



## 2023 Tenant Survey

Item 8

April 11, 2024

Tenant Services Committee

**Report:** TSC:2024-14

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

**From:** Acting Vice President, Strategic Planning and Communications

**Date:** March 14, 2024

### **PURPOSE:**

The purpose of this report is to provide the TSC with the initial results of the 2023 Tenant Survey for Toronto Community Housing Corporation (“TCHC”).

### **RECOMMENDATIONS:**

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

### **REASONS FOR RECOMMENDATIONS:**

The 2023 Tenant Survey Report (Attachment 1) has been drafted by Forum Research Inc., to provide the responses of tenants to each of the questions asked on the survey. The responses give us a high-level understanding of tenants’ experiences living in TCHC buildings and their perception of the customer service they receive in key service areas. Further analysis is currently being conducted and will be brought to TSC and the Board in June.

### **BACKGROUND:**

TCHC’s Tenant Survey is a vital data collection tool used to assist TCHC in measuring the effectiveness of its operational and service models. The feedback received identifies what works well and areas where our tenants are less satisfied, as well as helping identify issues that are most important to them so they can be prioritized for future action.

In 2021, a large-scale redesign of the Tenant Survey was conducted to make the survey more accessible and effective. The survey was mailed out to all TCHC households to increase the sample size and online, phone, and translated options were made more accessible for tenants who preferred or required them due to a disability or language barrier. Additional marketing methods like social media were also used to ensure the survey reached as many tenants as possible. In 2021, 22% of all TCHC households participated in the updated Tenant Survey, compared to just 5-7% in previous years.

The 2023 survey built on the successes of 2021, and new marketing methods like the tenant email newsletter were also leveraged to continue spreading the survey's reach in TCHC communities. The 2023 survey was conducted November to December 2023 and had a 20% response rate. While this response is slightly lower than in 2021 (22%), the number of people who completed each question went up (e.g. in 2021, many tenants skipped questions they were not interested in or comfortable answering, and tenants completed more questions in 2023). This indicates a higher level of engagement and a higher level of trust between tenants and TCHC.

Prior to 2021, only about 5% of surveys were completed online. In 2021, this jumped to 45% and we saw a further increase to 50% in 2023. As digital channels continue to be adopted by TCHC and tenants, we expect this number to continue rising in future survey cycles.

This initial reporting from Forum Research shows increases in satisfaction across nearly all service areas since 2021. Satisfaction with building cleanliness saw a slight decrease of 1%, and it is assumed that this is due to the ending of increased COVID-19 cleaning protocols. Other service areas saw increases in satisfaction of 2-5%, and very significant increases were seen in satisfaction with communications to tenants (27%) and overall satisfaction with TCHC (23%).

Additional analysis in the coming months will focus on differences in satisfaction between demographic groups, what changes in key service areas have led to increased satisfaction, and how to leverage the survey results to inform key strategic initiatives. Further findings will be presented to TSC and the Board of Directors in June 2024.

**SIGNATURE:**

*“Ada Wong”*

---

Ada Wong  
Acting Vice President, Strategic Planning and Communications

**ATTACHMENT:**

1. 2023 Tenant Survey Report

**STAFF CONTACT:**

Ada Wong, Acting Vice President, Strategic Planning and Communications  
647-458-1820  
Ada.Wong1@torontohousing.ca

Toronto Community Housing



# 2023 Tenant Survey

April 2024





# Background

## Toronto Community Housing

- Largest social housing provider in Canada serving over 89,000 residents in Toronto
- In 2020, Toronto Community Housing (TCH) implemented a restructuring plan to better serve their tenants, including a new culture model.

## Overall Goals

- Increase tenant engagement
- Improve survey for length and clarity
- Maximize response rate
- 20% response rate from tenant sample list
- Deliver actionable insights and inform strategic planning

## Research Objectives

Measure tenant satisfaction and find ways to better understand TCH tenants

Assess TCH's current performance relative to the results of past surveys (where possible)

Accurately measure the demographic make-up of tenants to inform program service delivery



# Research Methodology

## Quantitative Survey

The survey assessed tenant satisfaction with a focus on:

