

Toronto Community Housing



## TCHC's Operational Performance Measures

Item 7A

June 10, 2024

Tenant Services Committee

**Report:** TSC:2024-24

**To:** Tenant Services Committee ("TSC")

**From:** Acting Chief Operating Officer

**Date:** April 29, 2024

### **PURPOSE:**

This report provides the TSC with information about operational performance metrics for Q1 2024.

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

Attachment 1 to this report provides a comprehensive overview of Toronto Community Housing Corporation's ("TCHC") operational performance for the first quarter of 2024. The report highlights key aspects of TCHC's efforts to enhance efficiency, reduce vacancies, improve the Arrears Collection Process, Client Care Centre, community safety, and pest management. The report's key findings include:

#### **Vacancy Management:**

- The number of rentable vacant units decreased by 52 units (8.04% decrease) compared to Q4 2023, primarily due to a more streamlined move-out approval process.

- The Choice-Based Offer Process and maintenance stages saw reductions, with a 64% completion rate of maintenance within 60 days, surpassing previous quarters.
- The Rapid Rehousing Program filled 60 units, representing 17% of the annual target.
- TCHC had 1,826 non-rentable vacant units as of Q1 2024, which is an increase of 89 units from Q4 2023. This increase is largely due to revitalization projects.

**Arrears Management:**

- Residential and parking arrears increased by \$955,497 in Q1 2024, with 3,601 new arrears accounts recorded. This rise was expected due to a focus on completing outstanding annual reviews across all regions and is consistent with the increase observed in Q1 2023.
- 1,651 accounts were no longer in arrears, with a total balance of \$2M repaid to TCHC.
- Revisions to the Arrears Collection Process (ACP) aim to streamline and simplify procedures, focusing on early intervention and repayment agreements, as well as updates to the reporting structure and metrics to more accurately reflect the work that staff perform in collecting arrears.

**Commercial Arrears Management:**

- Commercial rental arrears decreased by \$715,936 in Q1 2024 compared to Q4 2023.

**Client Care:**

- The total call volume decreased by 3.4%, with improvements in average wait times and service levels. There was a 19-second reduction in average wait times on call queues representing a 17% improvement compared to the previous quarter.

**Community Safety:**

- Reported Crimes against Property decreased by 7%, while Crimes against Persons increased by 1%, primarily due to fewer reported Mischief incidents and more reported Less Serious Crimes against Persons.
- 52% increase in fire incidents from Q4 2023, with collaborative efforts planned to enhance fire safety awareness.

**Pest Management:**

- Demand pest treatments decreased by 2,649 treatments, attributed to vendor management and full building audits resulting in fewer repeat treatments.
- Initiatives launched to enhance service delivery include tenant education campaigns, regional education sessions, and pilot projects for full site audits.

Overall, the first quarter of 2024 saw significant achievements in reducing vacancy rates, improving maintenance completion times, and decreasing commercial rental arrears. Efforts to streamline processes and implement strategic revisions are expected to address challenges in residential arrears in the upcoming quarters.

Please refer to the Operational Performance Measures Report – Q1 2023 attachment for further details. The strategies and initiatives outlined in the report are aimed at addressing vacancies, arrears, client care, community safety, and pest management while implementing strategic revisions and initiatives for improved outcomes.

**SIGNATURE:**

*“Nadia Gouveia”*

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Nadia Gouveia  
Acting Chief Operating Officer

**ATTACHMENT:**

1. Q1 2024 Operational Performance Measures

**STAFF CONTACT:**

Sonia Chaabane, Business Planner, Operations  
(416) 616-5463  
Sonia.Chaabane@torontohousing.ca

## Q1 2024 Operational Performance Measures

### VACANCY

Non-Rentable Vacant Units	1,737	1,826	↑	5.12%
Rentable Vacant Units	647	595	↓	-8.04%
Vacancy Rate (Percent)	1.51%	1.39%	↓	-7.75%

