



# Calgary Housing Company

2021 Resident Satisfaction Survey

*August 3<sup>rd</sup>, 2021*

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# Background and Objectives

## BACKGROUND

Calgary Housing Company (CHC) is a corporation owned by The City of Calgary that works with government, non-profit, and private sector partners to provide safe and affordable housing solutions for low- and moderate-income Calgarians. CHC operates and manages over 200 properties with over 7,000 subsidized and affordable housing units. CHC serves nearly 25,000 Calgarians every day.

In addition, CHC coordinates with other organizations to provide services such as community programs, social support initiatives, education, and outreach programs. Through direct and indirect programming, CHC makes changes in its residents' lives by helping them with housing needs and providing social support with appropriate agencies.

In order to gather important feedback, CHC commissioned Leger to conduct a satisfaction survey with current residents. This represents the third wave of this research, with previous waves taking place in 2017 (by NRG Research Group) and 2019 (by Leger). The objectives of the current survey are to build upon the results obtained in 2017, and to continue

to include (but not be limited to) elements related to service delivery, processes, and customer service. Specifically, the current research was designed to understand residents' opinions about, and satisfaction with, CHC's services.

# Background and Objectives

The Resident Satisfaction survey was conducted via telephone survey and online between May 31<sup>st</sup> and June 17<sup>th</sup>, 2021. In addition to the phone survey, an online survey was made available for participants who were unwilling/unable to take part in the telephone survey and upon their request. However, all respondents opted to take part in the telephone survey which is consistent with previous waves of research.

The sample frame consisted of residents across all districts (East, South and West) and all programs (Social Housing Tenants (SHU), Affordable Housing residents (AFF) and Low End of Market residents (LEM)). Soft quotas were set to approximate the distribution of records available across the regions/programs.

In total, 600 residents completed the survey, with final survey counts resulting in a good distribution of responses from all resident groups, below are the final counts by region and program. With respect to ownership, 37% of properties were CHC owned, 47% were City owned, and 17% were Provincially owned.

Column % n	South	West	East	NET
Social	28%	55%	45%	43%
	54	128	77	259
Affordable	26%	12%	7%	15%
	50	28	12	90
Low-End	35%	28%	39%	33%
	68	65	67	200
Rent geared to income	7%	3%	5%	5%
	14	7	8	29
LEM- PLRS Tenant	4%	2%	5%	4%
	7	5	9	21
NET	100%	100%	100%	100%
	193	233	173	599

Note: 1 respondent was unaware of their program

# Executive Summary

# Executive Summary

## Application and Move In Process

Residents are highly satisfied with the application and move-in process. Of those who were not satisfied with the lease signing process, the main recommendation for improving the process relates to simplifying the process in general. Specifically, 30% of respondents noted some aspect of the actual lease signing process as an opportunity for improvement (e.g., simplifying the process, shortening the process, providing more information, etc.).

Beyond the lease application process, nearly 9 in 10 residents were satisfied with the staff during the move-in process

- 92% believed that staff who signed the lease were professional
- 89% noted that the staff who did the move in inspection were thorough and professional

This is important to note as the 2019 survey did reveal that some residents had concerns with the lack of detail during the move-in process and inspection. The current results suggest that CHC has taken steps to improve this process, which is reflected in tenant satisfaction scores.

Finally, 85% of residents noted that they did not have any major problems during the move-in process (e.g., parking, elevator access, etc.).

## Condition of the Property, Home, Building

This area represents the greatest opportunity for CHC to improve resident perceptions. Specifically, residents reported low levels of satisfaction with the condition of their property (64%), their building (59%), and their home (69%), while 68% were satisfied with the level of safety and security in their building/home. These results are consistent with 2017 and 2019 results and have shown moderate levels of improvement over time.

These results are important to note as the results of the key driver plot revealed that the condition of the property and building represent areas of medium priority for improvements, while the condition of one's home is a priority area for improvement. This indicates that any improvements to these aspects of CHC will have an impact on residents' overall satisfaction with CHC.

When considering the top 3 issues/problems that have been experienced in their housing complex and/or building, residents noted that maintenance issues (32%), other tenants (17%) and unresponsive / poor communication (15%) were the top issues that they have experienced.

# Executive Summary

## Safety and Security

Overall, residents are relatively satisfied with the safety and security afforded to them in their building/property/home. Specifically, 73% of residents noted that they feel safe in their building/property, while 75% are satisfied with the security of their home. These results are important to note as results of the key driver analysis revealed that elements of safety and security are important drivers of overall resident satisfaction.

One area of concern relates to feelings of safety and security around one's property. Results revealed that only 59% of residents feel safe walking/running around their property at night, while only 61% are satisfied with the level of crime that occurs around their property. Thus, while residents are satisfied with their felt safety and security inside of their building/home, they do not necessarily hold the same views when considering the surroundings of their property/building.

When considering how to improve perceptions of safety and security, residents noted that CHC could:

- Provide better/regular patrolling (20%)
- Install security cameras (20%)

These two areas of interest directly relate to monitoring the surroundings of one's property/building, which is the greatest area of concern.

Despite these concerns, 71% of residents noted that they were satisfied with the timeliness of the response from CHC regarding safety concerns.

## Perceptions of Safety Differ by Property Type

When examining perceptions of safety and security across the various properties, results revealed that residents in high-rise buildings have more negative perceptions. Specifically, high-rise residents reported:

- Lower levels of safety and security in their home (59% satisfied vs. 76% satisfaction in townhomes and 64% satisfaction in low-rise buildings)
- Lower levels of safety in their building (64% satisfied vs. 78% satisfaction in townhomes and 72% satisfaction in low-rise buildings)
- Lower levels of felt safety walking/running alone around their property after dark (49% satisfied vs. 62% satisfaction in townhomes and 62% satisfaction in low-rise buildings)

Further, 53% of high-rise residents reported security issues as being one of the top issues/problems that they have encountered in their complex/building/home (vs. 25% for townhome tenants and 21% for low-rise tenants).

These results suggest that concerns pertaining to feelings of safety and security are much stronger in high-rise buildings than other property types.



# Executive Summary

## Maintenance and Repairs

Over 50% of residents noted that they have had a repair conducted within the last 6 months, while only 10% of residents have never had a repair done. In 66% of cases, the resident requested the repair from CHC, with 56% of requested repairs being conducted by a contract worker.

In 2021, plumbing was the top repair work undertaken (40%), which is consistent with 2019 (30%) and 2017 (46%). Understanding the incidence and type of repairs commonly requested can assist CHC in ensuring the appropriate mix and type of contractors are available.

Roughly two-thirds of residents (65%) indicated that they requested the repair from CHC. Of those who did request a repair, nearly  $\frac{3}{4}$  of residents indicated that the repair was completed in less than 1 week (71%). This has improved from 2019 in which only 67% of residents noted that their repair was completed within one week.

Overall, residents were very satisfied with repair work that was completed.

- Work was done in a timely fashion (79%)
- Satisfied with the quality of the work (82%)
- Satisfied with the courtesy of the building maintenance worker (93%)

These results suggest that, regardless of whether the maintenance worker was an employee of CHC or a contract worker, residents were satisfied with the quality of the work completed and the service provided to them.

## Contact with Staff

Overall, 48% of residents noted that they have had contact with CHC within the last month. Among residents who have contacted the CHC, the main reason for their contact was general maintenance requests (41%) followed by lease renewals (18%), which is comparable to the results found in 2019.

Results revealed that 4 in 5 residents are satisfied with their most recent interaction with CHC and are comfortable raising concerns or speaking their mind with CHC. Further, residents were highly satisfied with the degree to which they felt like they were listened to and treated with respect (84%). These results suggest that CHC continues to treat residents with a great deal of respect and ensuring that they are comfortable expressing their concerns. In addition to this, no demographic differences were found across satisfaction with recent interactions with staff, the ability to raise concerns/speak their mind and the degree to which they felt like they were listened to/treated with respect.



# Executive Summary

## Resident Satisfaction

Results revealed that 74% of residents are satisfied with the overall experience provided by CHC, while only 9% of residents indicated that they were dissatisfied with the service provided. These results suggest that the majority of residents are happy with the services offered, but there is an opportunity to improve the experience for the residents who are neither satisfied nor dissatisfied (17%). These results have remained largely consistent over time.

In addition to this, only two-thirds of residents believe that CHC cares about their well-being (66%), which is consistent with 2019. Further, comparable with 2019, 4 in 5 residents believe that CHC supports diversity and inclusion (78%).

## Personal Well-Being

Overall, 62% of residents noted that they have a positive quality of life, while only 13% of residents reported a negative quality of life. Residents who reported a positive quality of life indicated that one of the primary reasons behind this was that the CHC provides them with a good place to live (24%). Residents who reported a negative quality of life noted that this was largely due to personal reasons (e.g., health and financial issues).

One area that residents were less satisfied with was their connection to

others. Specifically, only half of residents (51%) believed that they know their neighbours well enough to be able to ask support if they need it, while 58% believe that neighbours pull together to help each other in need. Research to date has demonstrated the importance of forming social connections and a strong sense of belonging to their community, presenting an opportunity within CHC to try to establish ways in which they can foster a stronger sense of belonging and connection.

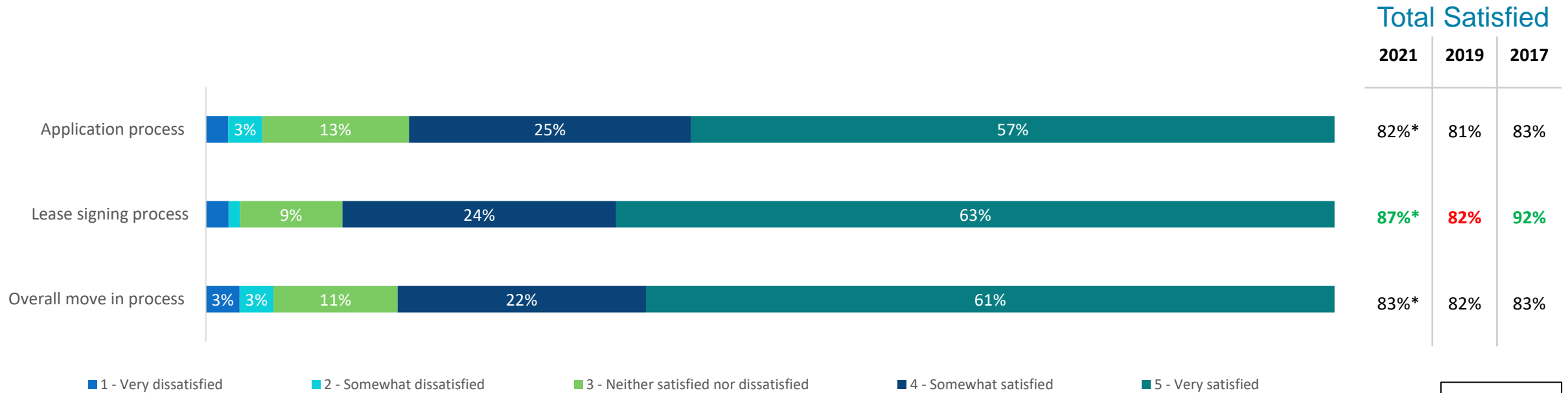
## Impact of COVID-19

Overall, residents indicated that they were highly satisfied with CHC's response to the COVID-19 pandemic. Specifically, residents believed that the response was quick (88%) and helpful (88%), while 92% of residents were aware of the efforts by CHC to limit the spread of COVID-19. These results suggest that CHC handled the COVID-19 pandemic in a very positive manner and residents were well aware of (and appreciative of) the efforts put forth by CHC).

