



PEEL LIVING'S VACANCY MANAGEMENT

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AGENDA

1. **Overview of Peel Living**
2. **Rent Mix Targets**
3. **Historical Vacancy Management**
4. **Transformation to Current Vacancy Management**
5. **Vacancy Procedure Details – RGI vs. Market, etc.**
6. **Questions**





PEEL LIVING

Peel Housing Corporation, operating as Peel Living, is the **Region of Peel's owned municipal housing provider.**

One of the 48 social housing providers operating in Peel.
Peel Living is the **3rd largest social housing provider in Ontario.**





WHO WE ARE

Own and operate 68 Peel Living properties.

(6916 units and homes to 15,603 tenants/ occupants (2015))

Properties are comprised of multi residential buildings; including high rise and low rise apartments, walk ups, and townhouses(From Lakeshore in Mississauga to Caledon).

We also have a Mobile Home Park with 214 homes.

In addition, Peel Living provides property management services for:

- * **4 Regionally owned buildings**
- * **2 Transitional housing properties**
- * **3 Homeless shelters**





PEEL LIVING: TENANT MIX

Peel Living is proud to have ***a mixed income level at all site*** (Rent-geared to income (RGI) and market tenants).

- Each site has a specific RGI target based on funding program under which it was developed.

Overall, Peel Living portfolio targets are approx.

60% subsidized units

40% market unit



*******We are competing directly with the Private Sector for Market- that means that over 2500 units are in direct competition.

- Peel Living experience approximately 10% turnover rate – approx. 700 units annually.

2015 Total Turnover % = 86% MKT & 14% RGI



CHALLENGES

Prior to 2008 – Peel Living had a standard turnover time of 3 days
– ie. Units were available 3rd day of the month.

What staff were hearing from applicants and challenges in marketing units:

- Applicant Impact:

- “Where do I live for 3 days?”
- “What do I do with my personal belongings?”
- “I have found another place that is available for the 1st of the month.”
- “You had 3 days and unit was not in ready condition.” (*Expectations were not managed/ decrease customer service*)





OPPORTUNITY

Feedback drove questions to be asked:

- Why do we have 3 days and still not all units are ready on the 3rd day?
- What does the private sector do?
- What can we learn from the private sector?
- How do we implement any changes?





JOURNEY

Engaged Staff

Focus groups with ***all levels of Staff*** from Superintendents to Management.

Question asked to Staff –

What is preventing us from turning over units back to back?

- Unit will not be ready?
- Contractors not available?
- What if the current tenants doesn't move by end of month?
- Incoming tenant will not be happy with condition of units.
- We will get lots of complaints.





JOURNEY CONT'D – HOW CAN WE DO IT?

HOW:

- **Team approach** needed = *All* in the *KNOW!*
 - clear lines of communication at all steps
- **Roles and Responsibility** need to be *clearly defined*
- **Unit Standards levels** and **processes** need to be *established and documented*
 - Clear documents for inspection will serve as tool to manage incoming tenants' expectations
- **Staff training**

AND:

What Impacts do we foresee in changing to back to back turnover process:

- Improve marketability: Potential tenants not going to competitor as we now offer 1st of the month
- Increase in revenue: Reduced vacancy loss.





MANAGING TENANT EXPECTATIONS & COMMUNICATION TO TENANTS

These **two** factors were key to the success:

1. Unit Turnover minimum standards were developed and documented and formed part of the process:

- Minimum Unit turnover standards were incorporated into the inspection form used for (pre-move/ move-out/ move-in).
- Move-in inspection form used to communicate to tenants what work would be done with in the first 10 days and when.

2. All staff now had a tool for consistent messaging unit turnover standards internally and externally.



UNIT TURNOVER MINIMUM STANDARDS

Safety Features

- *Each window has a safety lock device in place that work properly
- *All door closures (where applicable) are in place and working properly
- *All smoke detectors/ Fire Bells/Heat Detectors/CO Detectors are in place and working properly



Electrical

- *All electrical switches & receptacles are in working condition, cover plates are properly in place with no cracks/chips and paint free.
- *All light fixtures are Peel Living standard, are clean (free of all dirt and debris) and have working light bulbs in each.
- *All ventilation fans (bathroom/kitchen exhaust) are working and grills/covers are free of dirt/grease/debris.
- *GFI outlets (**Were applicable**)



UNIT TURNOVER MINIMUM STANDARDS

Flooring

- * All baseboards are continuous and have a finished appearance
- * Threshold at front door is clean/refinished
- * Flooring (carpet/parquet/vinyl) is clean and free of debris
- * Floor vents are clean and free of debris