- Communication evaluation
  - Client Care Centre
  - Annual Rent Review
  - Satisfaction with cleanliness/maintenance
  - Satisfaction with security/safety
  - Satisfaction with additional support services
  - Involvement of the community
  - Impressions of Toronto Community Housing
  - Sentiment towards being a TCH tenant
  - Opinion on upcoming online service
  - Demographics
- A paper version of the survey was sent to all TCH tenants
  - Each address was given a unique access code to fill out the survey
  - Survey completions were obtained through:
    - Option for phone completes (n=29)
    - Paper completes through mail (n=4029)
    - Online completes (n=4076)
      - SMS invitation (n=3136)
      - Online link on mail invitation (n=940)



### Tenants

Sent to 41,000 Toronto Community Housing Units.  
n = 8,134 (total number of completes)  
Response rate = 20%



### Method

Tenants were contacted via mail with a unique access code to: complete and mail back the paper survey, complete the survey online, or complete the survey over the phone by calling the provided number.



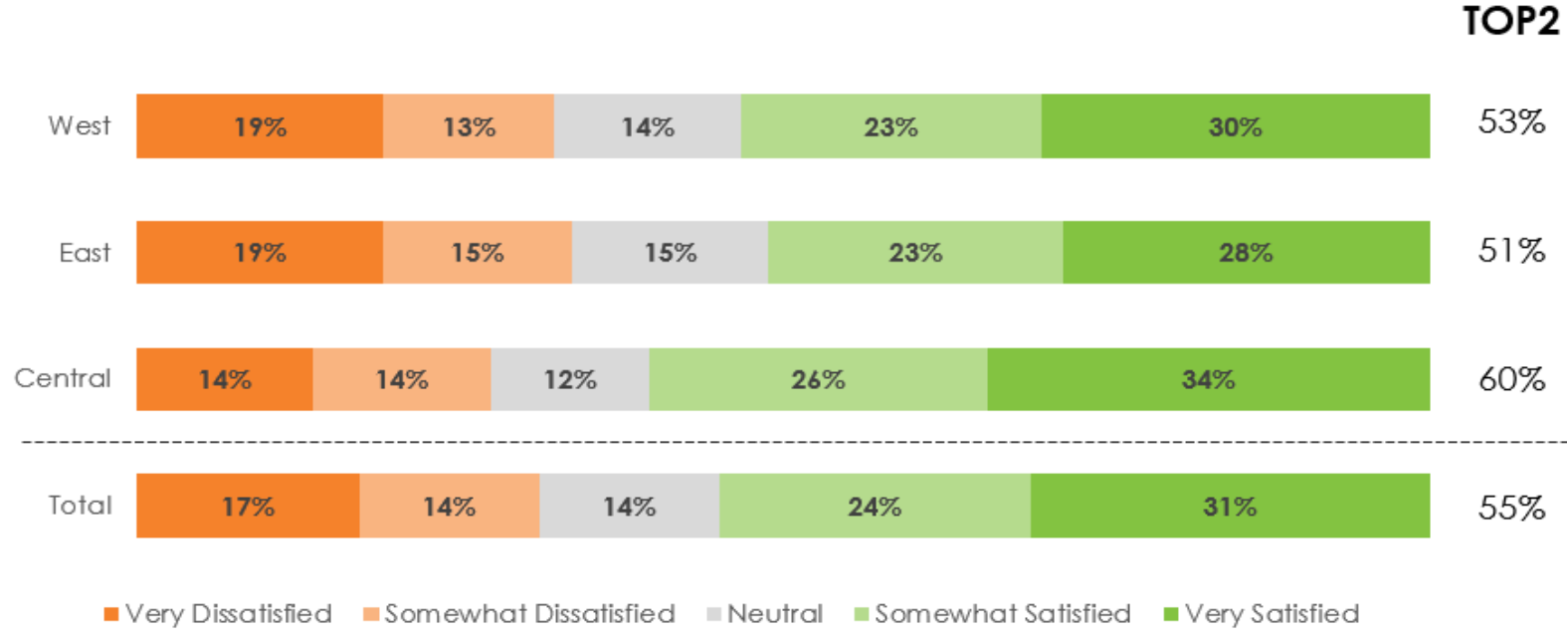
### Timing

November 06<sup>th</sup> – December 22<sup>nd</sup>, 2023



# Interpreting This Report

- Where applicable, mentions of TOP2 reference the collected top two positive responses. For example, a TOP2 grouping referred to as “satisfied” may be the combined result of “very satisfied” and “somewhat satisfied”.
- Due to rounding, numbers presented throughout this report may not add up to the totals provided. For example, in some cases, the sum of all question values may add up to 101% instead of 100%. Similar logic applies to TOP2 groupings.
- The footnote on each page indicates the related question from the survey questionnaire, the sample sizes of the related data, and the sample framework used in the analysis.
- Trending data from the 2021 report were included when applicable.
- Throughout the report, statistically significant differences between groups have been called out in text boxes alongside charts. An example is shown below:





