



Tenant Complaints Update

Item 8B

February 3, 2025

Tenant Services Committee

Report: TSC:2025-04

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: January 13, 2025

PURPOSE:

To provide an update on complaints data and program enhancements for the Tenant Relations team (“Solutions”), the centralized department that manages escalated tenant complaints.

RECOMMENDATION:

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

REASON FOR RECOMMENDATION:

Program Updates

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.

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

1. **Process Improvement:** The Solutions team completed refresher training in November. The purpose of the training was to ensure that Complaint Resolution Specialists provide consistently high-level service delivery to tenants, as well as to internal and external stakeholders. Specifically, the training focused on complaints intake, case management, and case resolution.

- 2. Service Standards:** Solutions worked with the centralized and regional teams to clarify the complaints escalation process related to pest management and environmental health. As a result of this work, Management is implementing process changes in Q1 that will streamline the process and will support quicker complaint resolution.

Complaints Data & Trends

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

Top 3 Tenant Complaints	November 2023	November 2024	YOY Change	2023 YTD	2024 YTD
Maintenance	13	8	-5	285	67
Anti-Social Behaviour	17	8	-9	51	22
Account Management	8	2	-6	159	42

In November 2024, Solutions received 28 complaints, representing a decrease of 35 complaints compared to November 2023. Of these complaints, the top 3 complaints categories were maintenance (8 or 29% of complaints), anti-social behaviour (8 or 17% of complaints) and account management (2 or 21% of complaints). Compared to November 2023, there was a year-over-year decrease in the top three complaint categories.

Table 2: Year to date comparison, November 2023 & 2024

	2023 YTD	2024 YTD	YOY Change
Total Complaints	933	279	-654

Figure 1: Year to Date Comparison, 2023 YTD and 2024 YTD

The year-to-date complaints decreased substantially between 2023 and 2024 with a year-over-year decrease of 654 complaints. This decrease be attributed to the following:

1. The communications strategy on the appropriate stream of the complaint escalation process has resulted in more tenants following the proper complaint process rather than coming directly to Solutions first.
2. The hiring of a clerk responsible for triaging and redirecting complaints ensures Solutions is addressing cases that have followed the correct complaint reporting process; and

3. Educational resources provided to tenants, including directing them to TCHC's website for a better understanding of the escalation process.

Opportunities

Solutions has created a Strengths-Weaknesses-Opportunities-Threats analysis process ("SWOT"). This allowed the team to examine what they do well and what they consider to be their weaknesses. The information will be used to strengthen our team throughout 2025.

Learning From Complaints

As a service-oriented organization, TCHC views complaints as valuable feedback and recognizes that they represent key opportunities to uncover challenges and take appropriate actions to strengthen service delivery to tenants and communities.

Solutions received some complaints regarding the approval and posting of tenant engagement posters, expressing the need for transparency around what is acceptable and what is not.

To address this process gap, Solutions will be working with the Engagement Team to create a process outlining what the regional teams need to look for when approving or denying tenant requests for posters. The process will include a letter to tenants outlining the approval or reason for denial and providing an appeal process to follow if tenants feel they were wrongfully denied. This process will be rolled out to all regions in 2025.

SIGNATURE:

"Nadia Gouveia"

Nadia Gouveia
Chief Operating Officer

STAFF CONTACT:

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