Unsurprisingly, roughly 1 in 4 residents indicated that their mental and physical health has worsened since the start of the COVID-19 pandemic (30% and 25%, respectively). Further, 39% of residents indicated that their personal financial situation has worsened. Overall, few residents witnessed positive change in these areas through the course of the pandemic.

# Application and Move In Process

# Application and Move In Process



\*Rounding

Note: 2% and lower not labelled

Overall, residents of Calgary Housing Company noted that they were satisfied with the application and move-in process. These results have remained largely consistent over time, with less than 6% of respondents noting that they were dissatisfied with the application process, lease signing process, and/or overall move-in process.

No demographic differences were found.

Statistically higher than a previous year  
 Statistically lower than a previous year

# Ways in which the lease signing process could be improved

	n=216
<b>Complicated process / Confusing</b>	<b>14%</b>
<b>Slow service / Long process</b>	<b>12%</b>
Always room for improvement / Could have been better	7%
Lack of information provided / Confusing information	6%
Poor customer service / Rude staff	6%
Poor communication / Lack of contact	5%
Inconvenient location	4%
Poor walkthrough of unit / Poor inspection	4%
Rushed process / Felt pressured	4%
Untrustworthy staff / Dishonest staff	4%
Unhappy with unit / Not as discussed	4%
Poor hours of service / Inconvenient hours	4%
Slow response times / Hard to reach staff	4%
Damaged items / Items need replacing	3%
Lease must be renewed annually	3%

Mentions less than 2% not shown

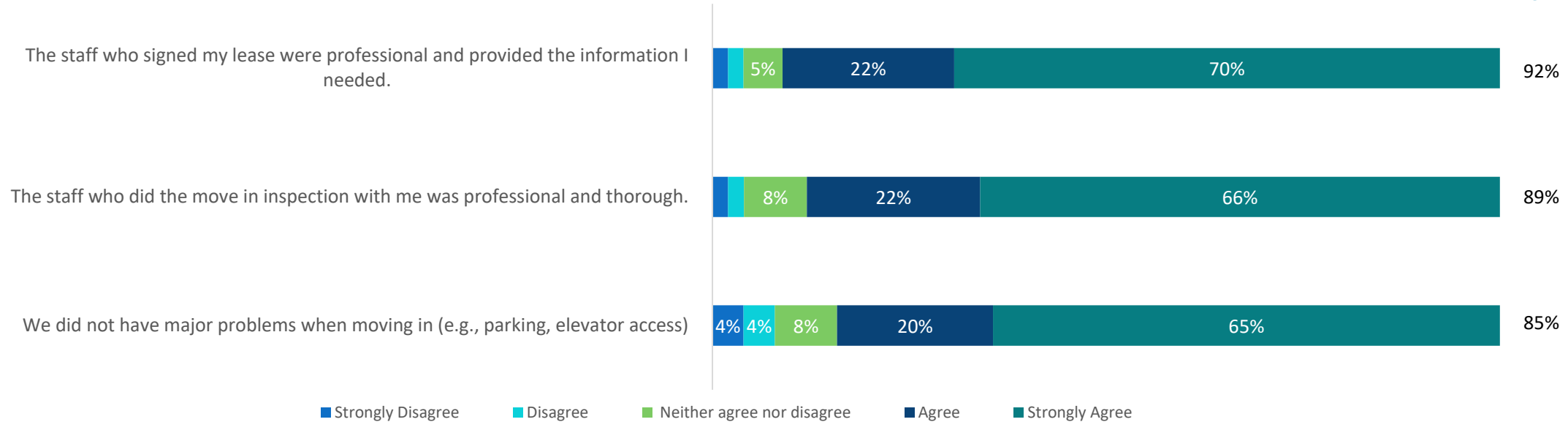
The largest opportunity for improvement when considering the lease signing process relates to simplifying the process as a whole. In total, 30% of respondents noted some aspect of the actual lease signing process as an opportunity for improvement (e.g., simplifying the process, shortening the process, providing more information, etc.).

Q2. Please explain why you gave a rating of [RESPONSE FROM Q1] for your satisfaction with the lease signing process? (open-end; multiple mentioned were allowed)

Base: Excludes those who are "very satisfied" with the lease signing process (n=216)

# Move-In Process

Total Agreement



Note: 2% and lower not labelled

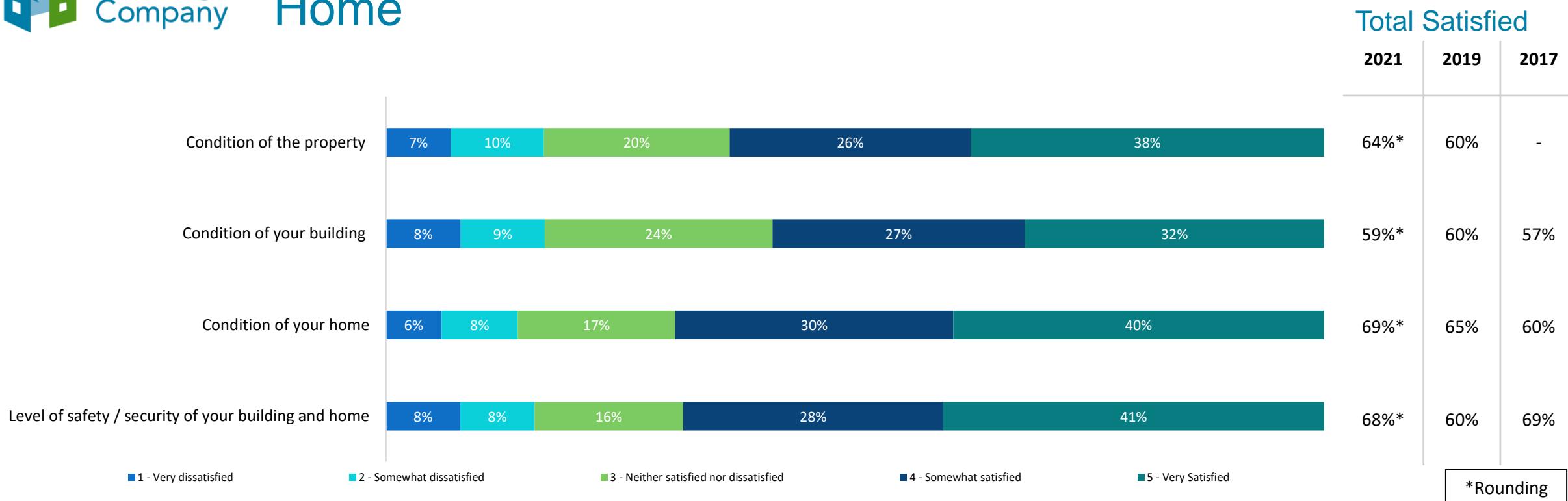
Approximately 4 in 5 residents noted that they were satisfied with the staff who signed their lease as well as the staff who did the move in inspection. Further, 85% of residents did not have major problems when moving into their unit, although residents in high-rise buildings were less likely to agree that they did not have problems moving in (74% agreement) compared to residents in townhouses (91% agreement).

No demographic differences were found.

# Condition of Property, Building and Home



# Satisfaction with the Condition of the Property, Building and Home



This area represents the greatest opportunity for CHC to improve tenant perceptions. These results are consistent with 2017 and 2019 results and have shown moderate levels of improvement over time.

Very few demographic differences emerged.

- **Condition of the property:** No demographic differences were found.
- **Condition of the building:** Residents from the West (60%) and East (67%) regions were more satisfied with their building than residents from the South region (49%). Further, residents in the Low-End program (64%) were significantly more satisfied with their building than those in other programs. Also, residents in townhouses were significantly more satisfied with the condition of their building (67%) than residents in high-rise buildings (43%).
- **Condition of the home:** Residents in the Affordable program were significantly more satisfied with their home (84%) than other programs. Further, low-rise residents were significantly more satisfied with the condition of their home (81%) than high-rise (71%) and townhouse (69%) residents.
- **Level of safety:** Residents in the Low-End program (75%) were significantly more satisfied with the level of safety and security in their building. In addition to this, residents in townhomes reported significantly higher satisfaction with their level of safety and security (76% satisfied) than residents in high-rise buildings (58%) and low-rise buildings (66%).

# Top issues/problems experienced in the housing complex/building

	n=526
Maintenance issues	32%
Other residents / Neighbors	17%
Unresponsive / Poor communication	15%
Lack of cleanliness	13%
Security issues	13%
Plumbing problems	10%
Garbage	8%
Parking	7%
Crime	7%
Loitering (eg. homeless, gangs, drug addicts)	6%
Pest control issues	6%
Age of building	6%
Problems with the elevator	5%
Need a more appropriate residence (eg. larger space, extra bedrooms, backyard, better neighborhood)	4%
Inadequate laundry facilities	3%
Appliances (eg. old, not working, need updating)	3%
Nothing	3%
Mentions less than 2% not shown	

The primary issue faced by residents relates to overall maintenance issues (32%).

In addition to maintenance, residents' top issues experienced in their complex/building were:

- Other resident (17%)
- Poor communication (15%)
- Lack of cleanliness (13%)
- Security issues (13%)

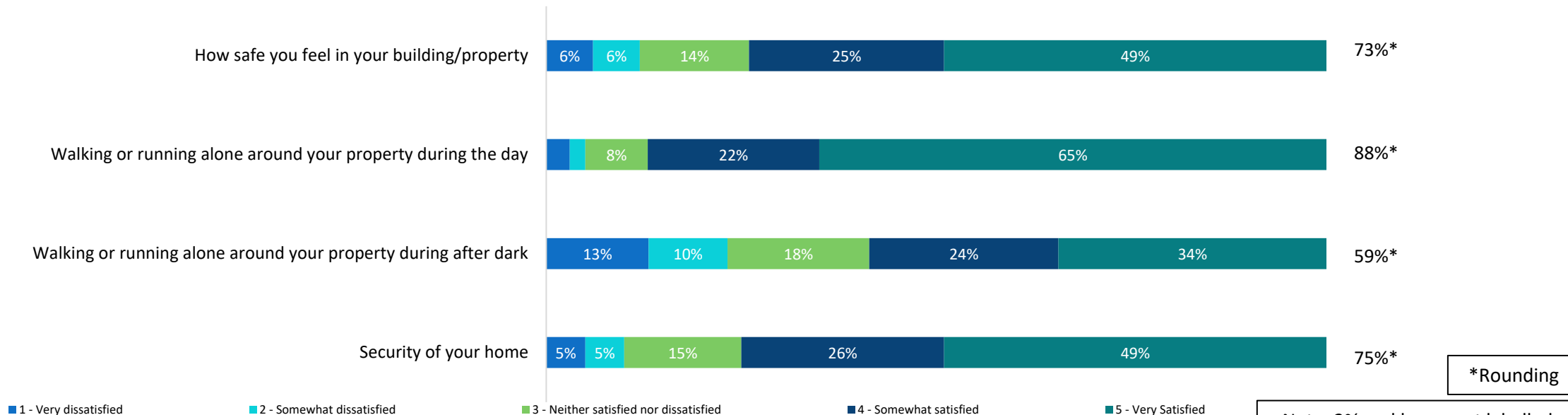
Q5. What are the top 3 issues/problems you have experienced in your housing complex and/or building that have made you dissatisfied? (Open-end; multiple mentioned were allowed)

Base: excludes those who are extremely satisfied withal aspects of their property/building/home (n=526)

# Safety and Security

# Feelings of Safety and Security

## Total Satisfaction



Overall, residents are relatively satisfied with the safety and security afforded to them in their building/property/home. One area of concern relates to walking or running alone around one's property at night, in which only 60% of residents noted that they were satisfied with this.

