



Tenant Complaints Update

Item 6C

June 13, 2023

Tenant Services Committee

Report: TSC:2023-28

To: Tenant Services Committee (“TSC”)

From: Nadia Gouveia, Chief Operating Officer (Acting)

Date: May 3, 2023

PURPOSE:

The purpose of this report is to provide the TSC with an update on complaints data and program enhancements to 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 Solutions team is constantly striving to improve service delivery and has implemented several program enhancements, including:

- 1. Engagement Initiatives:** The Solutions team has collaborated with Regional staff to establish relationships with tenants. In the future, Solutions staff will be invited to engagement forums to inform

tenants of the complaints process and receive feedback on how to improve the process.

- 2. Service Standards:** The Solutions team now has a full team of Complaints Resolution Specialists who have been assigned to work closely with Regional offices. The team is also hiring an Intake Clerk to assist with the incoming triaging of complaints.

COMPLAINTS DATA & TRENDS:

In April 2023, Solutions received 71 complaints, representing a year-over-year decrease of 67 complaints when compared to April 2022. Of these complaints, the top complaints categories were anti-social behaviour (23 or 32% of complaints), maintenance (21 or 30% of complaints), and building service (8 or 11% of complaints). Compared to the previous year, there was no change in the number of anti-social behavior complaints, however there was a decrease in building services complaints and an increase in the number of maintenance complaints.

Table 1: Top 3 Complaints & Total Complaints, April 2022, 2023, & 2023 YTD

Tenant Complaints	April 2023	April 2022	YoY Change	2023 YTD
Anti-Social Behaviour	23	23	0	83
Building Maintenance	21	18	+3	108
Building Services	8	50	-42	36
Total	71	138	-67	312

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 that can be used to identify vital areas for service improvement. Complaints represent key opportunities to uncover challenges and take the appropriate actions to strengthen service delivery to our tenants and communities.

The Solutions team analyzed data from 2022 and presented the findings to the Regional Operations staff. The Solutions team received a total of 93 anti-social complaints. These complaints encompass a range of issues, including harassment from other tenants, noise disturbances, and more. Upon further analysis, it was found that only five of those complainants expressed a

thorough understanding of the anti-social complaints process. Based on this analysis, the following recommendations were made to the leaders of the regions:

1. The anti-social behaviour complaint process should be reviewed across all regions to ensure the same procedure is followed.
2. A communication strategy should be rolled out to all tenants regarding the proper reporting of anti-social behaviour issues.
3. The Manager of Tenant Relations will send a report to Regional teams to report back on the number of anti-social complaints received monthly.

SIGNATURE:

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