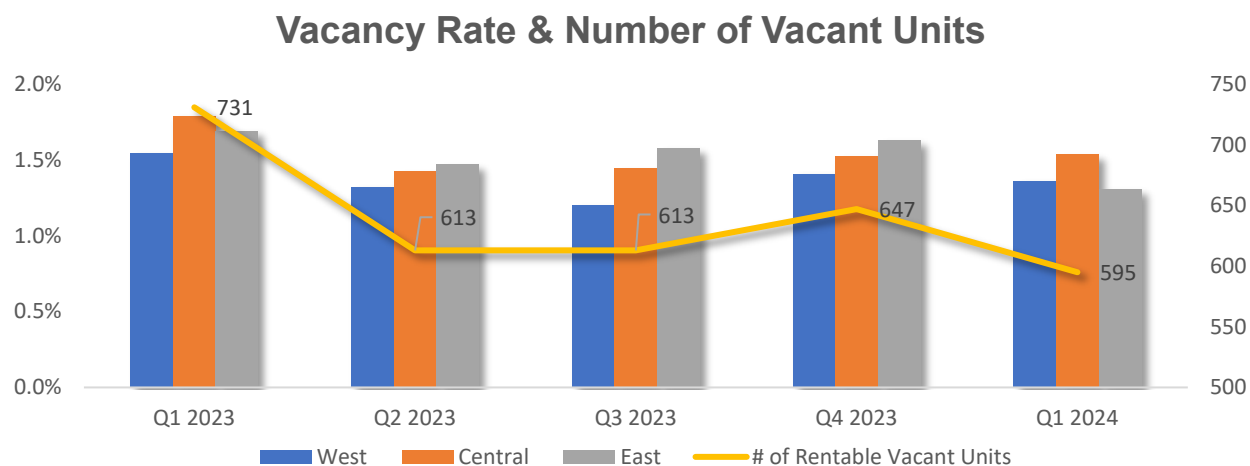


Figure 1: Vacancy Rate & Number of Vacant Units

TCHC’s overall vacancy rate stands at 1.39%. The ability to consistently maintain a vacancy rate below 2% indicates rapid turnover of rentable units, facilitating their availability to new tenants through the Centralized Waiting List. This achievement underscores the concerted efforts of staff across Operations over an extended period.

As a result of TCHC’s efforts to streamline the Move-out Approval Process, the number of rentable vacant units decreased by 52 units between Q1 2024 and Q4 2023 (8.04%):

- The Choice Based Offer Process saw a reduction of 20 units (31% of the total decrease)
- The Maintenance Required stage decreased by 33 units (51% of the total decrease). The completion rate of these units within 60 days in March 2024 surpassed the last two quarters at 64% (53% in September 2023 and 40% in December 2023).

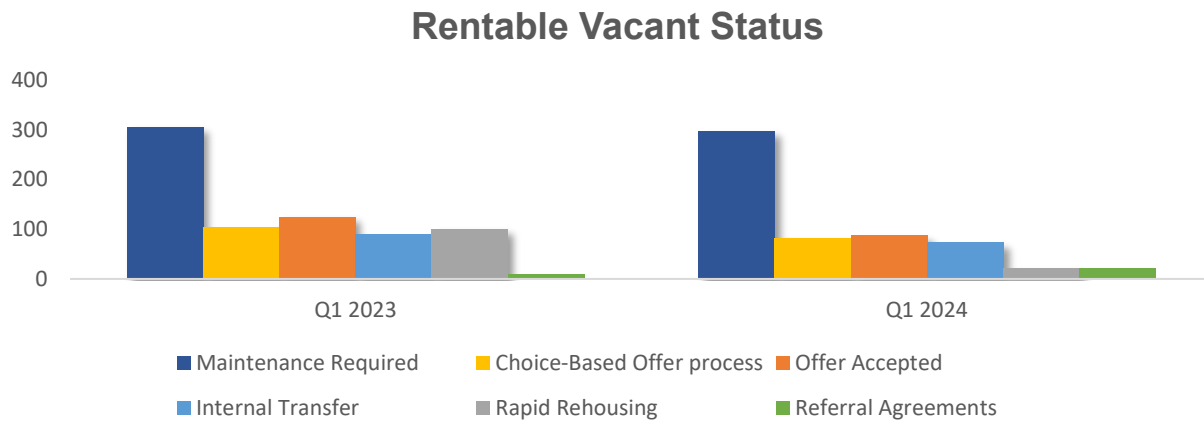


Figure 2: Rentable Vacant Status, Q1 2023 and Q1 2024

### Rapid Rehousing<sup>1</sup>

The Rapid Rehousing program entered its fifth year in January 2024, with the City of Toronto setting a target of 350 units for 2024, reflecting TCHC’s reduced vacancy rate.

In Q1 2024, TCHC filled 60 units as part of the Rapid Rehousing program, representing 17% of the annual target.

### Non-Rentable Vacant Units

#### Non-Rentable Vacant Units by Category, Q1 2024

	# of Non-Rentable Units	% of Total Non-Rentable Vacant Units
<b>Repairs in Progress</b>	<b>473</b>	<b>26%</b>
Accessibility Needs	15	
Contractor Storage	2	
Demand Capital Required (less than \$25000)	36	
Planned Capital Repairs Required (greater than \$25000)	327	
Fire	20	

<sup>1</sup> 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.