# Key Findings

Executive Summary & Recommendations





# Executive Summary

In general, valid responses for most questions are higher in this year compared to 2021, despite a slightly lower response rate (i.e., fewer people overall completed the survey, but more of the respondents completed the whole survey rather than skipping questions). This shows that tenants are more comfortable providing their insights than in previous years.

Overall, in 2023, tenants were generally satisfied with Toronto Community Housing, with more than half (TOP2: 56%) of tenants mentioning that they were satisfied with TCH, a significant increase from 2021 (TOP2: 33%). When asked about specific areas within TCH, the following key measures presented opportunities for growth and improvement: *(Slide 12-19)*

- Involving tenants in the decision-making process (TOP2: 39%),
- TCH's current programming and services offered (TOP2: 39%), and
- Connecting tenants with support services (TOP2: 41%).

Since the tenants were not actively recommending TCH as a good place to live (NPS: -8), working to improve the overall satisfaction and support offered will increase the promotion of TCH by residents. *(Slide 11)*



# Executive Summary

In the vast majority of service areas, satisfaction has gone up, compared to 2021. 3 in 5 (TOP2: 60%) tenants across all regions were satisfied with service from the Client Care Centre, a slight increase from 2021 (TOP2: 55%). When asked about other customer service areas, these key measures presented opportunities for growth and improvement: *(Slide 21-28)*

- Service provided by Community Safety Unit staff (TOP2: 50%), and
- Staff availability (TOP2: 52%).

On the other hand, about half of the tenants felt satisfied with how easy it was to make a complaint (TOP2: 53%) and with the staff response times to their complaints (TOP2: 49%) *(Slide 25-26)*

Tenants were generally satisfied with TCH's communications, with 3 in 5 (TOP2: 58%) tenants expressing satisfaction overall with the communications they received from TCH. *(Slide 33-35)*

- The most commonly used communication sources for tenants were letters (48%) and posters (41%).
- The most common way for tenants to access or request TCHC services were to call the Client Care Centre (56%) or go to in-building staff or offices (47%).



# Executive Summary

Most tenants found the process of completing the annual rent review easy (TOP2: 66%) and stated that the experience was positive overall (TOP2: 60%) . (Slide 37)

Generally, tenants had positive perceptions of TCH, but there was room for improvement in the following areas: (Slide 39-46)

- Pride in their home (TOP2: 53%),
- Sense of belonging (TOP2: 55%), and
- Accountability from Toronto Community Housing staff (TOP2: 57%).

Overall, tenants are interested in online services and have positive opinions of future possibilities for online service delivery, especially among younger tenants. (Slide 48-55)

- More than half of tenants are likely to request information about their tenancy (TOP2: 53%), submit or follow-up on maintenance request (TOP2: 56%), book an appointment (TOP2: 53%), or access forms (TOP2: 55%) through online services.
- Around 3 in 5 tenants are likely to pay their rent/set up payments (TOP2: 59%) or get updates about maintenance/work happening in their building (TOP2: 58%) through online services.



# Executive Summary Significant Trends

TCH tenants were more satisfied overall across the majority of service areas in 2023 when compared to 2021.

- The only decrease in satisfaction was with the cleanliness of buildings; this decrease was only 1% and is likely explained by less stringent cleaning protocols post-pandemic.

Tenants answered more questions on the 2023 survey than they did in 2021

- This indicates an increased level of engagement and trust from tenants, as they were more willing to share information they were not interested or comfortable sharing in 2021.

Engagement with digital options for the survey increased in 2023

- 50% of households accessed and completed the survey through digital methods (online, SMS, phone).

