

Toronto Community Housing



## Tenant Involvement in In-Unit Repairs

Item 8

September 8, 2023

Building Investment, Finance and Audit Committee

**Report:** BIFAC:2023-102

**To:** Building Investment, Finance and Audit Committee  
("BIFAC")

**From:** Vice President, Facilities Management and Acting Chief  
Operating Officer

**Date:** July 18, 2023

### **PURPOSE:**

The purpose of this report is to respond to a request made at the June 23, 2023 Building Investment, Finance and Audit Committee ("BIFAC") meeting to report back on the process through which tenants are involved in the approval of work completed in their units.

### **RECOMMENDATION:**

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

### **REASONS FOR RECOMMENDATION:**

### **BACKGROUND:**

Repairs completed in tenant units can either occur through planned capital projects managed by Facilities Management or through demand maintenance repairs, which are performed by Operations site staff or external vendors managed by Operations staff.

## **In-Unit Capital Repairs Managed by Facilities Management:**

### **A: State of Good Repair in Your Unit Program**

The State of Good Repair (“SOGR”) in Your Unit Program is a planned capital project that was developed to complete necessary specific interior repairs in tenant units. Each year, communities are selected for this program based on various factors, which include consultation with Operations and Facilities Management staff, needs identified in the Annual Unit Inspection (“AUI”) program and work order history. Under the SOGR Program, general unit repairs are completed ranging from simple repairs like replacing towel bars or closet doors up to, and including, full kitchen and/or bathroom renovations, as required.

All units within the selected communities are deemed to be participating in the program unless the tenant opts out. The units undergo inspections to determine the scope of necessary interior repair work. At the time of inspection, tenants are offered the opportunity to identify their concerns and needs for repairs within their unit. A scope of work is then created based on tenant feedback, and on the unit assessment completed by Facilities Management staff.

Upon completion of the work, a survey is delivered to every unit that participated in the program. Completed surveys are reviewed by the project lead, who conducts follow-up on any actionable items noted in the surveys. Tenants are also asked if they would recommend the program to other tenants.

Results of the 2021 survey were overwhelmingly positive. Overall, 31% of tenants participating in the SOGR program in 2021 replied to the survey with the following results:

- 90% of respondents indicated that they were satisfied with the overall program (75% responded being very satisfied); and
- 92% of respondents indicated that they would be likely to recommend the program to other tenants.

### **B: Capital Projects Supported by Planned Project Services**

The Planned Project Services (“PPS”) team’s primary objective is to improve tenants’ comfort within their units and to minimize disruptions while completing capital projects that have an in-suite component. This is accomplished by communicating the technical aspects and benefits of the

project in user friendly language (with materials being translated as required), managing tenant expectations and informing tenants of any project disruptions, timelines and changes. PPS acts as a single point of contact for questions or concerns for both tenants and building staff.

PPS notifies tenants of upcoming capital repairs before the work begins, to explain why it is being undertaken, how it will benefit them, the type of disruptions they can expect, and the supports that will be available (e.g. moving furniture, taking down and re-installing window coverings, etc.). The team also takes the opportunity to engage tenants and building staff on methods to reduce utility costs through reduction and conservation.

In 2022, the PPS team conducted tenant satisfaction surveys in 28 communities to assess upgrades, repairs, and communication on sites where capital projects had been completed.

PPS engaged over 2,700 tenants and received a response rate of approximately 86%. The results of the surveys were:

- 87% of tenants were satisfied with the quality of work performed;
- 93% were happy with the customer service provided;
- 79% reported that benefits of the project had been explained; and
- 97% received 24 hours' notice prior to contractors entering their units.

### **In-Unit Maintenance/Repairs Managed by Operations:**

#### **A: Quality Control**

TCHC staff in the Operations team engage in a rigorous quality control process that is built into process workflows and embedded in HoMES. All work done by vendors is initiated through work orders ("WO") that are routed and tracked through HoMES. On-site Superintendents are key to the process of inspecting work completed by vendors:

- When a front line staff creates a WO, it is assigned to the relevant vendor, who then receives it through the Vendor Café module of HoMES.
- Once the work has been completed by the vendor, they change the WO status to 'Vendor Completed-Pending Confirmation'.
- The site Superintendent will then be activated (through a HoMES notification) to visit the unit to confirm the scope of work has been completed by the vendor and that it is up to the required standards.

- If the work is not up to standard, the Superintendent will update HoMES to reflect that the WO is subject to a dispute and the reason why.
- The Vendor will be notified through Vendor Café that there is a dispute on the WO (and why) and that they will need to re-attend the site to address the deficiencies.
- Once all deficiencies are fixed, the vendor updates the WO status for the Superintendent to verify and confirm that the deficiencies were addressed.

## **B: Tenant Involvement**

Tenants have frequently indicated the need for their input to be included in TCHC's assessment of the completeness and quality of vendor-delivered in-suite work.

There were two initiatives rolled out from 2014 to 2018 under the 'Closing the Loop' banner. Based on learning from these previous initiatives, Management has been building out a project plan to initiate a six month pilot program to assess a portfolio wide roll-out based on the results of the pilot. This program will begin in Q4 2023 and will run through the end of Q1 2024 to gather tenant input and use this information to inform decision-making related to vendor management.

The program goals include:

- Keeping tenants informed and engaged in the work order process;
- Engaging a broad spectrum of tenants to provide feedback;
- Tracking tenant satisfaction with the quality of repairs; and
- Incorporating tenant feedback in the assessment of completeness and quality of work undertaken by vendors.

The initiative will be launched through the Client Care Centre in partnership with the Vendor Management and Contract Compliance teams.

The initial pilot program will be focused on the top ten work order categories and will focus on a randomized selection of vendors to evaluate. The program components include:

- Monitoring maintenance related work orders from tenants;
- Tracking the types of work order requests received;
- Capturing trends in response time and completion rates; and

- Implementing a follow-up process to contact tenants and gain feedback on:
  - Completion of work orders;
  - Quality of workmanship; and
  - Identifying services gaps and highlight concerns through tenants' feedback.

To ensure a broad participation and a good response rate, tenant contacts will be made between 4:00 pm - 8:00 pm, Monday through Friday.

**SIGNATURES:**

*“Allen Murray”*

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