When examining property types, results revealed that high-rise residents were less satisfied with their levels of safety and security. Specifically, results revealed that high-rise residents were less satisfied with their felt safety in their building (64% satisfied vs. 78% for townhomes and 72% for low-rise) as well as their feeling of safety walking/running around their property after dark (49% satisfied vs. 62% for townhomes and 62% for low-rise)

Demographic analyses revealed that residents from the LEM program, those who identified as being Caucasian, and those without a disability were significantly more satisfied with all areas of safety and security than other residents. Further, men were significantly more likely to report great levels of felt safety while walking alone around their property after dark (71%) compared to women (51%).

Q6. Thinking about your personal safety, how satisfied are you with each of the following aspects of your property?

Base: Excludes those who indicated don't know/not applicable (n=576-600)

# Insights into Improving Safety

	n=309	CHC Owned (n=101)	City Owned (n=156)	Provincially Owned (n=52)
<b>On site security guard / Better security guard / Regular patrolling</b>	<b>20%</b>	23%	23%	8%
<b>Security cameras</b>	<b>20%</b>	15%	21%	25%
Better door locks / Better doors	12%	20%	7%	12%
Better lighting	11%	14%	5%	23%
Improved security	11%	9%	8%	25%
Improved control over people coming in and out	9%	6%	12%	8%
Eliminate loitering (eg. kids, homeless, gangs)	8%	12%	7%	4%
Safer location / Our neighborhood is unsafe	7%	7%	8%	4%
Proper maintenance of buildings	7%	6%	8%	6%
More responsive property managers	6%	3%	5%	17%
Police presence	4%	6%	3%	2%
Nothing	3%	2%	3%	2%

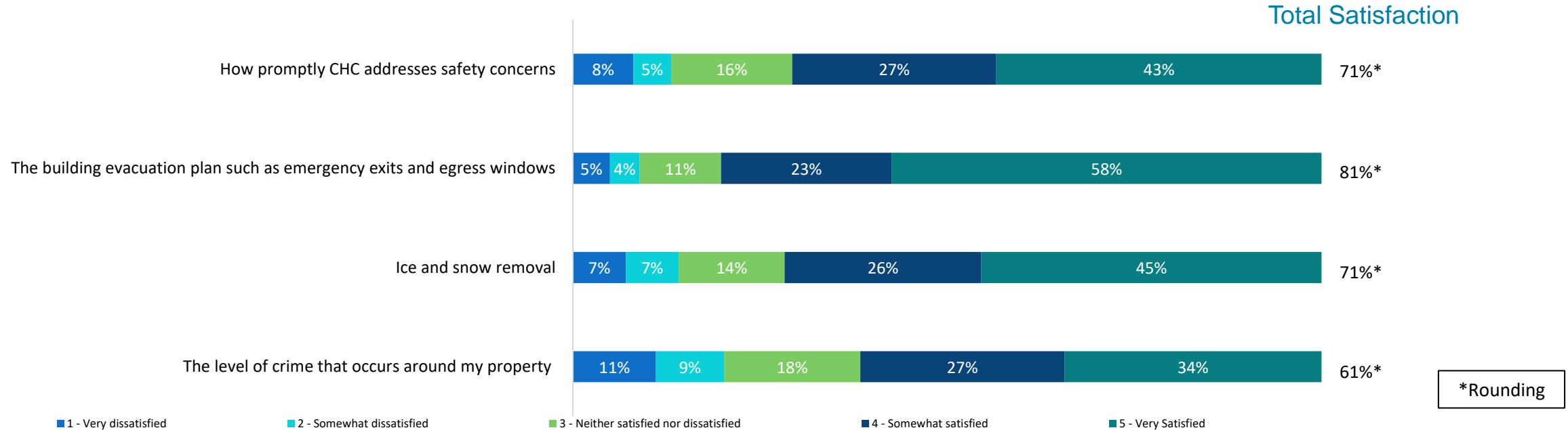
Total mentions less than 2% not shown

When asked what would help to improve feelings of safety and security in their building/property, residents noted an increased security measures would have the greatest impact. Specifically, residents noted that on site security guards (20%) and/or security cameras (20%) would have a positive impact on their feeling of felt safety and security.

Demographic analyses revealed that residents who were 55+ (34%) and from the South region (28%) were significantly more likely to note that an onsite security guard would impact their feelings of security and safety in their building / on their property.

Results further revealed that residents in high-rise buildings were significantly more likely to note that the presence of an on site security guard would improve their felt safety (43%), while residents in townhomes were significantly more likely to indicate that improved lighting would improve their safety (20%).

# Feelings of Safety and Security



Results revealed that nearly  $\frac{3}{4}$  of residents (71%) were satisfied with how promptly CHC addresses safety concerns, while only 61% were satisfied with the level of crime that occurs around their property. Residents from the Low-End program (67%) were significantly more satisfied with the level of crime that occurs around their property when compared to residents in the Social (58%) and Affordable (58%) programs. Further, 4 in 5 residents noted that they are satisfied with the evacuation plan (e.g., emergency exits and egress windows).

Overall, results revealed that residents are fairly satisfied with the degree to which CHC addresses safety concerns overall.

No other demographic differences were found.



# Maintenance and Repairs

# Time Period of Last Repair Work and Type of Repairs

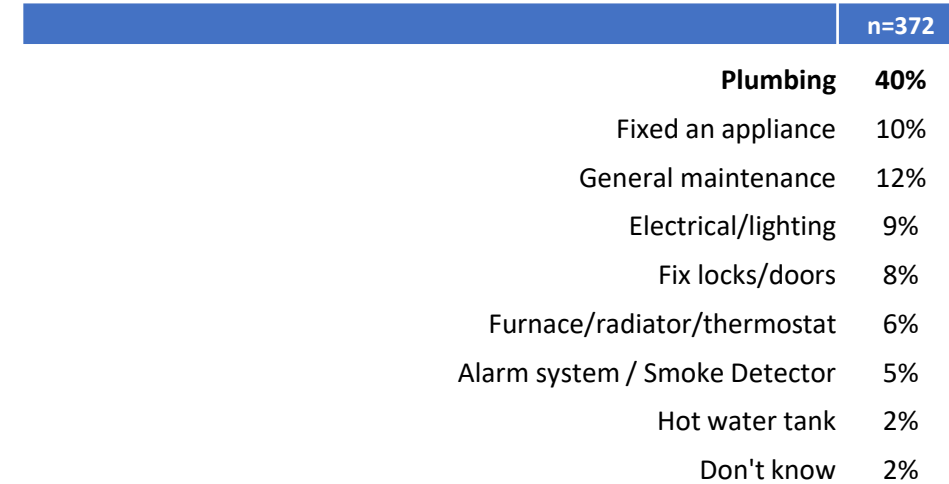
## Time period of last repair work



Nearly 50% of CHC residents have had repair work conducted within the last three months (43%), with roughly two-thirds of residents (63%) having had repair work conducted in the last year.

No demographic differences were found.

## Type of repair work undertaken (within the last year)



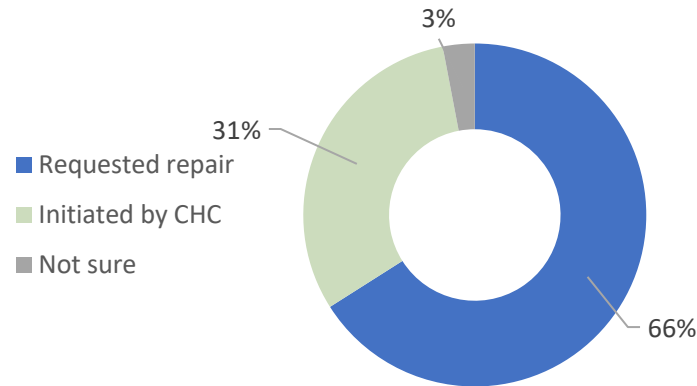
Mentions less than 2% not shown

In line with 2019 (30%) and 2017 (46%), plumbing continues to be the top repair work undertaken in 2021 (40%).

Understanding the incidence and type of repairs commonly requested can assist CHC in ensuring the appropriate mix and type of contractors are available.

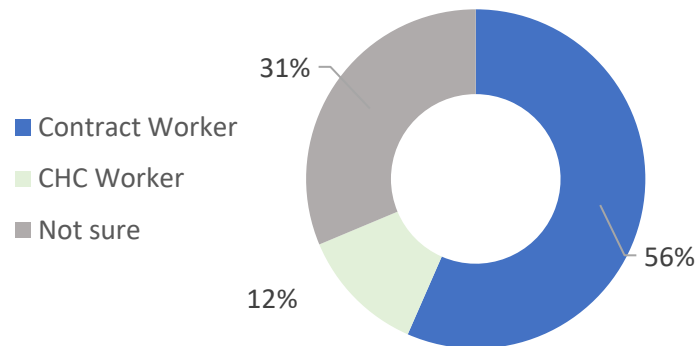
# Repair Request and Time Taken to Perform

## Did you request the repair or did CHC initiate it?



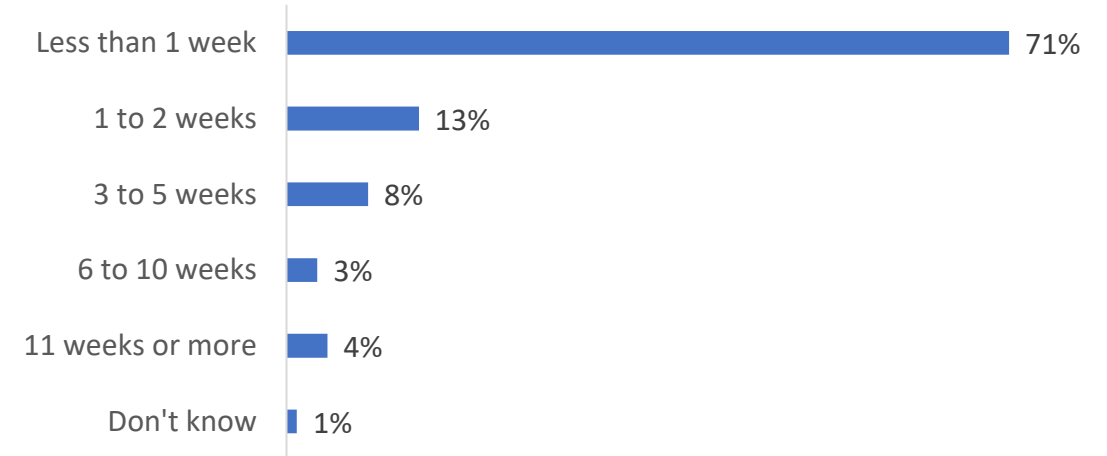
Q11. Did you request the repair or was it initiated by CHC? (Note: \* Indicates significant difference from 2019.)  
Base: excludes those with repair work done over 1 year ago (n= 372)

