



Tenant Complaints Update

Item 9H

April 11, 2024

Tenant Services Committee

Report: TSC:2024-22

To: Tenant Services Committee (“TSC”)

From: Acting Chief Operating Officer

Date: March 11, 2024

PURPOSE:

The purpose of this report is to provide the TSC with an update on complaints data and program enhancements for the Solutions team, the centralized department that manages escalated tenant complaints.

RECOMMENDATIONS:

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

BACKGROUND:

Toronto Community Housing (“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.

PROGRAM UPDATES:

The following provides an update on program enhancements that the Solutions team continues to implement to improve service delivery:

- 1. Engagement Initiatives:** The Solutions team is currently developing a page within TCHC’s intranet (InHouse) aimed at educating staff about the Solutions team and the work that they do. This initiative aims to empower our frontline staff to effectively guide tenants on the most effective means of contacting the Solutions team.

- 2. Service Standards:** The Solutions team has developed a short survey to be distributed to individuals who have contacted Solutions for assistance via email. This pilot project started in January 2024 and aims to assess the team's effectiveness and areas for improvement.

COMPLAINTS DATA & TRENDS

In January 2024, the Solutions team received 41 complaints, representing a decrease of 79 complaints compared to January 2023. Of these complaints, the top complaints categories were anti-social behaviour complaints (13 or 32% of complaints), maintenance complaints (9 or 22% of complaints), and building services complaints (6 or 15% of complaints).

Compared to the previous year, there was a year-over-year decrease in the top 3 categories.

Table 1: Total & Top 3 Complaints, January 2023 & 2024

Tenant Complaints	January 2023	January 2024	YOY Change	2022 YTD	2023 YTD
Anti-Social Behavior	17	13	-4	17	13
Maintenance	39	9	-30	39	9
Account Management	12	6	-6	12	6

Table 2: Year to date comparison November 2022 & 2023

	2023 YTD	2024 YTD	YOY Change
Total Complaints	120	41	-79

Complaints and Data Review 2023

In 2023, The Solutions team received a total of 965 complaints, marking a decrease of 58 complaints compared to 2022. On average, it took two weeks to fully investigate and close files, an improvement over the four-to-five-week close average in 2022. The team successfully closed 948 files by year end, resulting in a 98% closing rate. The remaining 2% were received in December and have since been closed. Of the 965 complaints, the top complaint categories were maintenance (365 or 38% of complaints), anti-social behaviour (195 or 20% of complaints), building services (106 or 11% of complaints), account management (60 or 6% of complaints) and transfers (44 or 5% of complaints).

Top Complaint Categories 2023



Figure 1: Top Complaint Categories in 2023

OPPORTUNITIES AND CHALLENGES

The Solutions team expanded with the addition of a new Complaints Resolution Specialist, enabling regionalization and fostering stronger relationships within the regions. A new Intake Clerk was also hired to receive, triage, and assign complaints, allowing the Complaints Resolution Specialists to focus on their caseloads. Efforts were made to update processes, procedures, and training programs for new hires, and refresher training for the Solutions team.

A challenge exists with staff and tenant awareness of the team and its processes. The team is addressing this challenge through an internal communication strategy via the intranet and an updated external communication strategy, including website updates, a social media campaign, tenant brochures and newsletters. Outdated policies within the hub offices are being addressed through collaboration with the regions for process improvement recommendations.

LEARNING FROM COMPLAINTS

TCHC continues to use tenant complaints and staff feedback to support a learning and continuous improvement culture to improve service delivery. As a service-oriented organization, TCHC views complaints as valuable feedback. Complaints represent key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to tenants and communities.

Resident feedback highlighted smoking in units as a prevalent issue exacerbated by the COVID-19 pandemic and an increase of tenants working from home. The Solutions team is collaborating with the regions to develop

a new process to inhibit smoke from entering the complainant's unit. This will involve sealing holes and cracks around radiators, kitchen/bathroom piping, sealing baseboards, etc. in both units. Should residents remain dissatisfied, tenancy management will facilitate mediation between both tenants. The new procedure is in the planning stage and will be rolled out at the end of 2024.

SIGNATURE:

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