	# of Non-Rentable Units	% of Total Non-Rentable Vacant Units
Flood	5	
Pending Transfer or Sale	68 <sup>2</sup>	
<b>Revitalization</b>	<b>1207</b>	<b>66%</b>
New Unit	50	
Demolished	189	
Hold for Demolition	651	
Relocation - Confirmed	112	
Under Construction	205	
<b>Tenant and Staff Use</b>	<b>146</b>	<b>8%</b>
Agency Office Use	14	
Legal Proceedings	3	
Recreation Purposes- Tenant Use	27	
Staff Use	102	
<b>Total Non-Rentable Units</b>	<b>1826</b>	

As of Q1 2024, there are 1,826 non-rentable vacant units, representing an increase of 89 units from Q4 2023. TCHC's revitalization projects account for 94% of this increase, totaling 84 units:

- There was an increase of 27 units on hold for relocation in preparation for three projects scheduled for 2024.
- There was an increase of 49 units in the Revitalization – New Unit category, constructed as part of the revitalization efforts. Lawrence Heights will have 71 new units completed this summer, with returning tenants moving in. The remaining units will be offered to upcoming relocation groups at 5 Leila Lane and Bagot Court as direct moves.

<sup>2</sup> 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.

**ARREARS**

Rental Arrears - RGI	\$16.4M	\$17.1M	↑	4.68%
Rental Arrears - Market	\$7.7M	\$7.7M	↑	0.06%
Tenant Parking Arrears - RGI	\$1.7M	\$1.9M	↑	10.66%
Tenant Parking Arrears - Market	\$525K	\$527K	↑	0.39%
Maintenance/Legal Balance	\$939K	\$935K	↓	-0.42%
Other	\$983K	\$1.2M	↑	17.65%
Retroactive Balance	\$955K	\$1.1M	↑	10.60%
Non Tenant Parking	\$36K	\$35K	↓	-1.37%
<b>Total</b>	<b>\$29.2M</b>	<b>\$30.4M</b>	<b>↑</b>	<b>1.98%</b>

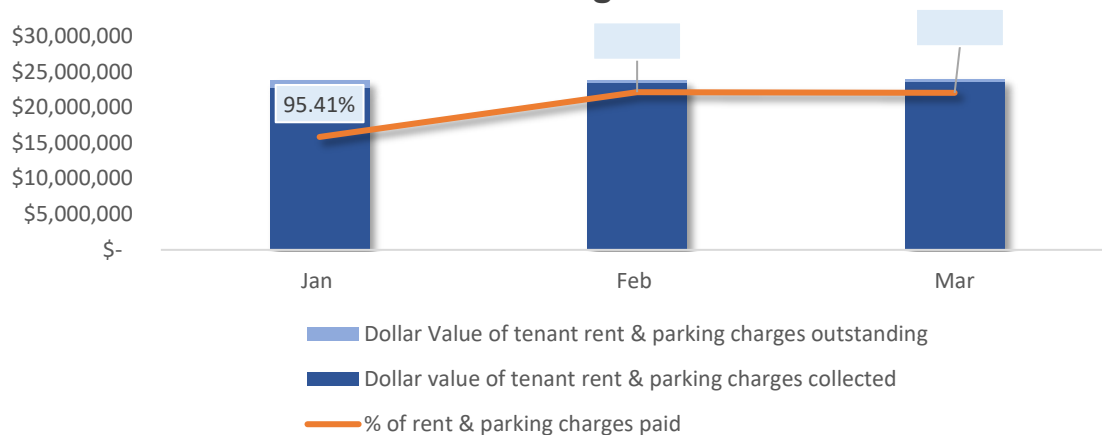
**Rent and Parking Collection Rates**

Figure 3: Rent and Parking Collection Rates, 2024

In March 2024, TCHC successfully collected 98.3% for rent and parking charges. The outstanding rent collection of 1.7% amounts to \$408,856.91 for the month.

In Q1 2024, residential and parking arrears grew by \$955,497 compared to Q4 2023, reflecting a 4% increase. While this increase is somewhat in line with the 3% increase observed in the previous year's first-quarter, management has implemented several strategies to address this significant spike in arrears. Regional teams are actively engaged in early intervention measures for arrears cases, including initiating early contact with tenants, advancing unmanaged arrears files to the N4 stage, and focusing on collecting larger balances falling within the \$5K-\$10K range.

Additionally, management anticipated an increase in arrears related to a focus on completing outstanding annual reviews across all regions. Although necessary for ensuring compliance with the City’s RGI administration rules, this undertaking occasionally leads to substantial arrears among tenants who fail to return their Annual Rent Review paperwork and subsequently lose their subsidy.

Staff have identified that the requirement to obtain the Notice of Assessment (“NOA”) to complete the Annual Review poses a challenge for some tenants. They are diligently collaborating in integrated teams to support tenants in obtaining their NOA to prevent them from transitioning to Loss of Subsidy. Tenants are referred to free tax clinics within the community, and staff collaborate with local partners to host tax clinics in TCHC buildings. Furthermore, Management is exploring organization-wide partnerships to facilitate access to income tax filing support for a broader range of households.

