Toronto Community Housing

TCHC's Q2 2025 Operational Performance Measures

Item 7A
October 3, 2025
Tenant Services Committee

Report:	**TSC:2025-25**
To:	Tenant Services Committee ("TSC")
From:	Chief Operating Officer
Date:	September 2, 2025

PURPOSE:

This report provides the Tenant Services Committee ("TSC") with information on Toronto Community Housing's ("TCHC") operational performance metrics for Q2 2025.

RECOMMENDATION:

It is recommended that the Tenant Services Committee receive this report for its information.

FINANCIAL IMPACT STATEMENT:

There are no financial impacts resulting from the recommendations in this report.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as presented in the Financial Impact Statement

REASONS FOR RECOMMENDATION:

This report summarizes the impact of ongoing efforts to optimize operational efficiency, tackle vacancy challenges, refine the Arrears Collection Process, enhance Client Care services, and strengthen community safety measures, including pest management. Attachment 1 provides an in-depth overview of performance metrics for Q2 2025.

Operational Performance Metrics Summary

Vacancy Management:

- The overall vacancy rate in Q2 was 1.59%, slightly down but essentially flat against Q1.
- TCHC continues to maintain a vacancy rate within the 2% or below target set by the Service Manager.

Arrears Management:

- In Q2 2025, residential rent and parking arrears increased by $0.6 million from Q1.
- 1,561 accounts resolved their arrears in Q2, coming into good standing.

Commercial Arrears Management:

- Commercial rental and parking arrears continued to decline, decreasing by $1.34M (41.3%) from Q1.

Client Care:

- Client Care saw a decrease in its service level in Q2, with the number of calls answered within 90 seconds falling to 63% (from 67% in Q1).
- The average time to answer calls increased by 15% to two minutes and total abandoned calls increased by 20%.
- A major driver of these numbers was the increase in call volumes in Q2 to 135,545 calls (up from 129,849 calls in Q1) and staff vacancies.
- Management is closely monitoring this trend and developing a staffing plan to maintain Client Care performance over time.

Community Safety:

- Consistent with seasonal trends, crime on TCHC property increased in Q2.
- Staff are monitoring these numbers closely as part of our overall violence reduction program.

Fire Safety:

- The number of fire incidents on TCHC properties increased from 60 in Q1 to 88 in Q2. Cooking fires, arson, and fires with undetermined causes were the primary drivers of this increase.

- This is a significant increase. Staff are closely monitoring and actively working on fire safety education initiatives to support safer tenant behavior.

SIGNATURE:

"Nadia Gouveia"

_____

Nadia Gouveia
Chief Operating Officer

ATTACHMENT:

1. Q2 2025 Operational Performance Measures

STAFF CONTACT:

Lindsay Viets, Director, Operational Planning and Program Services
416-676-7155
Lindsay.Viets@torontohousing.ca

Q2 2025 Operational Performance Measures

VACANCY

Rentable vacancies are down in Q2 by 33 units. This is close to flat quarter-to-quarter and remains well below the City's target of 2% or lower vacancy across the portfolio.

Table 1 – Vacancy Rates Q2 2025 against Q1 2025

Category	Q1 2025	Q2 2025	Change
Non-Rentable Vacant Units	1867	2091	224
Rentable Vacant Units	712	679	-45
Vacancy Rate - Full TCHC Portfolio	1.66%	1.59%	-0.10%
Regional Vacancy Rates	**Q1 2025**	**Q2 2025**	**Change**
Vacancy Rate - West	1.70%	1.47%	-0.18%
Vacancy Rate - Central	2.06%	1.97%	-0.06%
Vacancy Rate - East	1.31%	1.28%	-0.02%

Non-Rentable Vacant Units

Non-rentable vacancies are up by 224 units. This is primarily driven by revitalization holds, including a net increase of 108 units slated for demolition and 88 new units that are on hold until they can be prepared for occupation.