## Who was your repair conducted by?



Q12. Who was your repair conducted by?  
Base: excludes those with repair work done over 1 year ago (n=372)

## How long did it take for the repair to be completed (if requested)?



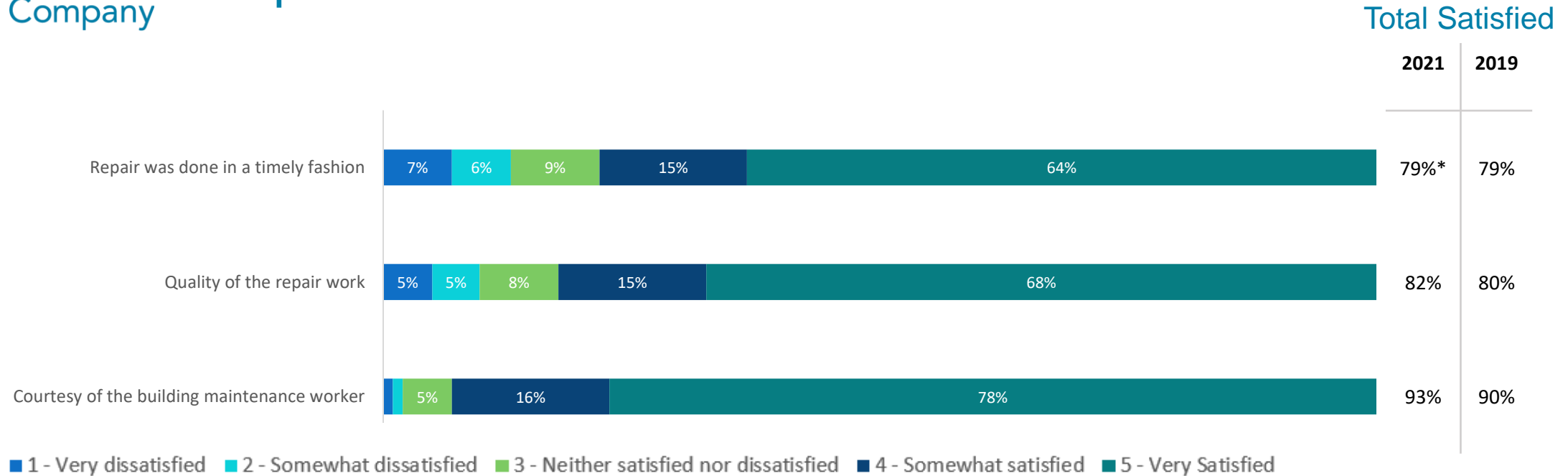
Q11B. If you requested the repair, how long did it take for the repair to be completed?  
Base: excludes those who did not request the repair (n=243)

Two-thirds of residents (66%) indicated that they requested the repair from CHC. Of those who did request a repair, 74% of residents indicated that the repair was completed in less than 1 week. This has improved from 2019 in which only 67% of residents noted that their repair was completed within one week.

56% of residents noted that their repair was conducted by contract worker. This finding was more prevalent in Affordable (60%) and Low-End (61%) programs, while residents from the East (18%) and Social (15%) programs were more likely to have had their repair completed by a CHC worker.

Overall, results revealed that, in comparison to 2019, residents who requested a repair from the CHC were serviced much faster. Further, as noted later, residents were very satisfied with the quality and timeliness of the work, as well as with the individual who completed the work.

# Repair Work Undertaken



Note: 2% and lower not labelled

\*Rounding

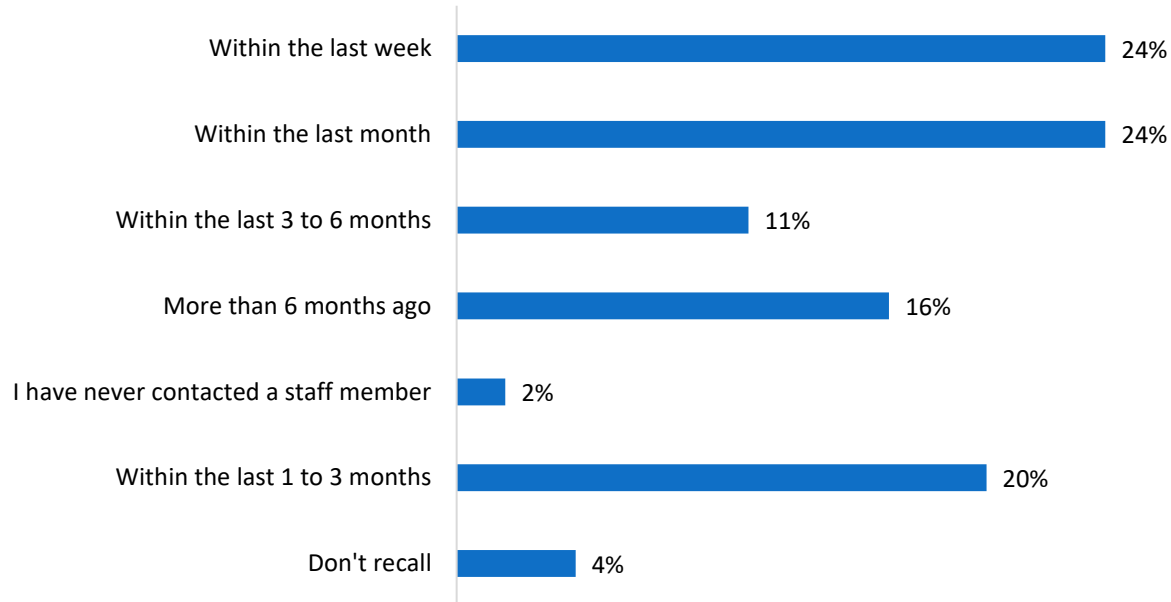
When considering the nature of the repair work undertaken, residents who have had repairs conducted were very satisfied with the timeliness of the repair (79%), the quality of the work (83%) and the courtesy of the maintenance worker (93%). While not statistically significant, all three areas demonstrated improvements across satisfaction scores when compared to the 2019 results.

No demographic differences were found.

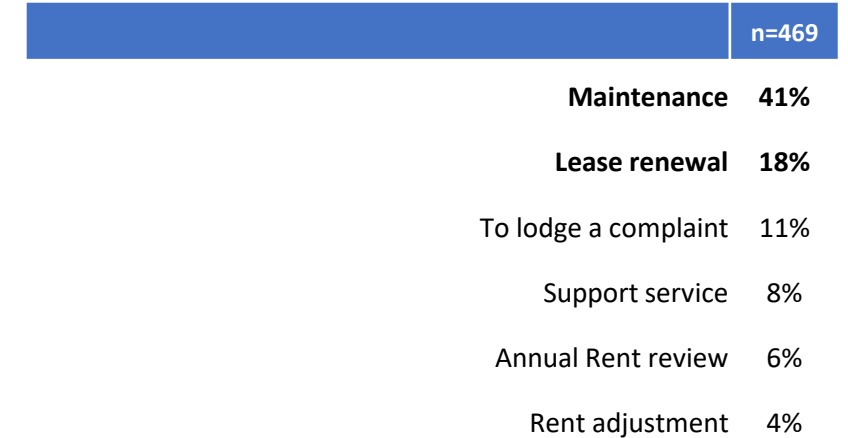
# Contact with Staff

# Point of Last Contact with CHC

Time period of last contact with CHC



Main reason for last point of contact



Mentions less than 3% not shown

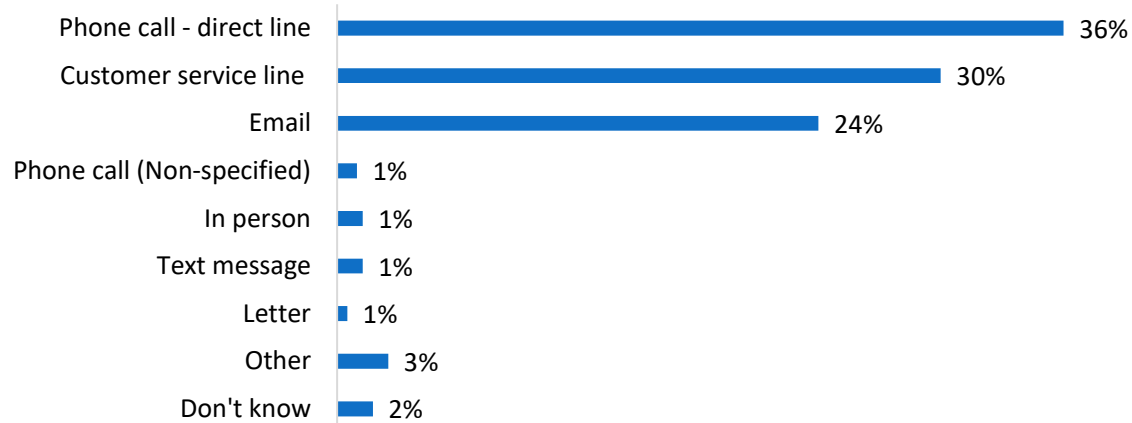
Overall, 48% of residents noted that they have had contact with CHC within the last month. Residents who are 55+ were significantly more likely to have contacted CHC within the last week (32%), while residents 35-54 were more likely to have contacted CHC within the last month (29%).

Residents who have contacted the CHC noted that the main reason for their contact with simply general maintenance requests (41%) followed by lease renewals (18%), which is comparable to the results found in 2019. Demographic analyses revealed that residents from the West region (46%) were significantly more likely to have reached out to CHC about general maintenance requests.