**Arrears Under the Loss of Subsidy Due to Non-return of Annual Review  
(Number of households)**

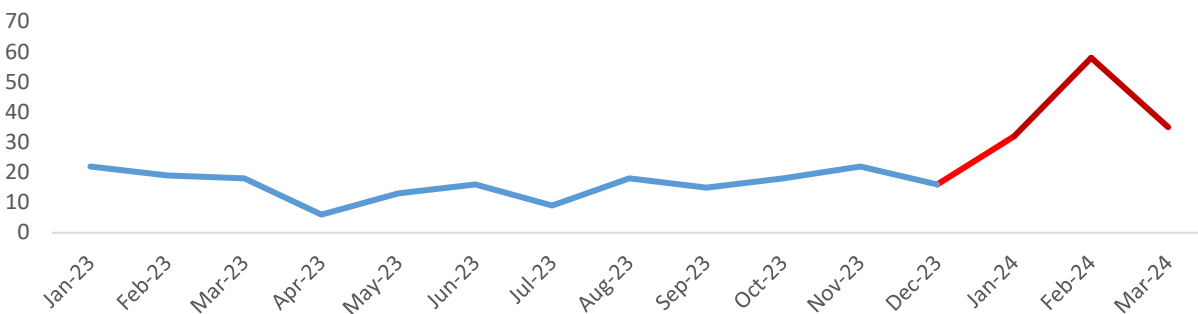


Figure 4: Number of Households in Arrears Under Loss of Subsidy Due to Non-return of Annual Review

**In Q1 2024:**

- 1,651 accounts were no longer in arrears, with a total balance of \$2M repaid to TCHC.
- 3,601 new arrears accounts were recorded, amounting to \$1,310,884. However, 71% of all TCHC households remained in good financial standing, maintaining current payments for rent and parking charges.



- Arrears in the Unmanaged stage decreased by \$184,764, while accounts where repayment agreements were arranged with regional staff increased by \$968,800.

### TCHC’s Arrears Collection Process

The Arrears Collection Process (ACP) at Toronto Community Housing (TCHC) is designed to proactively prevent the accumulation of rent and parking arrears. TCHC aims to maintain respectful and fair relationships with tenants while operating within the framework of the Eviction Prevention Policy for Non-payment of Rent (Arrears) as set by the Board of Directors.

Recognizing the importance of preventing the accumulation of arrears, TCHC has collaborated with the Office of the Commissioner of Housing Equity (“OCHE”) to adopt a comprehensive approach. Following the initial pilot roll-out of the new process in June and July of 2024, TCHC will assess the pilot results. These insights will inform final changes to the ACP which will roll out across the portfolio in Q3 and Q4, 2024. These revisions will streamline and simplify the ACP, equipping staff to effectively engage with tenants and proactively address arrears.

By prioritizing early intervention, TCHC aims to identify financial difficulties tenants may face and provide them with the required support. The changes to the ACP are intended to improve TCHC’s ability to monitor and manage repayment of rent arrears, and to ensure that the rent and arrears collection processes are strictly adhered to.

**Arrears Collection Process Stages (Q1 2024)**

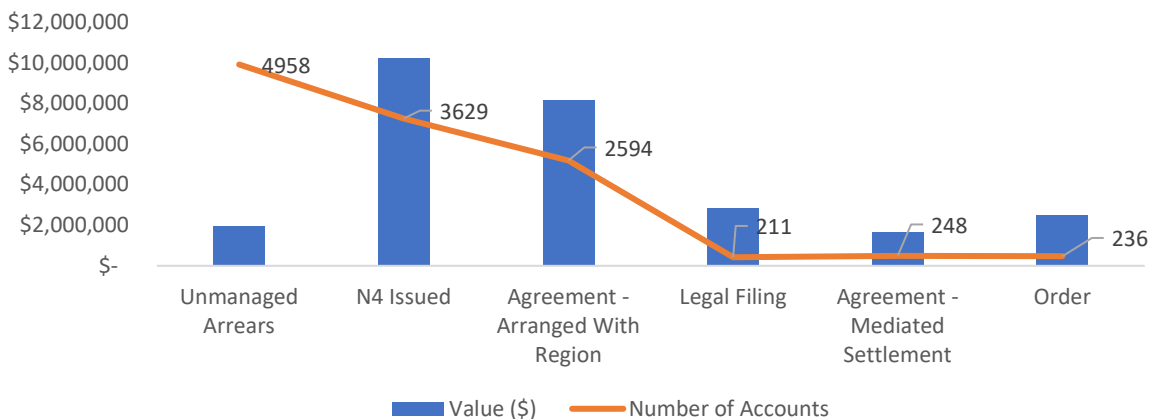


Figure 5: Number and Value of Accounts in Arrears Collection Process Stages, Q1 2024