Table 2 – Non-rentable Units Q2 2025 against Q1 2025

Category	# of Non-Rentable Units		
	Q1 2025	Q2 2025	Change
Repairs in Progress	**481**	**487**	**6**
Accessibility Needs	30	37	7
Contractor Storage	5	4	-1
Demand Capital Required	52	50	-2
Planned Capital Repairs Required	308	305	-3
Fire	20	25	5
Flood	6	6	0
Pending Transfer or Sale	60	60	0
Revitalization	**1,223**	**1,434**	**211**
New Unit	26	114	88
Demolished	61	61	0
Hold for Demolition	768	876	108
Hold for Relocation	169	184	15
Under Construction	199	199	0
Tenant and Staff Use	**163**	**170**	**7**
Agency Office Use	19	20	1
Legal Proceedings	7	10	3
Recreation Purposes - Tenant Use	26	27	1
Staff Use	111	113	2
Total Non-Rentable	**1,867**	**2,091**	**224**

Rapid Rehousing

The Rapid Rehousing program entered its sixth year in January. The City of Toronto has set a target of 175 unit placements at TCHC for 2025. As of the end of Q2 2025, TCHC has filled 99 units (57% of the 2025 annual target). Based on this, we are on track to meet our overall target by year end.

RESIDENTIAL ARREARS

Residential Arrears grew by around $600,000 in Q2, mostly driven by small increases in all categories except retroactive balance which declined. The one large increase (in percentage terms) was in the 'Other' category, which rose from $2.0M in Q1 to $2.2M in Q2, an increase of 10%. This was driven by tenant bankruptcies that create unrecoverable arrears, which are categorized as Other. Staff have also undergone refreshed training in how to properly code older arrears and have been systematically ensuring that all arrears that are uncollectable through the Landlord and Tenant Board process have been moved to the 'Other' category.

There are a number of other arrears management strategies being implemented to address the increase in arrears that we saw in Q2, including:

- Enhanced reporting for local Tenancy Management teams associated with the Arrears Collection Process.
    - This reporting enables Managers and Supervisors to assess their staff's performance on arrears collection on a weekly basis, and allows intervention and coaching on specific tenant files.
- Implementation of a portfolio-wide partnership with Woodgreen, funded by the City of Toronto, to provide support for tenants in completing their taxes and securing their Notice of Assessments.
    - This work is important because a component of our arrears is driven by Loss-of-Eligibility for tenants who have not been able to complete their Annual Rent Reviews on time.
    - In securing these essential tax forms for tenants, the partnership will enable TCHC to get more tenants into good standing, thereby reversing their market status back to rent-geared-to-income ("RGI") and reducing market arrears as a result.
- Centralization of the Eviction Prevention Letter to tenants.
    - In learning from the success of sending text messages to tenants in arrears, TCHC has centralized the drafting and mailing of letters to tenants informing them of their options for paying their arrears and how to engage with TCHC to secure a repayment agreement.
    - This approach takes work off of the Tenant Services Coordinators, freeing them up to connect with tenants directly, and ensures that the Eviction Prevention letters are distributed consistently to every tenant in arrears in accordance with the Arrears Collection Process.

Table 3 – Residential Arrears Q2 2025 against Q1 2025

Category	Q1 2025	Q2 2025	Change
Rental Arrears - RGI	$15.9M	$16.0M	$0.1M
Tenant Parking Arrears - RGI	$2.0M	$2.1M	$0.1M
Rental Arrears - Market	$8.1M	$8.2M	$0.1M
Tenant Parking Arrears - Market	$591K	$619K	28K
Rental Arrears - Affordable	$686K	$712K	26K
Tenant Parking Arrears - Affordable	$51K	$51K	0
Maintenance/Legal	$1.1M	$1.1M	0
Other	$2.0M	$2.2M	$0.2M
Retroactive Balance	$951K	$860K	-$91K
Total	$31.4M	$32.0M	$0.6M

COMMERCIAL ARREARS

Commercial arrears, including parking, declined by approximately $0.98M. This is driven by the write down of COVID related arrears as reported to the TCHC Board of Directors at its December 12, 2024 meeting (Report TCHC:2024-75).

Table 4 – Commercial Arrears Q2 2025 against Q1 2025

Category	Q1 2025	Q2 2025	Change %
Commercial Rental Arrears	$2.27M	1.33M	-41.2%
Commercial Parking Arrears	$16.84K	8.61K	-48.3%
Total	$2.28M	1.34M	-41.3%

CLIENT CARE

The Client Care Centre experienced challenges in maintaining its service levels in Q2 2025. An increase in call volume and unanticipated staff vacancies due to internal promotions and leaves of absences were the primary contributors to an increase in average response time (from an average of one minute 44 seconds to two minutes). This longer response time resulted in a 20% increase in abandoned calls and a drop in service level from 67% to 63% (measured as the percentage of calls answered within 90 seconds).