Tenants aged 50 and over tend to be more satisfied than younger tenants. This is particularly true in these service areas:

- Wait time
- Service provided by local staff
- Staff availability for one-on-one support

Men tend to be more satisfied than women overall, especially when it comes to:

- Staff Response Time



# Detailed Findings

In-depth analysis of results



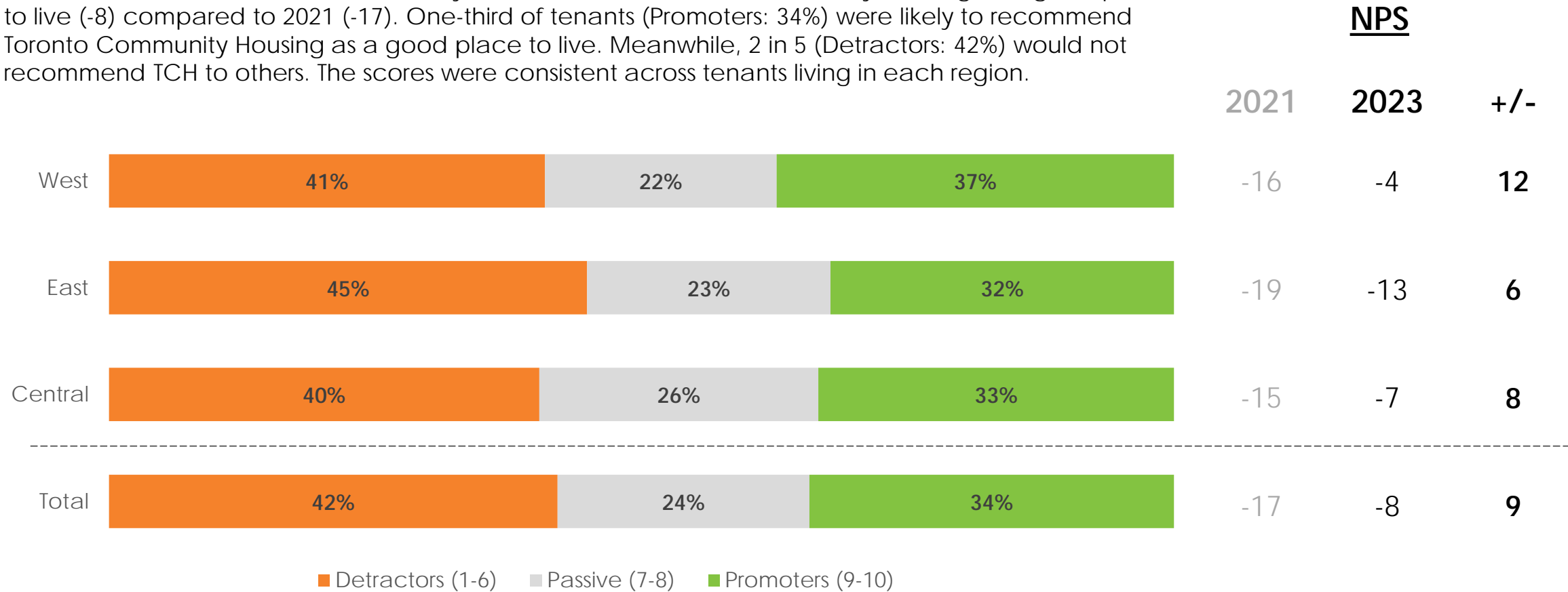
# Tenant Satisfaction

Overall Satisfaction Levels and Net Promoter Score



# Net Promoter Score (NPS)

- Overall, in 2023, more tenants were likely to recommend Toronto Community Housing as a good place to live (-8) compared to 2021 (-17). One-third of tenants (Promoters: 34%) were likely to recommend Toronto Community Housing as a good place to live. Meanwhile, 2 in 5 (Detractors: 42%) would not recommend TCH to others. The scores were consistent across tenants living in each region.