# Method of Communication with CHC – Previous and Preferred

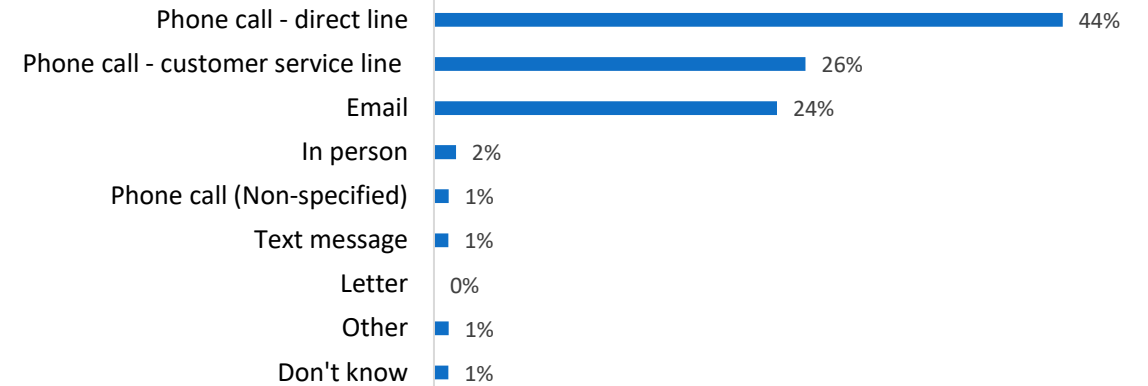
**Method of communication last used to connect with CHC**



Q16. What method of communication did you use to contact the Calgary Housing Company?  
Base: excludes those who have not had contact with staff in the six months (n=469)

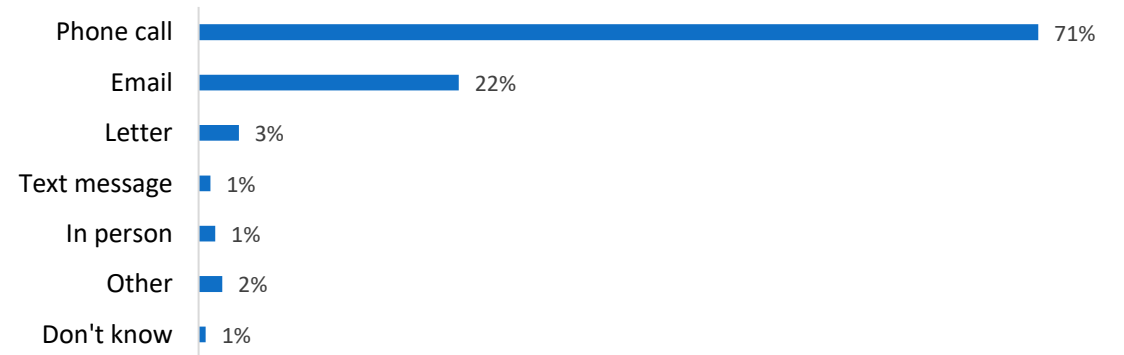
Consistent with the method of communication last used to contact CHC, 44% of residents indicated that their preferred method of communication is by a direct phone line, while 26% noted that they would prefer communicating through the customer service line. Very few residents have communicated via in-person, text message, or letter forms of communication. These results demonstrate the important of a direct line as well as email options for communication.

**Preferred method of communication to connect with CHC**



Q16B. What method of communication would you prefer to use to contact the Calgary Housing Company?  
Base: excludes those who have not had contact with staff in the six months (n=469)

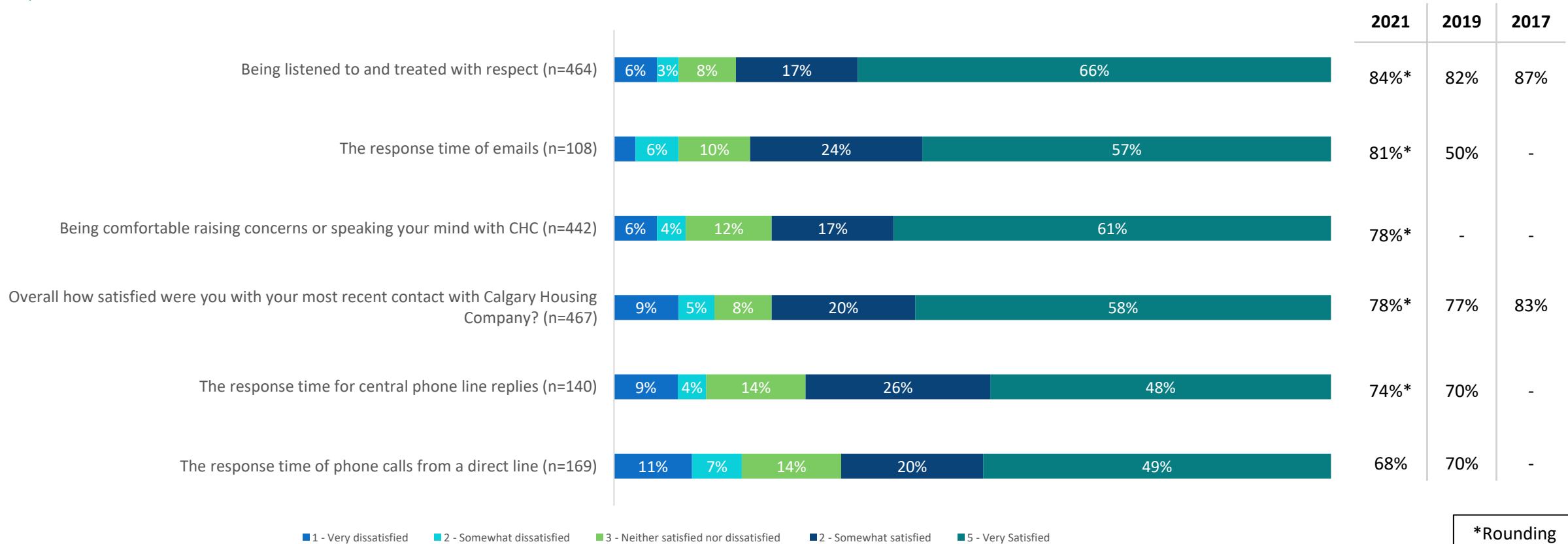
**Preferred method of communication for CHC to contact tenants**



Q18. In general, what is the best way for Calgary Housing Company to get in touch with you?  
Base: All (n=600)

# Satisfaction with Communications

## Total Satisfied



\*Rounding

Note: 2% and lower not labelled

Results revealed that 4 in 5 residents are satisfied with their most recent interaction with CHC and are comfortable raising concerns or speaking their mind with CHC. Further, consistent with 2019, residents were highly satisfied with the degree to which they felt like they were listened to and treated with respect (84% vs. 82% in 2019). These results suggest that CHC continues to treat residents with a great deal of respect and ensuring that they are comfortable expressing their concerns. In addition to this, no demographic differences were found across these three areas.

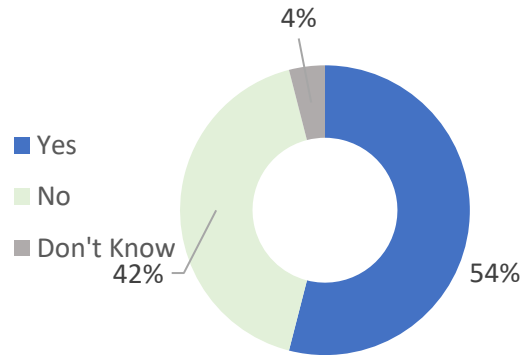
One area for improvement relates to the response time of calls from a direct line (68% satisfied). This is important to note given that direct lines are the preferred form of communication for residents.

Q17. When thinking about your most recent contact with Calgary Housing Company, please rate how satisfied you were with:  
 Base: Excludes those who have not had contact with staff in the six months and those who indicated don't know/not applicable (base sizes shown in table)

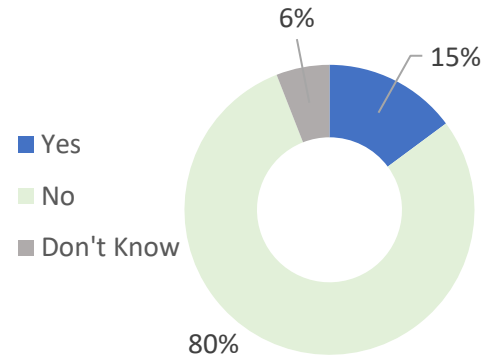
# Resident Support Services

# Awareness of Support Services Available

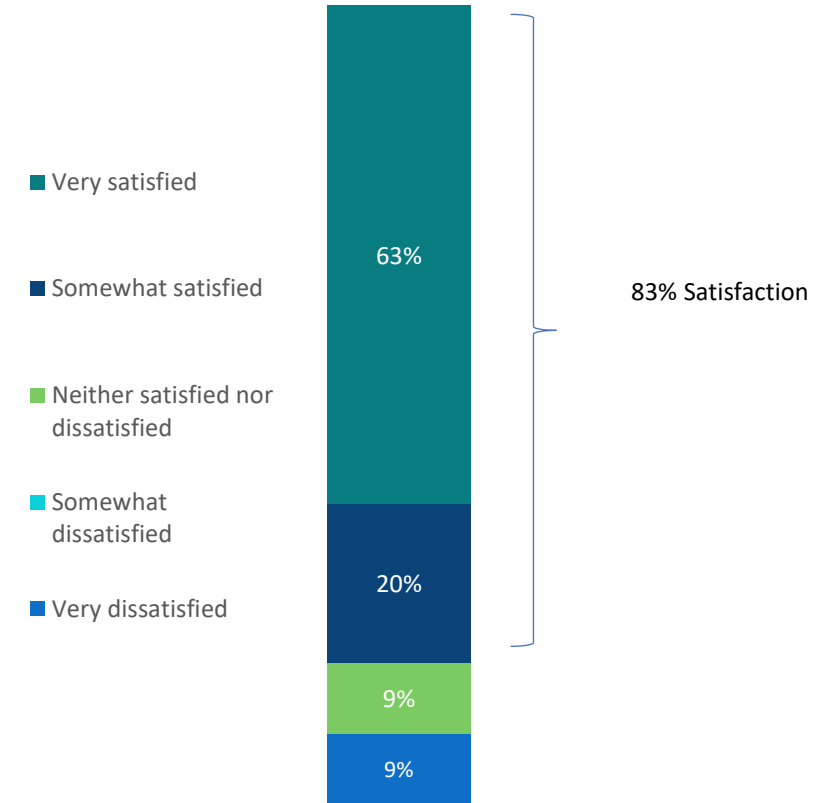
**Awareness of support services available through CHC's tenant liaisons**



**Use of tenant liaison services through CHC in the last year**



**Satisfaction with support services received**



Just over ½ of residents are aware of the support services available through CHC's tenant liaisons, which is a 7% improvement when compared to 2019. Results revealed that awareness is greatest among residents from the Social program (69% aware), while awareness was significantly lower for residents from the Affordable (50% unaware) and Low-End (58% unaware) programs. Further, single parents with children were significantly more aware of the support services available (62%).

Overall, only 15% of residents have used tenant liaison services through CHC in the last year. This was greatest among residents from the Social program (21%), as well as single parents (20%), and women (20%).

Q19. Are you aware of the support available to you through CHC's tenant liaisons?

Base: All (n=600)

Q20. Have you used the services of our tenant liaisons through Calgary Housing Company in the last year?

Base: All (n=600)

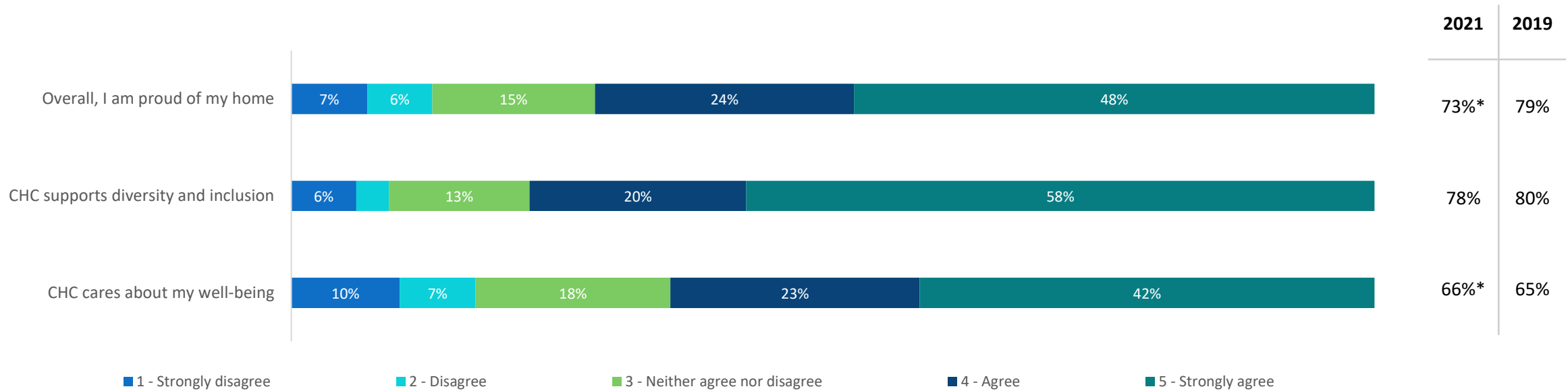
Q21. Please answer on a scale of 1 to 5, how satisfied you were with the support that was received?

