



## Tenant Complaints Update

Item 9B

September 27, 2024

Tenant Services Committee

**Report:** TSC:2024-38

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

**From:** Acting Chief Operating Officer

**Date:** August 13, 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. Process Improvement:** The Solutions team is currently developing email templates based on checklists designed to ensure that all the relevant information is collected during the initial contact with both the complainant and staff. This approach will help the team maintain consistency in our efforts to assist tenants.

- 2. Service Standards:** The Solutions team has completed RGI training through ONPHA. While the team will not be calculating RGI for tenants, this training ensures they understand the process, enabling them to better address tenants' inquiries.

## COMPLAINTS DATA & TRENDS

In July 2024, the Solutions team received 32 complaints, representing a decrease of 25 complaints compared to July 2023. Of these complaints, the top complaints categories were maintenance complaints (11 or 34% of complaints), anti-social behaviour complaints (9 or 28% of complaints) and account management complaints (3 or 9% 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, July 2023 & 2024*

Tenant Complaints	July 2023	July 2024	YOY Change	2023 YTD	2024 YTD
Maintenance	27	11	-16	214	51
Anti-Social Behavior	11	9	-2	127	35
Account Management	1	3	+3	39	13

*Table 2: Year to date comparison November 2022 & 2023*

	2023 YTD	2024 YTD	YOY Change
Total Complaints	548	164	-384

## Complaints and Data Review 2023/2024 YTD

The YTD complaints have decreased substantially between 2023 and 2024. In total, there has been a year-over-year decrease of 384 complaints coming to Solutions through the proper escalation process. This can be attributed to the following.

1. The 2023 communications strategy on the appropriate escalation process, resulting in more tenants following the correct process rather than coming directly to Solutions first.
2. The hiring of a new clerk who triages and redirects complaints, ensuring the Solutions team is only taking on cases that followed the correct reporting process.
3. As part of the redirection process, tenants are provided with educational resources, including the opportunity to guide them to our website for a clearer understanding of the escalation process.

## **OPPORTUNITIES AND CHALLENGES**

The Solutions team filled the final vacant position with the addition of a new Complaints Resolution Specialist, bringing the team to full capacity. Each region now has two dedicated specialists, allowing for stronger relationship-building within the regions and better support for our tenants.

The Solutions team is actively collaborating with our communications team to update our current strategy. We are currently reviewing the proposed content and aim to roll it out by Q4 2024. The updated strategy will focus on simplifying the escalation process, empowering regional staff to resolve issues without further escalation.

## **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.

To provide consistent service delivery to our tenants, the Solutions team has started to collaborate with each region regarding the process in which we assist tenants dealing with anti-social behaviours. Consistency is important when assisting our vulnerable population and the Solutions team is investigating service gaps that may be present across all portfolios.

## **SIGNATURE:**

*“Nadia Gouveia”*

---

Nadia Gouveia  
Chief Operating Officer (Acting)

## **STAFF CONTACT:**

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