Stage	Current ACP Process	Proposed Revisions to the ACP
1 <b>Unmanaged Arrears</b>	<ul style="list-style-type: none"> <li>Identifying tenant in arrears</li> <li>Tenants responsible for full rent on the first day of each month</li> <li>Tenants who have been contacted but not received N4 are in this stage</li> </ul>	<ul style="list-style-type: none"> <li>Incorporation of “Late Payer” Process allowing flexibility for late payments.</li> <li>Short Message Services (“SMS”) will be sent to tenants in the first month of arrears for further support</li> </ul>
<b>Contact Made Stage (NEW)</b>	n/a	<ul style="list-style-type: none"> <li>Addition of “Contact Made” stage following the unmanaged stage to enhance compliance monitoring</li> </ul>
2 <b>N4 Issued- Notice to End your Tenancy Early for Non-payment of Rent</b>	<ul style="list-style-type: none"> <li>N4 notices issued within the first month of falling into arrears</li> </ul>	<ul style="list-style-type: none"> <li>N4 notices issued within first six weeks of falling into arrears</li> </ul>
<b>Referral to Community Services Coordinator (“CSC”) and OCHE</b>	<ul style="list-style-type: none"> <li>Arrears files forwarded to CSCs when tenants are deemed vulnerable or senior.</li> <li>If the CSCs are unsuccessful in resolving arrears, the files are then referred to OCHE.</li> </ul>	<ul style="list-style-type: none"> <li>All arrears’ files will be forwarded to CSCs.</li> <li>Paperless Stage 1 Checklist in place to ensure all files referred to OCHE are ACP compliant before referral</li> </ul>
3 <b>Local Repayment Agreement</b>	<ul style="list-style-type: none"> <li>Emphasis on entering a repayment agreement as the most successful intervention for tenants to repay arrears.</li> </ul>	No change
4 <b>Legal Filing</b>	<ul style="list-style-type: none"> <li>Initiation of enforcement proceedings as the</li> </ul>	No change

Stage	Current ACP Process	Proposed Revisions to the ACP	
	<p>Landlord and Tenant Board (“LTB”) if all attempts to contact tenant have been made and they have not paid their arrears or entered into a repayment agreement.</p> <ul style="list-style-type: none"> <li>• TCHC continues to pursue the collection of arrears during this stage, and the option to enter into a repayment agreement remains available</li> </ul>		
5	<b>Mediated Agreement Court Order</b>	<ul style="list-style-type: none"> <li>• Court-ordered mediated agreement reached through LTB mediation process</li> </ul>	No change
6	<b>Order</b>	<ul style="list-style-type: none"> <li>• Formal order obtained from the LTB for arrears collection</li> </ul>	No change

### COMMERCIAL ARREARS

Summary	Q4 2023	Q1 2024	Difference
Commercial Rental Arrears	\$3.1M	\$2.4M	↓ -22.80%
Commercial Parking Arrears	\$18K	\$21K	↑ 21.47%
<b>Total</b>	<b>\$3.2M</b>	<b>\$2.4M</b>	<b>↓ -22.55%</b>