Base: those who have used tenant liaison services in the last year (n= 80)

# Resident Satisfaction

# General Satisfaction with CHC

## Total Satisfied



\*Rounding

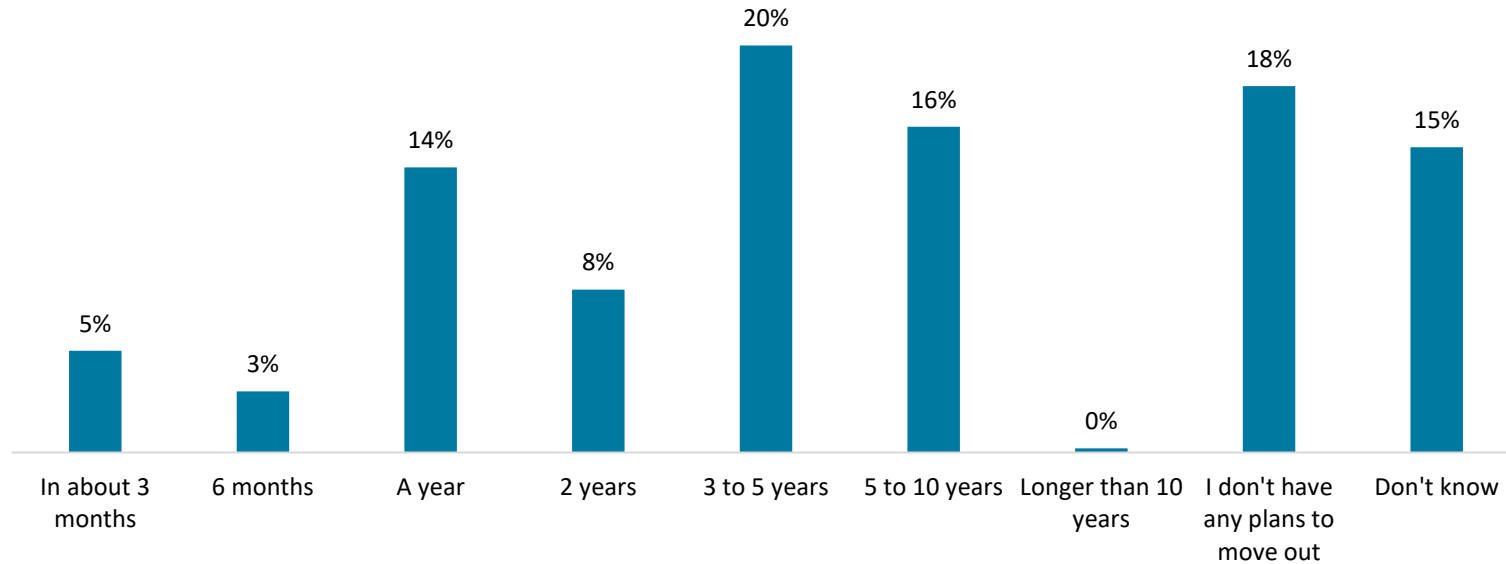
Note: 2% and lower not labelled

Results revealed that nearly ¾ of residents (73%) are proud of their home. Satisfaction with one's home was significantly higher in the Affordable program (80%) compared to other programs. Further, results revealed that residents in townhomes are significantly prouder of their home (77%) than residents in high-rise buildings (64%).

Comparable with 2019, nearly 4 in 5 residents believe that CHC supports diversity and inclusion (78%) while two-thirds believe that CHC cares about their well-being (66%). No demographic differences were found.



# Plans to move out of CHC Housing

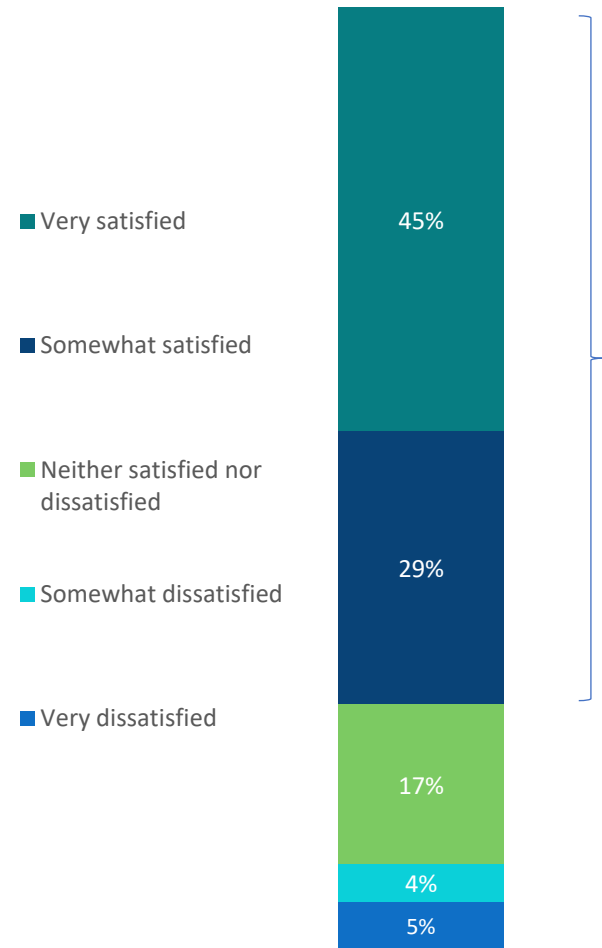


Results revealed most residents have no intentions to move out within the next year (22% plan to move out within 1 year), while 18% do not have any plans to move out at all. Residents 55+ were significantly more likely to indicate that they do not have plans to move out (32%), while those 18-34 indicated that they intend to move out within 1 year (18%).

# Drivers of Satisfaction

# Resident Perceptions of CHC

## Satisfaction with the overall service provided



Total Satisfied		
2021	2019	2017
74%	73%	77%

Results revealed that nearly ¾ of residents are satisfied with the overall service provided by CHC (74%). In addition to this, only 9% of residents indicated that they were dissatisfied with the level of service provided to them. This result has remained relatively consistent over time with only marginal fluctuations in satisfaction.

Q23. Thinking about all the services that CHC provides, how satisfied are you with the overall service?  
 Base: Excludes those who indicated don't know/not applicable (n=572)

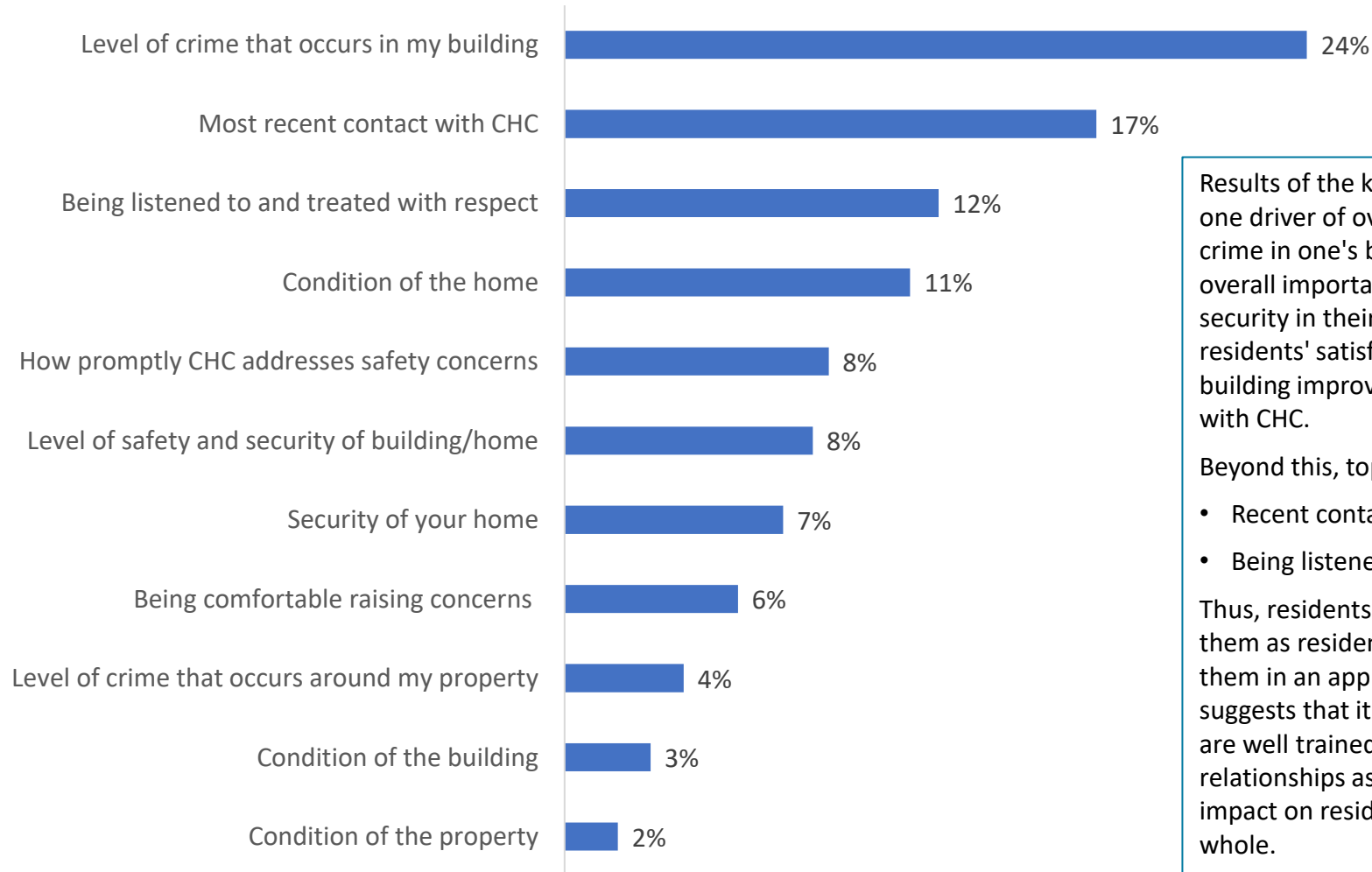
# Key Driver Analysis

## **What factors have a significant impact on overall satisfaction with the service provided by Calgary Housing Company?**

**Key Driver Analysis** – Determines areas of opportunity and of strength across each of the dimensions. Specific actions are identified with a focus on improving the service provided by CHC. The method uses regression to understand these key attributes and the analysis can be used to identify specific drivers of overall satisfaction. This information will provide important information pertaining to how to better prioritize specific features and services within CHC to help improve the overall tenant experience.

