of accounts |
|---------------------------------|------------------------|-----------------|
| < \$1,500 | \$ 994,629 | 2,493 |
| \$1,500 - \$4,999 | \$ 1,717,342 | 623 |
| \$5,000 - \$9,999 | \$ 1,797,285 | 252 |
| >= \$10,000 | \$ 3,139,731 | 168 |
| Grand Total | \$ 7,648,989 | 3,536 |
| % of total number of households | | 27% |

Table 8.2: Rent and Parking Arrears (Account Balances), East

| Rent and Parking Balance Range | Rent / Parking Balance | No. of accounts |
|---------------------------------|------------------------|-----------------|
| < \$1,500 | \$ 1,123,246 | 2,822 |
| \$1,500 - \$4,999 | \$ 1,907,966 | 692 |
| \$5,000 - \$9,999 | \$ 1,864,386 | 269 |
| >= \$10,000 | \$ 2,785,711 | 185 |
| Grand Total | \$ 7,681,309 | 3,968 |
| % of total number of households | | 30% |

Table 8.3: Rent and Parking Arrears (Account Balances), West

| Rent and Parking Balance Range | Rent / Parking Balance | No. of accounts |
|---------------------------------|------------------------|-----------------|
| < \$1,500 | \$ 1,163,740 | 2,857 |
| \$1,500 - \$4,999 | \$ 2,349,769 | 828 |
| \$5,000 - \$9,999 | \$ 1,896,532 | 270 |
| >= \$10,000 | \$ 3,101,544 | 176 |
| Grand Total | \$ 8,511,585 | 4,131 |
| % of total number of households | | 29% |

Arrears have increased substantially during the COVID-19 pandemic. In 2022, TCHC initiated an in-depth review of all households with arrears for non-payment of rent, lifting the moratorium for tenants that met the following criteria:

- Tenant reported income demonstrating an ability to pay rent through the Annual Rent Review process;
- Tenant is not forthcoming on income for a prolonged period;
- Tenant has displayed sporadic or consistent non-payment of rent;
- Tenant is a minimum of \$10K in arrears;
- Tenant displays progressively increasing arrears;
- Tenant file has been reviewed by OCHE;
- Tenant has received an eviction order; and
- Imminent order expiry.

The \$10K minimum threshold was developed based on a tenant's average cost of rent per year. As seen in Table 8, this made up only 5% of accounts with arrears in September 2022. The majority of accounts in arrears (87%) have balances under \$5,000. TCHC will lower the threshold from \$181, effective January 1, 2023.

As TCHC aims to ensure tenants remain in their homes, TCHC will use this triaged and staggered approach that ensures tenants receive the appropriate level of engagement and support. TCHC staff will place emphasis on outreach and seek to ensure that a plan to provide support is in place if required.

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

There were 169 crimes against property in September 2022, an increase of twenty-one (21) crimes compared to the 2021 average. This month, there was an increase in theft of/from vehicles and break and enters.

The number of crimes against persons had declined (-20) when compared to the 2021 average. Serious Violent Incidents are significantly lower due to a decrease in reported Assault with a Weapon or Bodily Harm, Robbery, and Homicides/attempted Homicide incidents.

Figure 2: Crimes against Persons and Property, Sept 2021 – Sept 2022