Walls/Ceiling/Appliances/Carpentry/Interior

- * Closet doors are in place, clean and in proper working order with properly operating hardware (hinges/door handles)
- * All cupboards, counter tops and vanities are clean (remove mack tack and paint if needed) and in good working condition
- * Stove and refrigerator are in working order and are clean and grease free
- * Unit walls, including front door (inside and outside) are clean and have a finished look.
- * Unit doors are in good condition (free of marks/graffiti/dents) with properly operating hardware (hinges/door handle/peep hole in applicable)





UNIT TURNOVER MINIMUM STANDARDS

Hardware

- * All stair handrails properly installed and secured
- * Closet door tracks are clean and in working order
- * Peel Living standard kitchen and bathroom handles and hinges are installed and in good working order
- * Door handles are properly installed, cleaned, and in working order
- * All doors have stoppers installed

Fixtures

- * Kitchen and bathroom sink and taps are clean and working properly
- * Window drapery rods installed
- * All bathroom toilets are clean and working properly (flushing)
- * Bathtubs are clean and caulking is in place and mould/mildew free





UNIT TURNOVER MINIMUM STANDARDS

Windows/ Exterior Doors

- * All window have proper screens in place that are in good condition (rip free)
- * Window and/or patio doors are clean and in good working order. All sliding patio doors have properly working locks

Townhouses

- * Exterior dryer vent covers are in place and in good working condition
- * Garage door in good working condition
- * Garage is clean and free of all debris, utility meter
- * Exterior fencing, eaves troughs, down-spouts are in good condition
- * Exterior lights have proper covers and working light bulbs
- * Front and rear yard area, including garden beds are clean and free of debris
- * Furnace working properly
- * Mailbox is in place and in good condition
- * Hot water tank working properly
- * Exterior steps (front and rear) should be clean and free of trip hazards
- * Basement free of debris



UNIT TURNOVER MINIMUM STANDARDS FORM



PEEL LIVING UNIT TURNOVER MINIMUM STANDARDS

It is imperative that all units in the Peel Living Portfolio meet the following criteria upon unit turnover.

A. SAFETY FEATURES

Each window has a safety lock device in place that works properly.
All door closures (where applicable) are in place and working properly.
All smoke detectors/ Fire Bells/Heat Detectors/CO Detectors are in place and working properly.

B. ELECTRICAL

All light fixtures are Peel Living standard, are clean (free of all dirt and debris) and have working light bulbs in each.
All electrical switches & receptacles are in working condition, cover plates are properly in place with no cracks/chips and paint free.
All ventilation fans (bathrooms/kitchen exhaust) are working and grille covers are free of dirt/grease/debris.
GFI outlets (Where applicable)

C. FLOORING

Flooring (carpet/parkette/vinyl) is clean and free of debris.
Floor vents are clean and free of debris.
Threshold at front door is clean/finished.
All baseboards are continuous and have a finished appearance.

D. WALLS/CEILINGS, APPLIANCES, CARPENTRY/INTERIOR

Unit walls, including front door (inside and outside) are clean and have a finished look.
Stove and refrigerator are in working order and are clean and grease free.
Unit doors are in good condition (free of marks/graffiti/dents) with properly operating hardware (hinges/door handle/keep hole in applicable).
All cupboards, counter tops and vanities are clean (remove mock up and paint if needed) and in good working condition.
Closet doors are in place, clean and in proper working order with properly operating hardware (hinges/door handles).

E. HARDWARE

Door handles are properly installed, cleaned, and in working order.
All doors have stoppers installed.
Peel Living standard kitchen and bathroom handles and hinges are installed and in good working order.
Closet door tracks are clean and in working order.
All stair handrails properly installed and secured.

F. FIXTURES

Window drapery rods installed.
All bathroom toilets are clean and working properly (flushing).
Bathrooms are clean and caulking is in place and mould/mildew free.
Kitchen and bathroom sink and taps are clean and working properly.

G. WINDOWS/EXTERIOR DOORS

Window and/or patio doors are clean and in good working order. All sliding patio doors have properly working locks.
All windows have proper screens in place that are in good condition (rip free).

H. FOR TOWNHOUSE ONLY

Hot water tank working properly.
Basement free of debris.
Furnace working properly.
Front and rear yard areas, including garden beds are clean and free of debris.
Exterior steps (front and rear) should be clean and free of trip hazards.
Mailbox is in place and in good condition.
Exterior lights have proper covers and working light bulbs.
Exterior fencing, area troughs, downspouts are in good condition.
Garage is clean and free of all debris, utility motor.
Garage door in good working condition.
Exterior dryer vent covers are in place and in good working condition.