Using regression analysis (a statistical technique that measures the strength of the relationship between variables), all satisfaction touchpoints were investigated to determine; a) which areas had a significant relationship with overall satisfaction, and b) the relative weight of impact for each significant area. The higher a resident rates each of these areas, the stronger their satisfaction with CHC.

# Key Drivers of Satisfaction with CHC



Results of the key driver analysis revealed that the number one driver of overall satisfaction relates to the level of crime in one's building (24%). This demonstrates that the overall importance of CHC residents felt safety and security in their building/property. Specifically, as residents' satisfaction with the level of crime in their building improves, so too will their overall satisfaction with CHC.

Beyond this, top drivers of overall satisfaction are:

- Recent contact with CHC
- Being listened to and treated with respect

Thus, residents also need to feel as though CHC values them as residents and individuals and communicates with them in an appropriate and respectful manner. This suggests that it is important for CHC to ensure that all staff are well trained in customer service and resident relationships as these touch points have a significant impact on resident perceptions of the organization as a whole.

*\*Weights calculated using Relative Importance Analysis – an advanced statistical technique which deals with highly correlated variables such as these factors being analyzed. The model fit for this regression is 34% - meaning that 34% of the variation in overall satisfaction with CHC can be explained by these attributes. Multiple imputations were used due to missing data.*

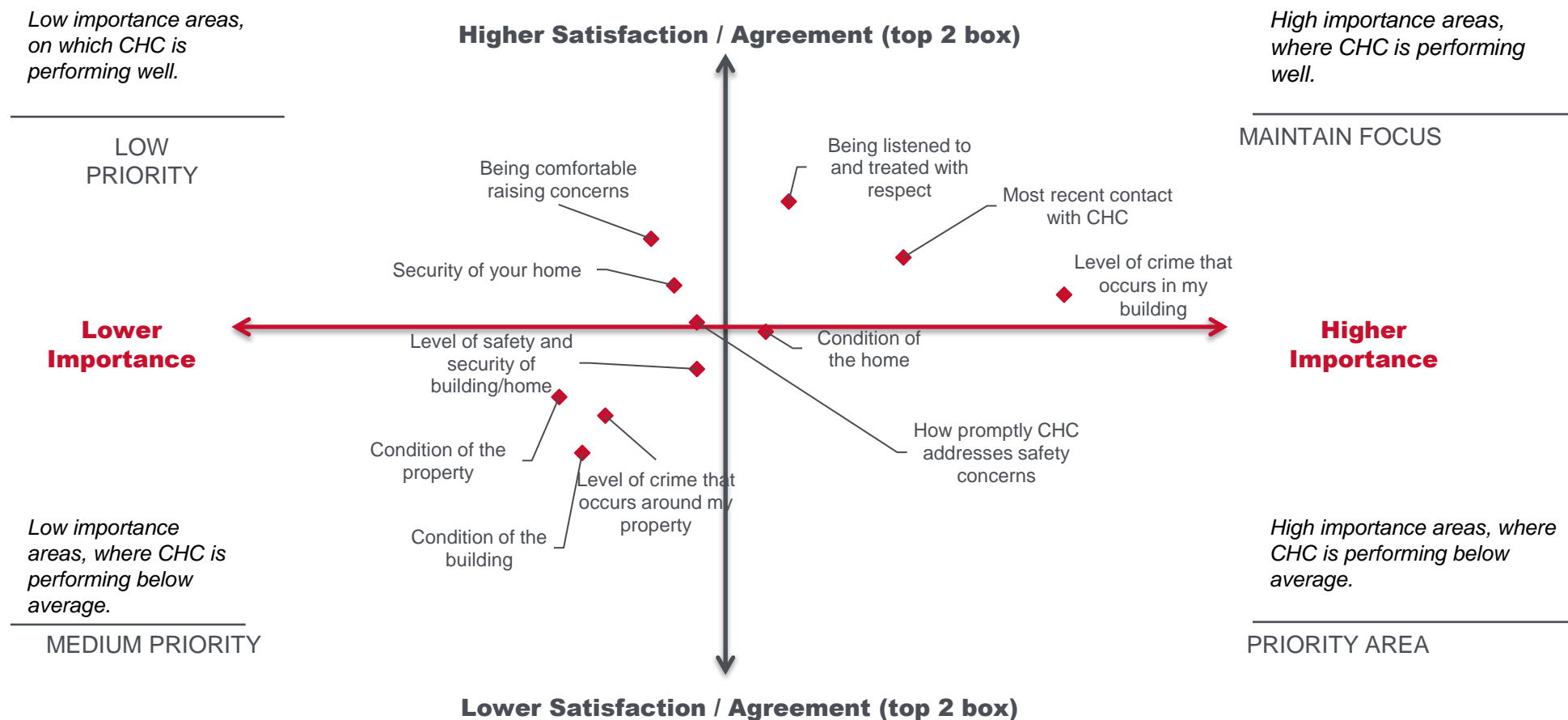
# Key Drivers Plot

A key driver plot relates the employee's importance of an attribute (x-axis – derived from the key driver analysis) with performance in this same area (y-axis – taken from top box scores). The importance relative to performance is displayed within four quadrants to identify the areas where actions will have the biggest impact and generate the most significant improvement.

- **Maintain focus** (high importance/high performance) represents the programs and services that are perceived as strengths.
- **Priority area of focus** (high importance/low performance) includes elements that may require immediate attention.
- **Medium priority area** (low importance/low performance) does not represent an immediate threat, however, internal discussions may consider exploring opportunities to improve upon these areas as they may become more pressing concerns over time.
- **Lowest priority area** (low importance/high performance) includes elements whose high qualities have no impact on the total employee satisfaction, so you may wish to consider allocating resources from these elements to other areas.

By taking the mean of scores on importance values and performance values we create an intersection that establishes the four quadrants. The crosshairs in each image are created by establishing the mean scores for performance and importance measures, which explains why there is no consistency across each of the quadrant displays.

# Key Drivers Plot

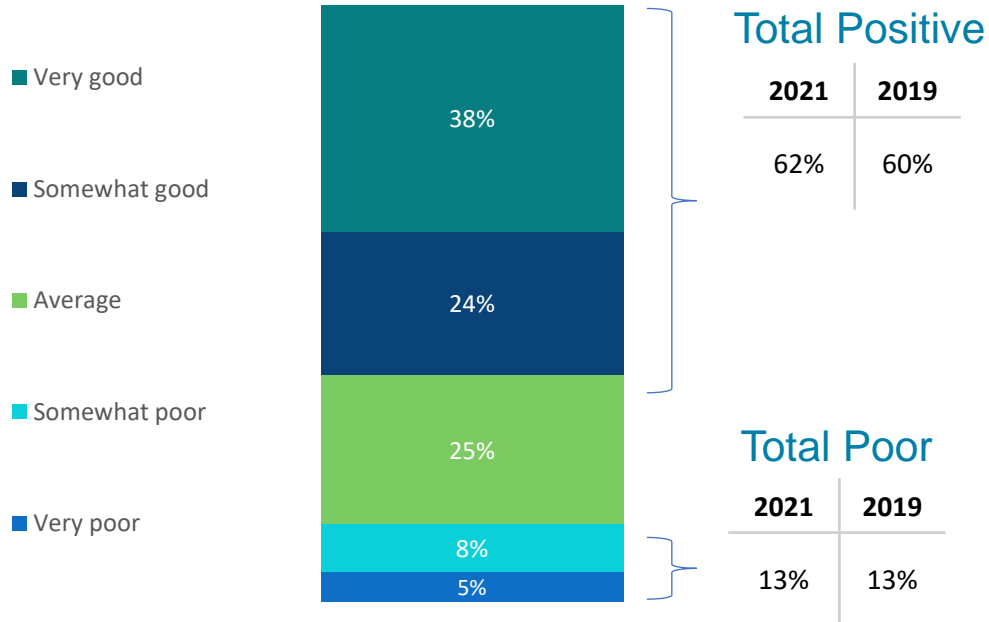


# Personal Well-Being



# 62% of residents have a positive quality of life

## Resident quality of life



While quality of life amongst residents is fairly positive (62% somewhat to very good quality of life), it is lower than the quality of life reported by the general population in Calgary. Specifically, the results of our Economic Perspective survey reveal a quality of life score of 79% (July 2021), suggesting that CHC residents do have a poorer quality of life when compared to the general population of Calgarians. Quality of life is highest amongst residents who are:

- 18-34 years of age (69%)
- In the Low-End program (65%)
- Have no disability (66%)

Conversely, quality of life is currently weakest across residents who are:

- In the Social program (54%)
- One person households (54%)
- Physically and/or non-physically disabled (46%)

Q27. How would you rate your overall quality of life today?  
Base: Excludes those who indicated don't know/not applicable (n=590)

## What's behind positive quality of life scores? (4-5/5)

	n=364
I'm very happy / I'm healthy / Satisfied / Life is good	34%
Good place to live (eg. safe, nice view, good location, good size)	24%
I have a good job / Business is doing well / I have a good income	11%
Housing is affordable / Reasonable rent	8%
COVID-19	6%
Don't know / Prefer not to answer	9%

Mentions less than 5% not shown

Q28. Please explain why you gave a rating of [4-5/5] for your overall quality of life? (open-end; multiple mentioned were allowed). Base: those who provided a quality of life score of 4-5/5 (n=364)