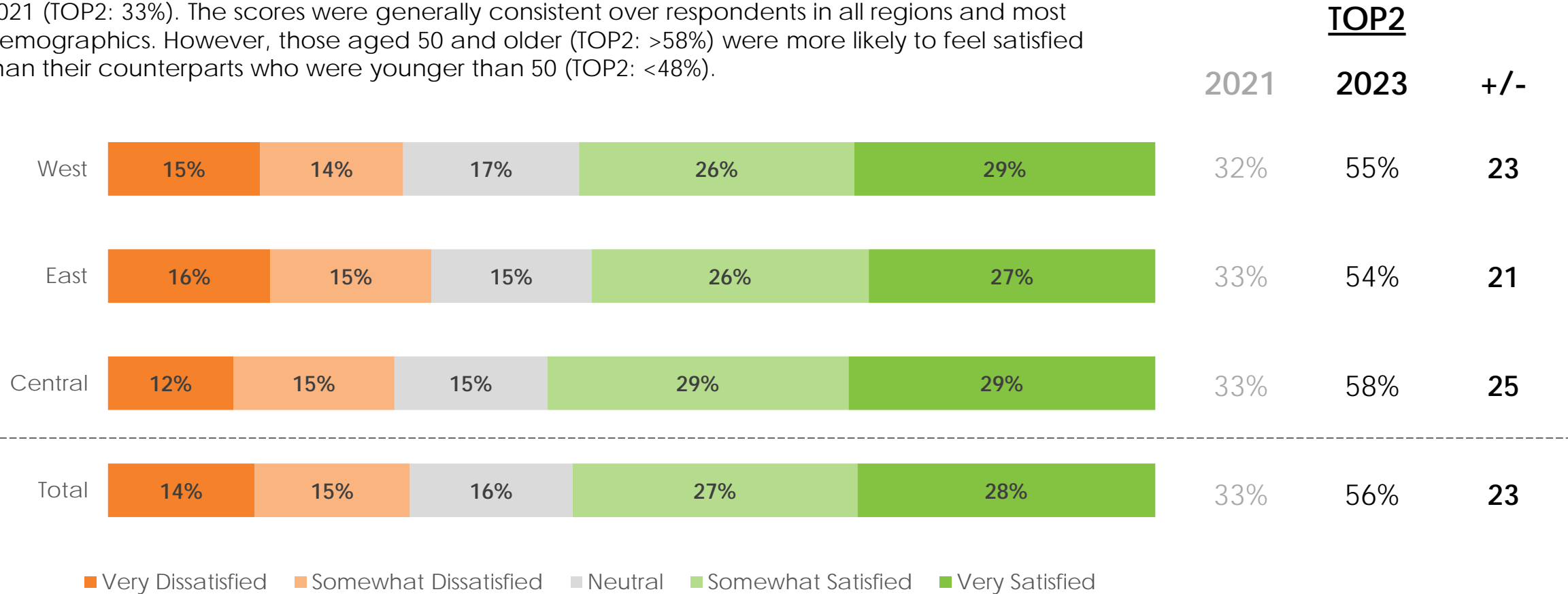
How likely are you to recommend Toronto Community Housing as a good place to live? With 1 being not likely and 10 being very likely. Please select your response below.  
 Total sample n=7338 (2023), n=8087 (2021)  
 Central n=2504 (2023), n=2711 (2021)  
 East n=2521 (2023), n=2829 (2021)  
 West n=2313 (2023), n=2505 (2021)





# Overall Satisfaction

- In 2023, more than half of the tenants (TOP2: 56%) were satisfied with TCH, a significant increase from 2021 (TOP2: 33%). The scores were generally consistent over respondents in all regions and most demographics. However, those aged 50 and older (TOP2: >58%) were more likely to feel satisfied than their counterparts who were younger than 50 (TOP2: <48%).



As a tenant, how satisfied or dissatisfied are you with Toronto Community Housing overall?

Total sample n=7471 (2023), n=8242 (2021)

Central n=2537 (2023), n=2778 (2021)

East n=2578 (2023), n=2881 (2021)

West n=2356 (2023), n=2537 (2021)