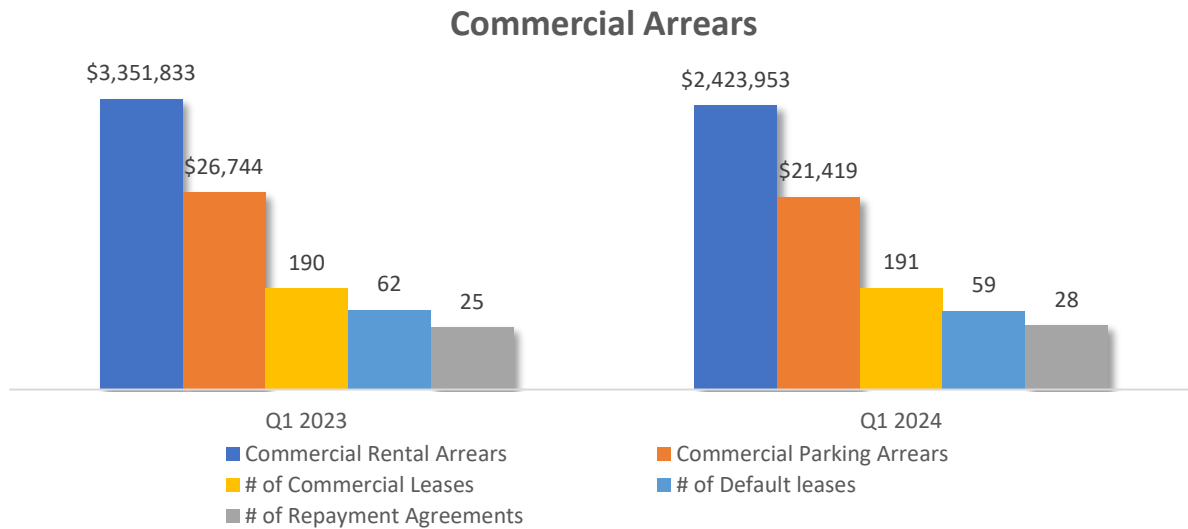


Figure 6: Commercial Arrears, Q1 2023 and Q4 2024

In Q1 2024, commercial rental arrears experienced a decrease of \$715,936 compared to Q4 2023. Notably, 586K was collected in February from two retail tenants - one who sold their business and settled their account, and the other who received funding from the City. Furthermore, in March 2024, six tenants paid their arrears balances in full, totalling 142K. Additionally, commercial parking arrears experienced an increase when compared to Q4 2023. To address commercial and non-tenant parking arrears, an interdisciplinary group has been established to review and adopt a cohesive approach to managing commercial and non-tenant parking. As part of this process, TCHC will focus on optimizing commercial and non-tenant parking revenue while adopting measures to minimize the accrual of the associated arrears.

### CLIENT CARE<sup>3</sup>

Summary	Q4 2023	Q1 2024	Difference
Tenant Call Volume	128,817	124,419	↓ -3.41%
Avg Response Time (Minutes)	1.82	1.50	↓ -17.43%

In reviewing the Q1 call volume data for Client Care, there was a total of 124,419 calls across all queues, marking a decrease of 4,398 calls or 3.4% compared to Q4 of 2023.

<sup>3</sup> As of Q1 2024, the figures reflect all inbound calls, including those made to the dedicated phone line.

While most inbound call queues maintained by Client Care experienced lower volumes in Q1, the main TCHC resident line saw the largest decline, with 6,523 fewer calls or an 8.2% decrease compared to Q4 2023. This decrease aligns with the 7.5% drop in demand maintenance work orders created by Client Care staff in Q1 of 2024. Notably, among the top ten work order categories created by Client Care, there were overall decreases in requests for Heating/Hot Water repairs, likely due to the mild winter temperatures. Additionally, requests for appliance repairs and pest control treatments also decreased.

Administrative requests created by Client Care saw a slight 3% increase from Q4 2023 to Q1 2024, primarily driven by a significant rise in requests for income tax documents. However, administrative tickets for complaints, account inquiries, and general information (staff contacts, office hours, hub locations etc.) saw slight decreases compared to the previous quarter.

In the Elevator Call queue, there was a notable increase in call volume in Q1, 2,199 more calls or a 24% increase compared to the previous quarter. This surge can be attributed to increases in work orders created for elevator phone cab activations and reports of non-operational elevators at sites.

Overall, the decrease in total call volume in Q1 allowed Client Care to improve average wait times on call queues by 19 seconds, representing a 17% improvement compared to the previous quarter. Consequently, there was a 2% improvement in both service level and abandonment rate in Q1.

	Q4 2023	Q1 2024	Change
<b>Calls</b>			
Total Calls	128,817	124,419	-4,398
• Alarm	20,169	20,954	785
• Elevator	9,036	11,235	2,199
• Emergency	150	106	-46
• TCHC Tenants	80,012	73,489	-6,523
• Staff	3,464	3,413	-51
• Super	3,615	3,340	-275
• Vendor	3,657	3,641	-16

	Q4 2023	Q1 2024	Change
• Commercial	199	219	20
• Market Rent	2,773	2,449	-324
• TSHC Tenants	5,742	5,573	-169
Total Abandoned Calls <sup>4</sup>	11,582	8,968	-2,614
Avg. Time to Answer	109	90	-19
Avg. Time to Resolution (seconds)	233	242	9
Service Level (% answered within 90 seconds)	70%	72%	2%
<b>E-Mails</b>			
Total E-Mails	13,424	13,295	-129
Avg. Time to Resolution (hours)	12.62	9.12	-3.5
<b>Work Orders</b>			
Total WO Dispatched	69,732	64,447	-5,285
Avg. Time to Dispatch (minutes)	3.25	3	-.25
<b>Administrative Requests</b>			
Total Admin Requests	9150	9427	277
Average Time to Create/Assign (minutes)	4.8 minutes	3.7 minutes	-1.1

### **Ticket Follow-Up Process**

When a caller submits a maintenance service request or administrative inquiry, a record is created in HoMES, and a reference number is assigned for documentation purposes. The agent will then provide this reference number to the caller for their records and for any necessary follow-up.

If a caller contacts Client Care to follow up on a previous request, the standard procedure involves the Call Center Agent asking for the Ticket or Service Request reference number provided during the initial call. This reference number allows the agent to locate the request quickly and efficiently in the system. If the reference number is unavailable, the Call

<sup>4</sup> Abandoned calls occur when callers disconnect before their call is answered.

