



## Update on Tenant Survey

Item 8F

December 8, 2022

Board of Directors

**Report:** TCHC:2022-84

**To:** Board of Directors (the “Board”)

**From:** Tenant Services Committee (“TSC”)

**Date:** December 1, 2022

### **PURPOSE:**

The purpose of this report is to provide the Board with an update and further information of the results of the 2021 Tenant Survey for Toronto Community Housing Corporation (“TCHC”).

### **RECOMMENDATIONS:**

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

### **TSC:**

This report was received by the TSC on December 1, 2022.

### **REASONS FOR RECOMMENDATIONS:**

The 2021 Tenant Survey results provide an understanding of tenants’ experiences living in TCHC buildings, and their perception of the customer service they receive in key service areas. The feedback received identifies what works well and areas where our tenants are less satisfied, and helps to identify issues that are most important to them so they can be prioritized for future action. This report provides more information on the analysis that staff have completed to better understand priority areas for action. The tenant survey results and analysis will act as key inputs into the strategic planning process and other operational improvements.

**REPORTING HISTORY:**

Management provided the TSC with the results of the 2021 Tenant Survey at its March 29, 2022 meeting. Forum Research presented the results at that meeting.

**BACKGROUND:**

Staff conducted a deeper analysis by cross referencing all the service categories against the consultants' key driver analysis. Key areas included overall satisfaction drivers, correlations between different service areas, and any significant demographic trends as they relate to service areas or region. The results were collated at the Hub level. In addition, almost 2000 comments made by tenants were also reviewed and analyzed by service area.

Three areas for improvement were identified in the analysis that could have a direct impact on improving overall tenant satisfaction.

**1. Formerly Contract Managed Buildings**

- Formerly contract managed buildings in all regions had lower levels of tenant satisfaction, particularly in cleaning and maintenance.

**2. Customer Service and Communication**

- Satisfaction with communication was identified as key driver of overall tenant satisfaction and is strongly tied to customer service for tenants.

**3. Community Safety**

- An improvement in community safety scores would increase tenant satisfaction scores in all other service areas.

**Formerly Contract Managed Buildings**

There is a gap in tenant satisfaction between direct managed and formerly contract managed communities. The greatest difference in satisfaction is seen in service areas where TCHC was not responsible for providing service (i.e. maintenance and cleaning). Formerly contract managed buildings and hubs have always scored lower than direct managed buildings in tenant surveys in the past and the results in this survey are consistent with those.

The survey was conducted in the fall of 2021 before Central and East contract managed properties were transitioned to TCHC management in April 2022.

### **Customer Service and Communication**

Communications was identified as a primary area of improvement to increase overall tenant satisfaction with TCHC. Analysis of tenant comments revealed that tenants tend to interpret questions around communication as interactions with frontline staff. Some of the areas tenants noted related to communication include:

- notification around maintenance and capital repairs;
- prompt follow up; and
- ongoing timely communication regarding service requests.

### **Community Safety**

Satisfaction with community safety was correlated with all the other indicators. This means that increases in tenant perceptions of safety in their communities will have a positive impact on the scores of other indicators and vice versa.

It is very also clear from the survey data that perceptions of safety are subjective. In cross referencing results from the survey there was sometimes little correlation between low perceptions of safety and objective measures of the safety of the community (i.e. calls for the Community Safety Unit (“CSU”), violent incidents, etc.).

### **Next Steps**

Staff are currently validating the tenant survey results at the hub level and aligning the responses to the service quality indicators (“SQI”) to identify how a better understanding of the details can inform consistent service delivery at the local level. Once these changes are confirmed, TCHC will develop a tenant communication plan to continue to engage tenants in the outputs of the tenant survey and show them how we used the information they provided us to effect change.

These survey results will also be used as a key input into the strategic planning process with staff and tenants that will begin in 2023.

**SIGNATURE:**

*“Paula Knight”*

---

Paula Knight  
Vice President, Strategic Planning and Communications

**STAFF CONTACT:**

Lindsay Viets, Director, Strategic Planning and Stakeholder Relations  
416-981-4131  
Lindsay.Viets@torontohousing.ca