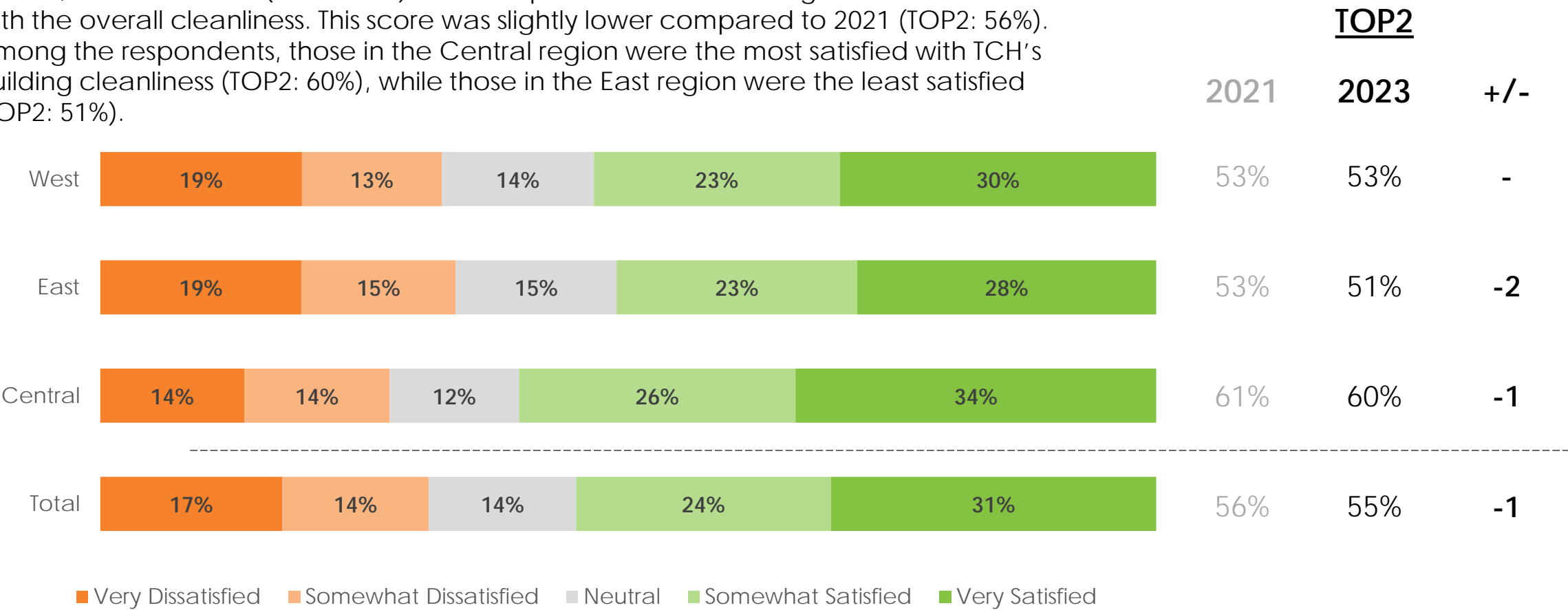






# Satisfaction Building Cleanliness

- In 2023, more than half (TOP2: 55%) of the respondents across all regions were satisfied with the overall cleanliness. This score was slightly lower compared to 2021 (TOP2: 56%). Among the respondents, those in the Central region were the most satisfied with TCH's building cleanliness (TOP2: 60%), while those in the East region were the least satisfied (TOP2: 51%).



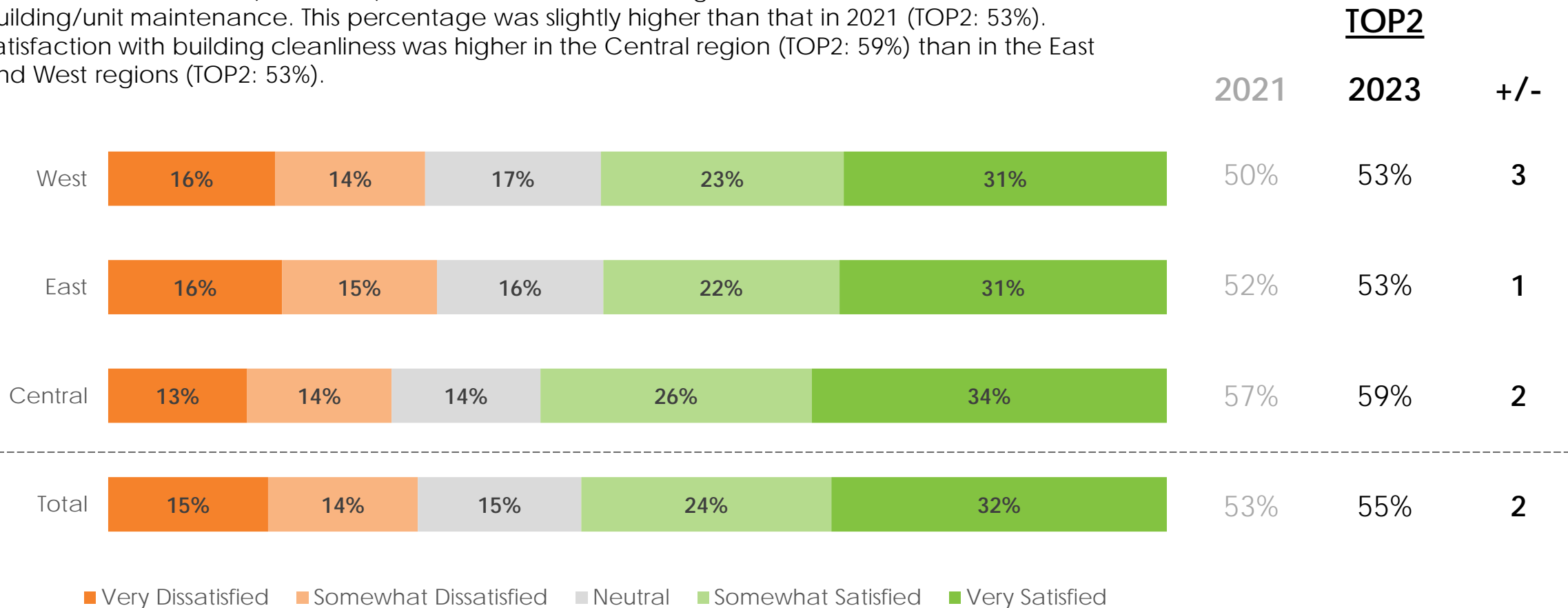
How satisfied or dissatisfied are you with the following: Toronto Community Housing's building cleanliness  
 Total sample n=7919 (2023), n=7766 (2021)  
 Central n=2694 (2023), n=2579 (2021)  
 East n=2726 (2023), n=2685 (2021)  
 West n=2499 (2023), n=2352 (2021)





