



Tenant Complaints Update

Item 12C

April 15, 2025

Tenant Services Committee

Report: TSC:2025-08

To: Tenant Services Committee (“TSC”)

From: Chief Operating Officer

Date: February 21, 2024

PURPOSE:

This report provides 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 Tenant Services Committee receive this report for its information.

REASONS FOR RECOMMENDATION:

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 Solutions continues to implement to improve service delivery:

1. **Process Improvement:** The Solutions team completed a refresher training in November 2024, focused on complaints intake, case management, and case resolution. The purpose of the training was to ensure Complaint Resolution Specialists consistently provide high-

level service delivery to tenants, as well as to internal and external stakeholders.

2. **Service Standards:** Solutions met with the manager of TCHC's Environmental Health Unit ("EHU") to discuss a clearer escalation process for complaints related to pest control. Currently, the first line of escalation goes to the District Supervisor, however, by sending complaints directly to the EHU Supervisory complaints of this nature will be addressed quicker. The new escalation process will be implemented with frontline staff in Q1 2025.

Complaints Data & Trends

In November 2024, Solutions received 28 complaints, representing a decrease of 35 complaints compared to November 2023. Of these complaints, the top three complaints categories were maintenance (8 or 29% of complaints), anti-social behaviour (8 or 29% of complaints) and account management (2 or 7% of complaints). Compared to November 2023, there was a year-over-year decrease in the top three complaint categories.

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

The year-to-date complaints decreased substantially between 2023 and 2024 with a year-over-year decrease of 654 complaints. This decrease could 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 are provided to tenants, including directing them to TCHC's website for a better understanding of the escalation process.

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

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

In January 2025, Solutions received 23 complaints, representing a decrease of 18 complaints compared to January 2024. Of these complaints, the top three complaints categories were maintenance (9 or 39% of complaints), anti-social behaviour (3 or 13% of complaints) and account management (3 or 13% of complaints). Compared to November 2023, there was a year-over-year decrease in the top three complaint categories.

Table 3: Total & Top 3 Complaints, January 2024 & 2025

Top 3 Tenant Complaints	January 2024	January 2025	YOY Change	2024 YTD	2025 YTD
Maintenance	9	9	0	9	9
Anti-Social Behaviour	13	3	-10	13	3
Account Management	6	3	-3	6	3

Table 4: Year to date comparison, January 2024 & 2025

	2024 YTD	2025 YTD	YOY Change
Total Complaints	41	23	-18

Opportunities

Solutions has created a "SWOT" (Strengths, Weaknesses, Opportunities, Threats) review. 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 the 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.

There were several complaints submitted and reviewed related to the approval and posting of tenant engagement posters. Tenants feel that there needs to be transparency around what is acceptable and what is not.

The Community Safety and Support teams are working with Solutions to create a process outlining what the regional teams look for when approving or denying tenant requested posters. The process will include a letter to tenants outlining the approval or the reason for denial and will provide an appeal process to follow if tenants feel they were wrongfully denied. This will be rolled out in Q2 and Q3, 2025, to all regions for consistency, transparency and fairness.

SIGNATURE:

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