A. Safety Features

B. Electrical

C. Flooring

D. Walls/Ceilings, Appliances, Carpentry/Interior

E. Hardware

F. Fixtures

G. Windows/ Exterior Doors

H. For Townhouse Only

Details of Specific
Sections to follow



UNIT TURNOVER MINIMUM STANDARDS



Summerville Pines



Springfield Gardens



Springfield Gardens



INTERNAL PROCESS CHANGE – HOW DO WE MAKE IT HAPPEN?

A detailed document step by step process mapping completed and clearly defined roles and expectations of staff with clear timelines:

- 1. Notice to terminate – priority processing within 1 day** of receipt and automatic back to back availability date.
- 2. Same day communication to Site Staff** to initiate a **pre-move inspection of unit with 48 hours of notification** from office
- 3. Site Staff report** to Property Manager **any unit condition** that may affect the **back to back availability**
- 4. Property Manager re-inspects and approves extra time.**



MAKING IT HAPPEN

Once availability date is known and approved: two parallel streams of work commence – ***Restoration and Re-rental.***

Restoration of unit

- Superintendent documents and scheduling all required vendors and work within 5 days of the unit pre-move inspection being completed.
- Coordinate any restoration work that is possible to do while the current resident is still in possession.
- Discussion with tenant on items that are tenant charge back and provides opportunity for them to remedy to avoid charge



MAKING IT HAPPEN

Re-Rental

Today we will share the Market Stream – Standard 60 days Notice.

- Tenancy Support Agent reviews target plan for site and determines which how the unit should be rented / Market or Rent-geared to Income.





RENTING MARKET

TENANCY SUPPORT AGENT:

- Action available units within 24 hours of receiving the automated message.
- Review internal Market Transfer list for potential applicants. If no internal transfers; advertise the Market vacancy in Viewit.ca.
 - Respond to all inquiries from interested applicants and
 - Conduct Market Eligibility pre-screening process and meet eligibility.





RENTING MARKET

TENANCY SUPPORT AGENT:

Schedule applicant for viewing with site Superintendent and sends confirming email.
Inform potential tenant that they have 24 hours from viewing to contact TSA with a decision.

SUPERINTENDENT:

Conducts viewing with potential tenant, provides Market Application and advises potential tenant to contact TSA within 24 hours of their decision to accept or refuse unit.

TENANCY SUPPORT AGENT:

Contact with applicant must be made within 24 hours of viewing to determine if applicant is going to accept the unit.



RENTING MARKET

TENANCY SUPPORT AGENT:

Refusal

If refused update applicant file and peak to applicant to see if they are interested in any other properties/availabilities



Acceptance

- Verbally confirms acceptance of unit and requests completed Market Application and required documents within 24 hours.
- Review market application and documents received from applicant; conduct credit check to complete eligibility; advise of approval, schedule Lease signing date (within 7 business days of application review) and verbally inform applicant of all which is required during lease signing.
- Sign lease with applicant and schedule key pick and elevator times.





TIME IS TICKING & IT'S GOING TO HAPPEN...

SUPERINTENDENT:

- One week prior to move out - Follow Up with tenant moving out.
- On Vacate Day - Conducts move out inspection with/without resident or day after keys have been discovered.
 - Inspects unit to confirm no additional work is required and if additional work will impact availability date contacts PM immediately
- Carry out and or confirm all remedial work has being scheduled or completed





IN THE FINAL LAP

PROPERTY MANAGEMENT:

- Communicate impact on availability date to TSA
- Reviews move out inspection form and ensures that adequate unit restoration is conducted and unit turnover standards are met
- Create an invoice for move out damages





WELCOMING OUR NEW TENANT

TSA/OTA:

- Books key pick up and elevator times with tenant



SUPERINTENDENT:

- Confirm tenancy identification and Lease Start date
- Conducts inspection and orientation with new tenant and notes any deficiencies
- ***At a minimum the unit shall be clean and all appliances will be in good working order when the new tenant takes occupancy. Any additional work required will be completed within a ten-day period.***
- Obtains tenant signature on inspection form or notes refusal to sign pending remedial action on deficiencies.



CHECKING IN – CUSTOMER SERVICE GAUGE

SUPERINTENDENT:

- Ensure all restoration work is completed within the 10 day deficiency period
- Inform Tenant/ Property Manager of any outstanding restoration work and expected time frame for completion.

TSA:

- Schedule a visit with tenant one month after move in to check in with them





TERMINATIONS FOR OTHER REASONS

Generally follow the same rule but in most instances additional time frame is required due to condition. However, we strive to consistently reduce vacant time of a home.

- Nursing Home
- Eviction
- Death
- Abandoned Unit/ Skip Unit
- Under Legal Notice





QUESTIONS