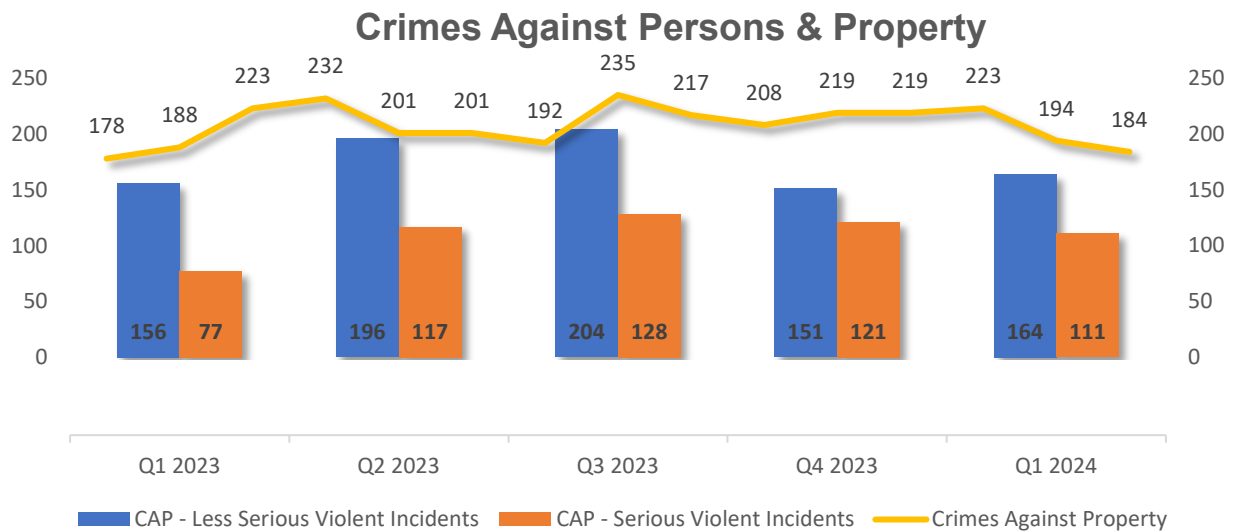
Center Agent can search for the record in HoMES using the tenant’s name and address to provide the necessary service.

**Closing the Loop**

To improve service quality, TCHC is launching the Closing the Loop pilot program. This initiative enables tenants to provide feedback on in-suite maintenance work orders completed by contractors. Through this program, tenants can provide input on various aspects of contractor work and service delivery, including their satisfaction with the completed work, timeliness of service, and contractor conduct. The pilot program will be rolled out in the West region for a six-month period commencing in June 2024. Following the completion of the pilot program, a review will be conducted to identify key insights, with the goal of implementing a permanent program across all regions in 2025.

**COMMUNITY SAFETY**

Crimes Against Property	646	601	↓	-6.97%
Crimes Against Persons	272	275	↑	1.10%
Fire Incidents	50	76	↑	52%

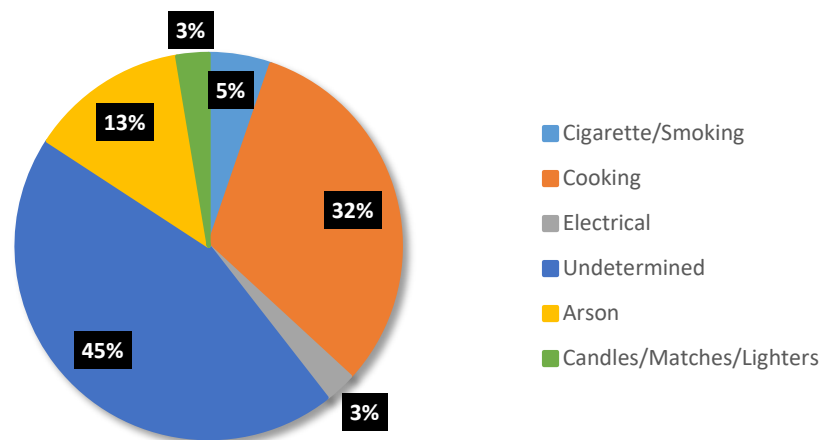


In Q1 2024, reported Crimes against Property decreased by 7% (-45 incidents), primarily due to fewer reported Mischief, Mischief-Graffiti and Theft incidents. The decrease in Mischief occurred in the East and Central regions and the decrease in Thefts was observed in the West region.

Crimes against persons, increased by 1% (3 incidents) overall:

- Serious Crimes against Persons decreased by 8% (-10 incidents) driven by fewer Sexual Assaults, Assault with a Weapon and Discharge Firearm incidents.
- Less Serious Crimes against Persons increased by 9% (13 incidents), mainly due to more reported Indecent Act and Threatening incidents in the East.

**Fire Incidents by Category**



There was a significant 52% increase in fire incidents from Q4 2023 to Q1 2024, attributed to a rise in cooking fires and undetermined fires, accounting for 76% of total incidents. High-rise buildings accounted for 83% of fire incidents, followed by townhouses & walk-ups (7%). Comparatively, Q1 2023 showed similar outcomes with cooking and undetermined incidents accounting for 72% of incidents, with high-rise buildings representing 70% of incidents and a 12% change for low-rise buildings.

