



Appendix B: Tenant Complaints Process Update

Toronto Community Housing Corporation (“TCHC”) is committed to providing a positive experience for our tenants and communities. TCHC has adopted a single-stage escalation point for complaints from tenants, which is supported by the Solutions team.

When a complaint is received by the Solutions team, it undergoes a three-step process: intake, investigation, and resolution. The complaints will be reviewed and resolved to the tenant’s satisfaction. If we are unable to meet the request, we will inform the tenant directly and provide the rationale.

PROGRAM UPDATES

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

- The complaints brochure has been translated into 18 languages spoken by TCHC tenants, which are available through the Solutions webpage. In addition, tenants have the ability to request translation into other languages.
- The complaints reporting line voicemail (416-981-6000) has been recorded to deliver the message in a clear manner, which was in response to feedback received at the last TSC meeting of September 25, 2020.

In addition, the Solutions team is leading the development of a Tenant Complaints policy, which outlines the organization’s principles and approach to the management of complaints. To ensure that tenant feedback is captured and integrated into the development of the policy, a tenant engagement and consultation plan will be included as part of the overall implementation plan. The Tenant Complaints policy is projected to be completed by Q1 2021.

COMPLAINTS DATA & TRENDS

In 2020, the Solutions team has received 1,844 complaints year-to-date, with an average of 184 complaints per month. This year-to-date total has already

exceeded the 1,271 total complaints received by Solutions team in 2019 at an average of 106 complaints per month.

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

	2019	2019 Monthly Avg.	2020 YTD	2020 Monthly Avg.
Total Complaints				
Total	1,271	106	1,844	184
Top 3 Complaints				
Anti-Social Behaviour	110	9	320	32
Building Service	232	19	304	30
Building Staff	46	4	100	10

Of the, 1,844 complaints, the top complaints categories are: 17% (320) anti-social behavior, 16% (304) building service unavailable/inadequate, and 5% (100) building staff complaints. When compared to the previous year, there has been a year-over-year increase across all categories.

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

	2019 Q3	2020 Q1	2020 Q2	2020 Q3	QoQ Ch	YoY Ch
Total Complaints						
Total	320	484	417	771	+357	+451
Top 3 Complaints						
Anti-Social Behaviour	27	74	80	133	+53	+106
Building Service	62	56	29	184	+155	+122
Building Staff	33	26	24	34	+1	+2

In Q3 2020, there were 771 tenant complaints submitted to the Solutions team, which represents a marked increase from the previous quarter and year. However, the increase in reported complaints coincides with the refresh of the complaints program through the targeted tenant communications campaign. With regards to the specific complaints categories, there was an increase of complaints of anti-social behavior. With the increase in tenants at home, it has enabled more frequent observations of anti-social behavior and reporting to the Solutions team. As well, there was an increase of complaints related to building services for a variety of issues including elevators, plumbing, exhaust fans, and pest control.

LEARNING FROM COMPLAINTS

To support a culture of learning and continuous improvement, the Solutions team will learn from the complaints data to further understand where improvement opportunities exist. As part of the refresh of the 2020/21 strategic priorities, a key initiative will be to adopt a data-driven approach that will use complaints data to inform performance and quality improvement initiatives. It will include regular reviews of complaints data to inform local rapid improvement initiatives and corporate initiatives to continue to deliver a positive experience for our tenants and communities.