# Satisfaction Building/Unit Maintenance

- In 2023, more than half (TOP2: 55%) of the tenants across all regions were satisfied with the building/unit maintenance. This percentage was slightly higher than that in 2021 (TOP2: 53%). Satisfaction with building cleanliness was higher in the Central region (TOP2: 59%) than in the East and West regions (TOP2: 53%).



How satisfied or dissatisfied are you with the following: Toronto Community Housing's building/unit maintenance

Total sample n=7953 (2023), n= 7762 (2021)

Central n=2696 (2023), n=2574 (2021)

East n=2743 (2023), n=2692 (2021)

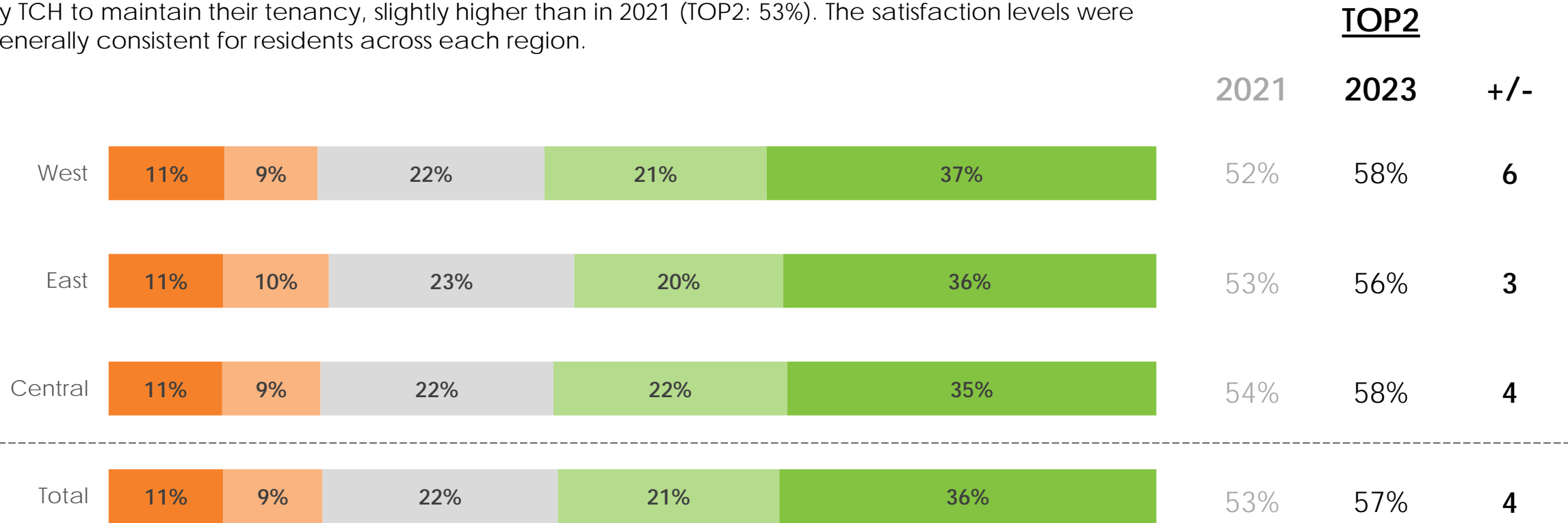
West n=2514 (2023), n=2341 (2021)