Management is developing a staffing plan to address the vacancies to better support the performance of the call center.

Table 5 – Client Care Overview Q2 2025 against Q1 2025

Category	Q1 2025	Q2 2025	Change %
Total Call Volume	129,849	135,545	4%
Avg Response Time (Minutes)	1.74	2	15%

Table 6 – Client Care Details Q2 2025 against Q1 2025

Calls			
Total Calls	129,849	135,545	4%
Alarm	21,504	24,446	14%
Elevator	13,506	13,208	-2%
Emergency	53	56	6%
TCHC Tenants	76,867	78,835	3%
Staff	3,030	3,826	26%
Super	3,170	3,118	-2%
Vendor	3,425	3,261	-5%
Commercial	227	270	19%
Market Rent	2,057	2,096	2%
TSHC Tenants	6,010	6,429	7%
Total Abandoned Calls	14,583	17,539	20%
Avg. Time to Answer (sec)	104.4	119.93	15%
Avg. Time to Resolution (sec)	206	223	8%
Service Level (% answered within 90 seconds)	67%	63%	-6%
E-Mails			
Total E-Mails	21,631	22,064	2%
Avg. Time to Resolution (hrs.)	21.6	14.4	-33%
Work Orders			
Total WO Dispatched	72,690	74,626	3%
Avg. Time to Dispatch (min)	2.8	2.7	-4%
Administrative Requests			
Total Admin Requests	9,914	8,351	-16%
Avg Time to Create/Assign (min)	4.4	4.5	2%

TENANT COMPLAINTS

TCHC is committed to providing a positive experience for tenants. TCHC has adopted a single-stage escalation model for tenant complaints, supported by the Solutions team. Solutions tracks the topic and resolution of tenant complaints.

The TCHC complaints process is relatively underutilized. Staff have been actively promoting the process and educating tenants about their right to file a complaint and how to do so.

Because of the relatively low number of overall complaints, Solutions tracks trends on a year-to-date ("YTD") basis. As of the end of Q2 2025, TCHC received 181 complaints YTD, which is an increase of 37 relative to the same time in 2024.

Table 7 – Tenant Complaints Q2 2025 against Q1 2025 (YTD)

Category	2024 Q1+Q2 YTD	2025 Q1+Q2 YTD	Change
Total Complaints	144	181	37
Most Common Complaints			
Maintenance	44	44	0
Anti-Social Behavior	30	32	2
Account Management	10	17	7

COMMUNITY SAFETY

Table 8 – Community Safety Q2 2025 against Q1 2025

Category	Q1 2025	Q2 2025	Change
Crimes Against Property	646	690	6.81%
Less Serious Crimes Against Persons	162	203	25.31%
Serious Crimes Against Persons	76	123	61.84%

Both Less Serious and Serious Violent crimes increased in Q2 2025 compared with Q1 2025. This has been primarily driven by increases in reported Assaults and Assault with a Weapon incidents. Crimes Against

Property increased in Q2 compared to Q1 due to an increase in reported Thefts and Mischiefs.

Increases in reported crimes in Q2 are to be expected as crime tends to rise over the course of the spring and summer months and then fall during the winter months (see figure 1). The Q2 2025 trends are within normal expectations and are lower than Q2 2024, however staff are closely monitoring them, particularly Crimes Against Persons, as part of our overall violence reduction efforts.