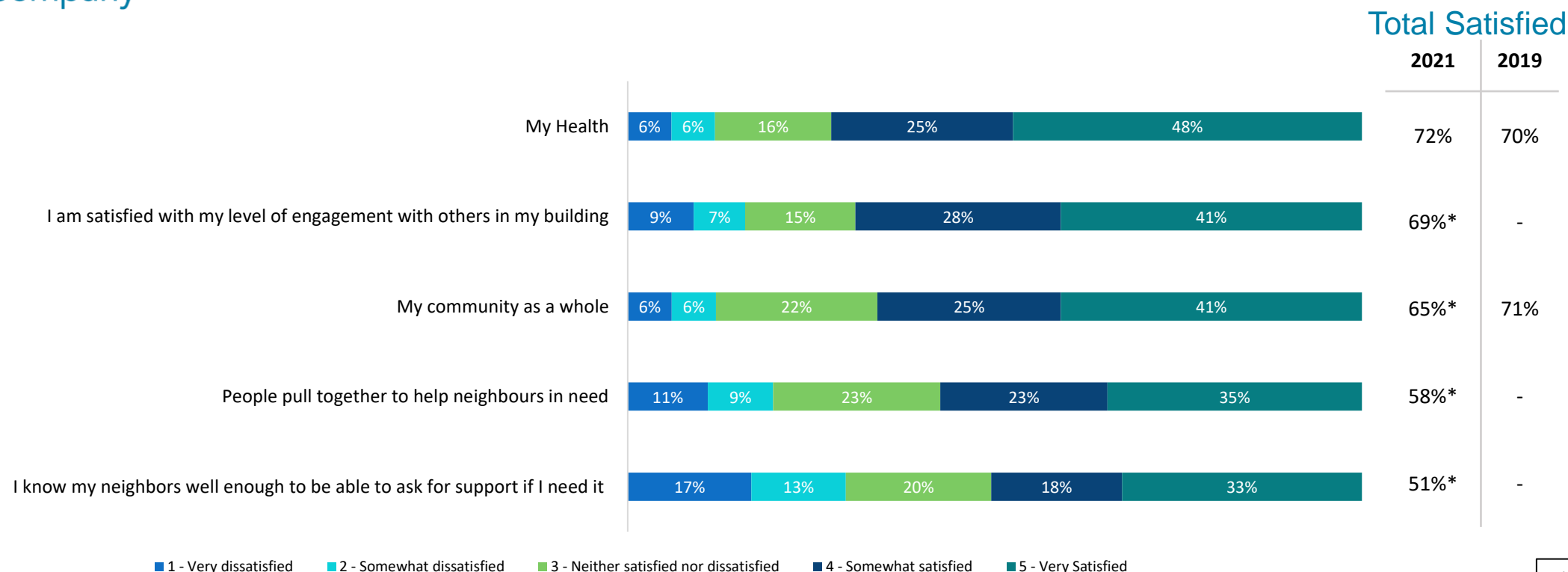
## What's behind negative quality of life scores? (1-2/5)

	n=76
Health issues / Mental health issues	29%
Financial troubles / High cost of living	20%
Home is uncomfortable (eg. mice, poor condition, noisy neighbours)	11%
Unemployment / Lack of jobs	11%
Poor communication/ Not responsive	9%
COVID-19	8%
Personal reasons (Non-Specified)	6%
Don't know / Prefer not to answer	9%

Mentions less than 5% not shown

Q28. Please explain why you gave a rating of [1-2/5] for your overall quality of life? (open-end ; multiple mentioned were allowed). Base: those who provided a quality of life score of 1-2/5 (n=76)

# Community Well-Being



\*Rounding

Results revealed that only ½ of residents (51%) believe that they know their neighbours well enough to be able to ask support if they need it, while 58% believe that neighbours pull together to help each other in need. A lack of connection to one's neighbours was highest among one-person households and single parents.

These results suggest that there may be opportunities to increase the overall sense of belonging and social connection to others within CHC properties/buildings to help improve overall quality of life and satisfaction.

# Impact of COVID-19

# CHC's Response to COVID-19

## Total Satisfaction

	CHC Residents	General Population of Calgarians
--	---------------	----------------------------------

I am aware of the efforts by CHC to limit the spread of COVID-19.	92%*	88%**
CHC's response has been quick enough	88%	62%**
CHC's response has been helpful	88%*	69%**

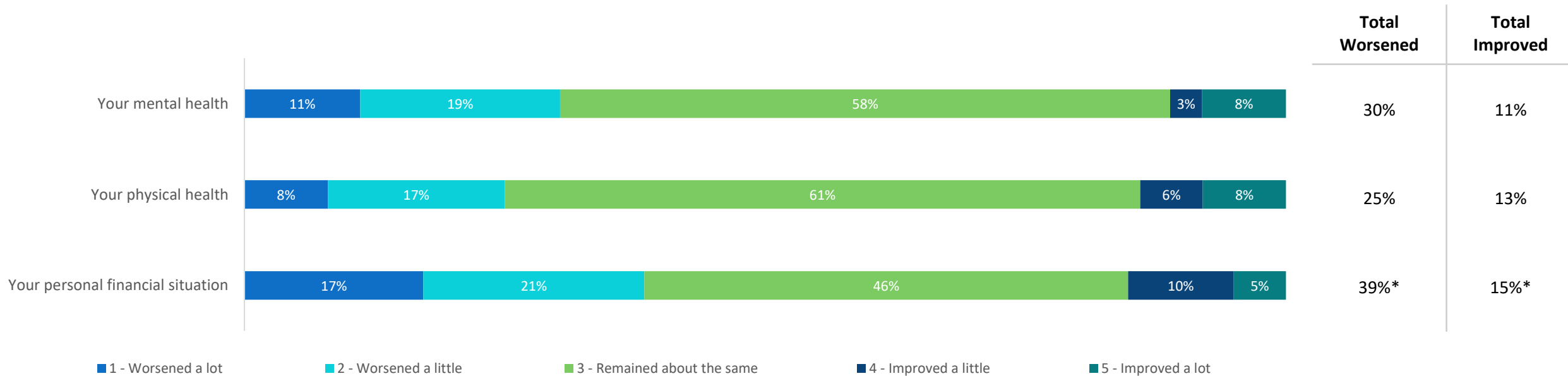
■ 1 - Strongly disagree    ■ 2 - Somewhat Disagree    ■ 3 - Neither agree nor disagree    ■ 4 - Somewhat Agree    ■ 5 - Strongly agree

\*Rounding

Overall, residents indicated that they were highly satisfied with CHC's response to the COVID-19 pandemic, especially in comparison to results from the Citizen Perspective survey assessing a general population of Calgarians. Specifically, residents believed that the response was quick (89%) and helpful (88%), while 92% of residents were aware of the efforts by CHC to limit the spread of COVID-19. These results suggest that CHC handled the COVID-19 pandemic in a very positive manner and residents were well aware of (and appreciative of) the efforts put forth by CHC).

Q31. When considering how CHC has responded to the COVID-19 pandemic, please tell me whether you agree or disagree with the following?  
 \*\* I am aware of the current efforts by **The City** to limit the spread of COVID-19, **The City's** response has been quick enough, **The City's** response has been helpful.  
 Base: Excludes those who indicated don't know/not applicable (n=465-475)

# Impact of COVID-19 on Residents



\*Rounding

Unsurprisingly, several residents indicated that their mental and physical health has worsened since the start of the COVID-19 pandemic. Further, 39% of residents indicated that their personal financial situation has worsened. Overall, few residents witnessed positive change in these areas through the course of the pandemic. Among those who did, 18–34-year-old residents were significantly more likely to note that their mental health (18%), physical health (22%), and personal financial situation (23%) improved throughout the course of the pandemic.

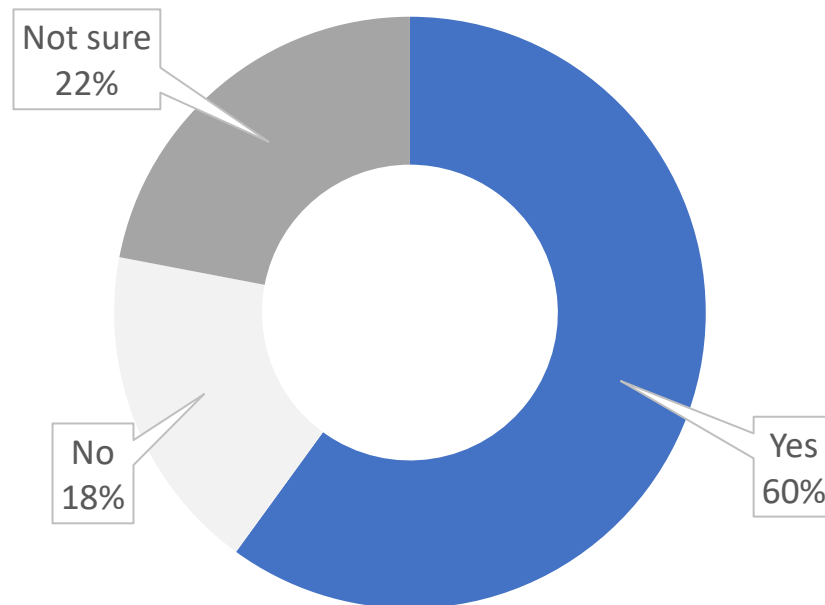
The 2021 Citizen Perspectives Survey – COVID-19 Snapshot #11 from July 2021 reported similar worsening of physical health (33%) and personal financial situation (34%), and greater levels of worsening of mental health (48%) for the general Calgary population compared to CHC residents. While the timing of these surveys differs by a month, these results suggest that affordable housing may have provided some degree of protection from the negative impacts of COVID-19.

Q32. Compared to before the COVID-19 pandemic began, would you say your [INSERT ITEM] has improved, remained the same, or worsened?  
 Base: Excludes those who indicated don't know/not applicable (n=574-579)

# Survey Feedback

# Questionnaire Feedback

## Do you believe CHC will act on the results of this survey?



Results revealed that only two-thirds of respondents believe that CHC will act on the results of this survey (60%). This is a significant decrease from 2019 where 80% of respondents believed that CHC would act on the results.

It is important to ensure that residents feel as though their voice has been heard. This can be done through distributing a 1-2 page summary of the key results and intended actions to help enhance the current service offering. By providing residents with a snapshot of the results CHC can demonstrate that the results of the current survey were received and that residents' voices were heard.

# Respondent Profile



# Respondent Profile

	2021	2019
n= 500	500	500
<b>Gender</b>		
Male	40%	42%
Female	57%	56%
Prefer not to answer	3%	2%
<b>Age</b>		
Between 18 and 34	28%	30%
Between 35 and 54	48%	46%
55+	22%	23%
<b>Member of LGBTQ+ community</b>		
Yes	7%	5%
No	84%	87%
Prefer not to answer	10%	8%
<b>Occupation</b>		
Employed/Self-employed, full-time	36%	33%
Employed/Self-employed, part-time	10%	15%
Looking for work	18%	15%
Parent/care giver	4%	6%
Retired	10%	9%
Unable to work	12%	16%
Student	4%	5%
Prefer not to answer	5%	3%

	2021
n= 500	500
<b>Ethnicity</b>	
White	42%
Indigenous Canadian	7%
Arab / Middle Eastern	6%
Black	25%
Chinese	1%
Filipino	3%
Japanese	1%
Korean	1%
Latin American	4%
South Asian (e.g. East Indian, Pakistani, Sri Lankan, etc.)	4%
Southeast Asian (e.g. Cambodian, Indonesian, Laotian, Vietnamese, etc.)	2%
Canadian (Unspecified)	2%
Prefer not to answer	5%

Note: Ethnicity was not broken out in 2019

	2021	2019
n= 500	500	500
<b>Disability</b>		
Yes	23%	29%
No	74%	71%
Prefer not to answer	2%	0%
<b>Type</b>	<b>117</b>	
Mobility issues	46%	47%
Deafness/limited hearing	9%	12%
Eyesight/visibility issues	14%	20%
Pain	19%	43%
Memory issues	13%	30%
Learning/developmental disability	30%	39%
A mental/psychological condition	41%	46%
Other		
disability/impairment	4%	15%
Prefer not to answer	8%	-

	500
n= 500	500
<b>Time in Canada</b>	
I was born in Canada	52%
I was born in another country, and have been living in Canada less than five years	6%
I was born in another country, and have been living in Canada between five and 10 years	14%
I was born in another country, and have been living in Canada between 10 and 20 years	15%
I was born in another country, and have been living in Canada more than 20 years	10%
Prefer not to answer	2%
<b>Household Makeup</b>	
One-person household	30%
Single parent with children	33%
Adult couple with no children	6%
Adult couple with children	22%
Multifamily household (parents, brother, + family)	3%
Live with a roommate(s)	3%
Refused	3%