TCHC is collaborating with Toronto Fire Services (“TFS”) - Education on various projects, such as enhancing tenant engagement through increased in-person presentations and lobby intercepts. Fire Life and Safety (“FLS”) is assisting TFS in scheduling and delivering presentations in all high-rise buildings by the end of 2024 to reduce in-suite fires.

Additionally, TCHC has launched an inter-disciplinary working group comprising several internal departments including pest control, maintenance, and frontline staff, to gather data concerning false fire alarms. The aim of this initiative is to identify patterns associated with false fire



alarms per building and adopt a holistic approach to tackle their underlying cause. TCHC plans to target the top 20 buildings (and surrounding communities) with the highest number of false fire alarms during Safety Awareness Month in June, featuring fire safety presentations, door-to-door canvassing, giveaways, games, Sparky the dog appearances and fire trucks. In October, Fire Prevention Week will offer another opportunity, specifically targeting high-risk communities.

**PEST MANAGEMENT**

Demand Pest Treatment	10,608	7,959	↓ -24.97%
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**Types of Demand Treatments**

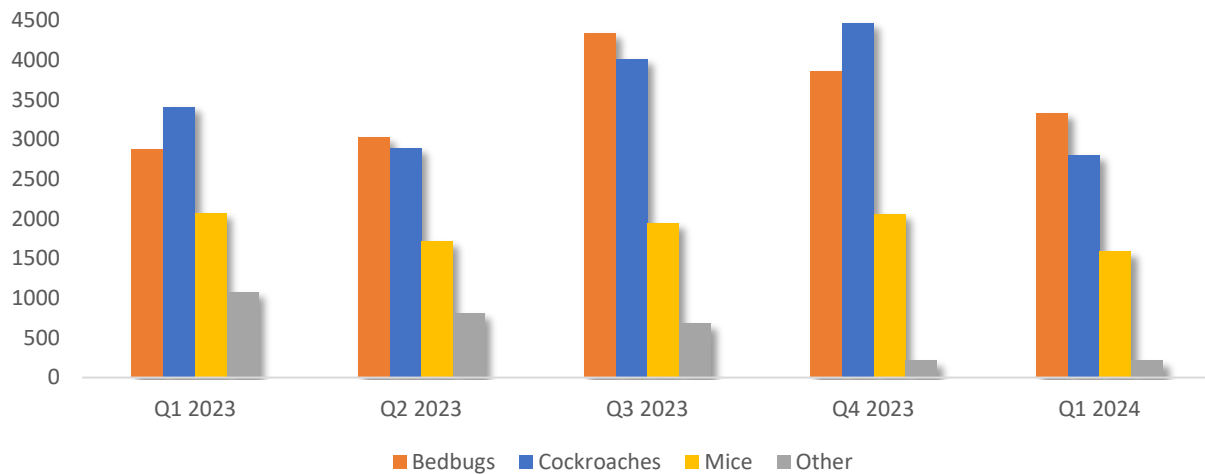


Figure 7: Types of Demand Treatments, Q1 2023 to Q1 2024

The number of demand pest treatments decreased by 2,649 treatments between Q4 2023 and Q1 2024, attributed to the Environmental Health Unit (“EHU”) refresh and heightened emphasis on vendor management and work quality, resulting in fewer repeat treatments. Full building audits were conducted during this period, focusing treatment solely on identified units. However, EHU anticipates an increase in treatments in the next few quarters as the reset of former contract managed buildings accelerates throughout the year, along with additional full building audits and treatments. In 2023, former contract managed buildings represented 33.4% of all demand TCHC pest control work orders, while accounting for 29% of total units in the TCHC

portfolio. While expecting these numbers to stabilize, an increase in total pest control work orders is projected for 2024 due to the reset.

In Q1 2024, EHU implemented several initiatives to enhance service delivery:

- Launched the first phase of tenant education on Pest Control through a monthly poster campaign, with the initial poster displayed at site level in March 2024.
- Conducted education sessions in the West region covering pest management controls, with additional sessions planned for the East and Central regions in Q2 and Q3 of 2024.
- Completed the identification and delivery of full-building audits for high-risk buildings with pests and environmental concerns, with ongoing collaboration with regional teams for targeted audits.
- Initiated 4 pilot projects for full site audits and treatments, with findings used to develop a standardized full building approach template adaptable to specific building needs.
- Engaged tenants on pest issues through regional quarterly Tenant Community Action Table meetings in the West and East regions, with Central region meetings scheduled for Q2 of 2024.
- Updated and renewed the Pest Management Control contract, issuing a new RFP in Q1 2024, with implementation planned for Q3 2024.

**Appendix: Glossary of Terms**

<b>Term</b>	<b>Definition</b>
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

<b>Term</b>	<b>Definition</b>
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