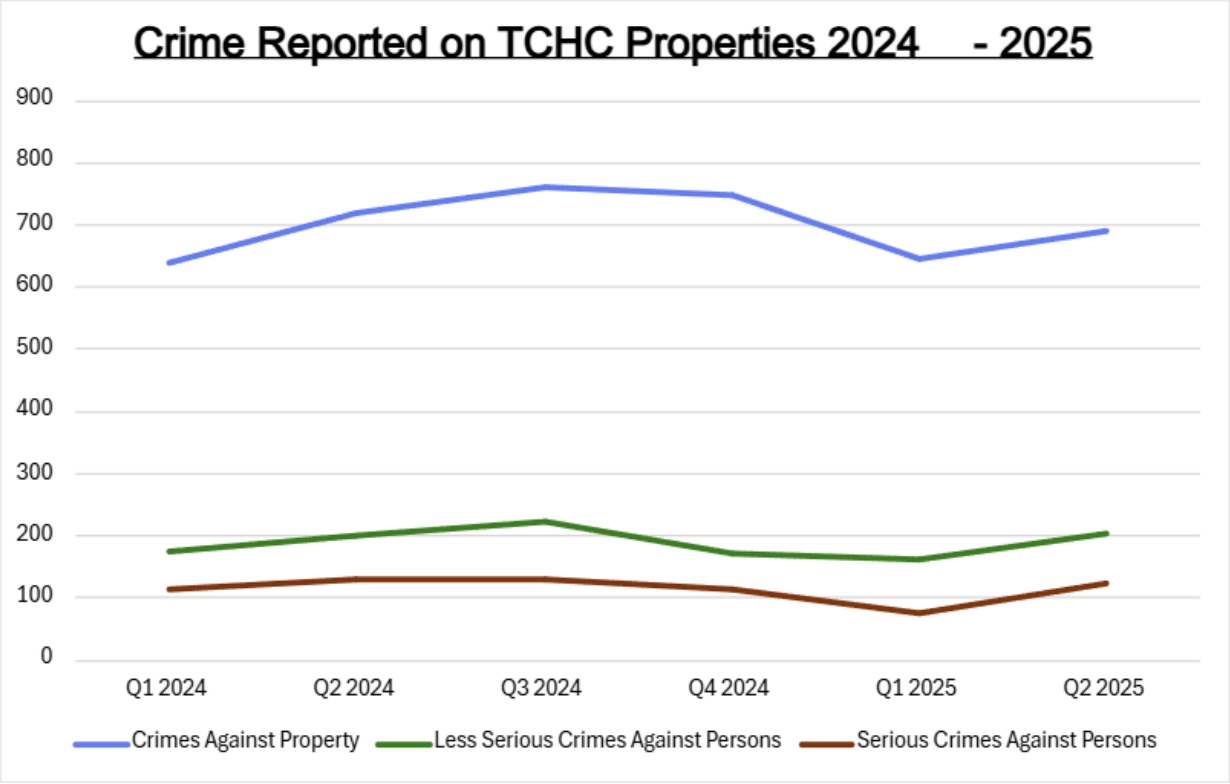

Figure 1: Crime Reported on TCHC Properties 2024-2025

Fire

In Q2 2025, there were 88 fire incidents reported across the TCHC and TSHC portfolios. This is an increase in the number of fires when compared to the previous quarter and is the highest number of fire incidents over the past six quarters.

When compared to the previous quarter, there were 28 more fires in Q2. In addition, there has been a steady increase of arson fires starting from Q3 2024, with a total of 14 for this past quarter.

TCHC continues to collaborate with Toronto Fire Services to actively leverage public education to raise awareness on fire prevention and safety to discourage unsafe behavior, either accidental or intentional in nature, that leads to fires.

Table 9 – Fire Incidents Q2 2025 against Q1 2025

Category	Q1 2025	Q2 2025	Change
Arson	8	14	6
Candles etc.	3	1	-2
Cigarette/Smoking	5	8	3
Cooking	12	19	7
Electrical	6	3	-3
Lithium Ion	2	1	-1
Undetermined	22	38	16
Vehicle	2	0	-2
Other Combustibles	0	3	3
Vendor	0	1	1
Total	**60**	**88**	**28**

PEST MANAGEMENT

Total requests for Pest Management increased by 18.3% in Q2 and was driven by requests from across all major pest types. This is consistent with normal seasonal demand and should be expected to increase further through the summer months.

Table 10 – Demand Pest Management Q2 2025 against Q1 2025

Category	Q1 2025	Q2 2025	Change %
Total Demand Pest Treatment	8,414	9,957	18.3%
Bedbugs	3,062	4,123	34.7%
Cockroaches	3,018	3,389	12.3%
Mice	1,910	2,273	19.0%
Other	424	172	-59.4%

Regional Demand	Q1 2025	Q2 2025	Change
West	3,094	2,273	-26.5%
Central	2,202	3,065	39.2%
East	3,118	3,363	7.9%

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	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
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