



## Tenant Complaints Update

Item 4B

January 25, 2021

Tenant Services Committee

**Report:** TSC:2021-06

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

**From:** Chief Operating Officer

**Date:** January 7, 2021

### PURPOSE:

The purpose of this report is to provide the TSC with an update on the Solutions program enhancements, and complaints data and trends.

### 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 our tenants. TCHC has adopted a single-stage escalation model for tenant complaints, which is supported by the Solutions team.

### PROGRAM UPDATES

The Solutions team has implemented the following program enhancements to improve service delivery:

- 1. Staff Alignment & Structure:** Solutions staff will be aligned to regions and portfolios to provide an integrated approach to the management of complaints to bring them to a timely resolution. It will provide a dedicated point of contact for the regional teams and will allow

Solutions to work directly with the integrated teams to adopt a solutions-focused approach to the management of complaints.

2. **Complaints Resolution Training:** The Solutions team will be receiving standardized training aimed to drive complaints to resolution. The training will be co-developed Learning and Organizational Development (Human Resources) and Strategic Planning & Stakeholder Relations\, and will focus on customer service, communication, and the effective management of complaints through the use of simulation and case-based training.
  
3. **Process Improvement and Standardization:** The Solutions team will standardize workflow and processes to support the management of complaints in a more effective and efficient manner. This will involve the development of standard operating procedures to guide day-to-day departmental activities. As well, it will coincide with the development of the Complaints Policy, which includes tenant engagement and consultation as part of the implementation plan.

## COMPLAINTS DATA & TRENDS

In 2020, the Solutions team received 2,322 complaints, with an average of 194 complaints per month. The 2020 total exceeds the 1,271 total complaints received in 2019.

While there was an increase of complaints in 2020, there was a notable increase observed that coincided with the implementation of the Solutions communications campaign that was launched in August 2020. As part of the campaign, it aimed to raise tenant awareness on the different ways that tenants can report complaints to the Solutions team.

*Table 1: Total & Top 3 Complaints, Total and Monthly Average*

	2019		2020	
	Total	Monthly Avg.	Total	Monthly Avg.
Total Complaints				
Total	1,271	106	2,322	194
Top 3 Complaints				
Building Service	232	19	423	35

	2019	2019 Monthly Avg.	2020	2020 Monthly Avg.
Anti-Social Behavior	110	9	409	34
Building Staff	46	4	128	11

Of the 2,322 complaints, the top complaints categories were: 18% (423) building services, 17.6% (409) anti-social behavior, and 6% (128) building staff complaints. When compared to the previous year, there has been a year-over-year increase across all top categories.

*Table 2: Total & Top 3 Complaints Categories, QoQ & YoY Analysis*

	2019 Q4	2020 Q3	2020 Q4	QOQ Change	YOY Change
<b>Total Complaints</b>					
Total	499	771	650	- 121	+ 151
<b>Top 3 Complaints</b>					
Building Service	83	184	154	- 30	+ 71
Anti-Social Behaviour	62	133	122	- 11	+ 60
Building Staff	24	34	44	- 10	+ 20

In Q4 2020, there were 650 tenant complaints submitted, a decrease of 121 complaints from the previous quarter. While there was a decrease across the top complaints categories, the nature of the complaints remained consistent. The complaints for building services related to a variety of issues including elevators, plumbing, and pest control. As well, anti-social behavior complaints continued to be reported due to more frequent observations with the increase of tenants at home.

## **LEARNING FROM COMPLAINTS**

To support a culture of learning and continuous improvement, we use complaints data to improve tenant services and experience. Below is an example of how TCHC used tenant complaint data to improve how we deliver in-suite repairs to tenants.

Currently, vendors are required to attend to demand in-suite maintenance work within a specific timeframe. However, there are instances where vendors may not be able to attend within the required timeframe and this results in tenants waiting with no opportunity to receive on-going updates from the vendor. To improve our services, we will be requiring our demand vendors to call the tenants directly when en-route to perform demand in-suite maintenance work to provide them with an estimated time of arrival. This will be an additional requirement to providing a notice of entry to tenants prior to the commencement of in-suite work. The changes will ensure that tenants receive vendor updates directly and able to prepare ahead of the arrival of the vendor.

**SIGNATURES:**

*“Sheila Penny”*

---

Sheila Penny  
Chief Operating Officer

**STAFF CONTACT:**

John Angkaw, Senior Director, Business Operations  
(416) 981-4318  
John.Angkaw@torontohousing.ca