# Satisfaction Support to Maintain Tenancy

- In 2023, more than 1 in 2 (TOP2: 57%) tenants expressed their satisfaction towards the support offered by TCH to maintain their tenancy, slightly higher than in 2021 (TOP2: 53%). The satisfaction levels were generally consistent for residents across each region.



■ Very Dissatisfied  
 ■ Somewhat Dissatisfied  
 ■ Neutral  
 ■ Somewhat Satisfied  
 ■ Very Satisfied

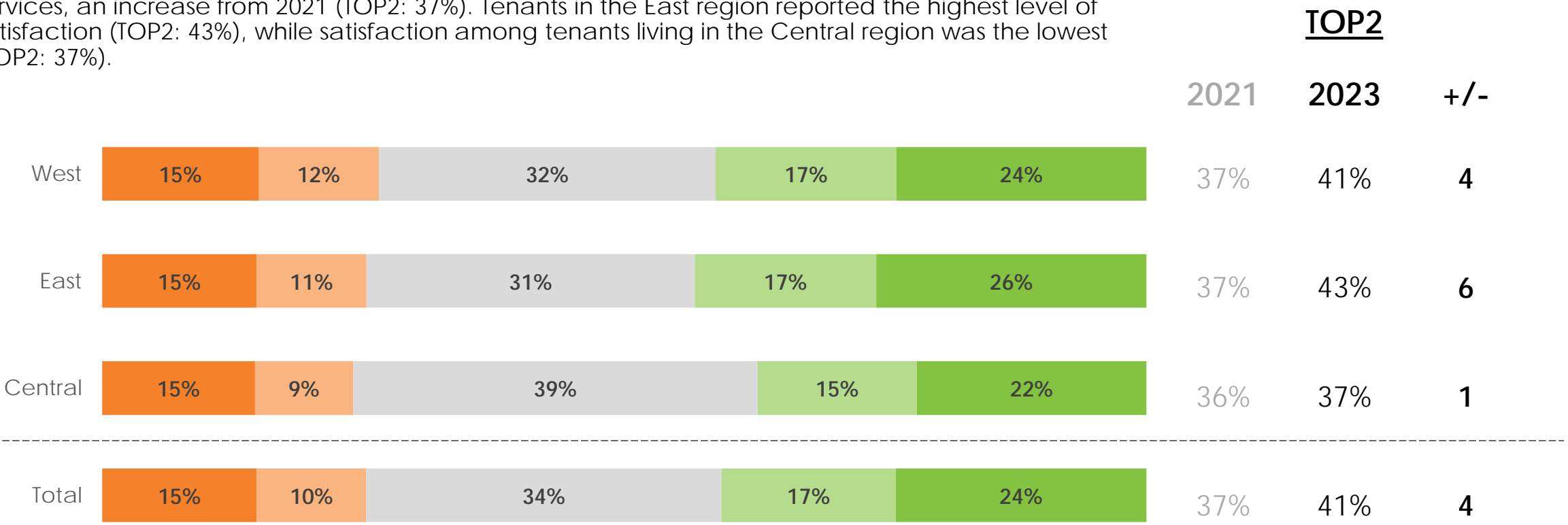
How satisfied or dissatisfied are you with the following: Toronto Community Housing supporting you to maintain your tenancy  
 Total sample n=7706 (2023), n=7464 (2021)  
 Central n=2572 (2023), n=2434 (2021)  
 East n=2668 (2023), n=2601 (2021)  
 West n=2466 (2023), n=2279 (2021)





# Satisfaction Connecting Tenants to Support Services

- In 2023, about 2 in 5 (TOP2: 41%) expressed satisfaction with TCH connecting tenants to support services, an increase from 2021 (TOP2: 37%). Tenants in the East region reported the highest level of satisfaction (TOP2: 43%), while satisfaction among tenants living in the Central region was the lowest (TOP2: 37%).



■ Very Dissatisfied 
 ■ Somewhat Dissatisfied 
 ■ Neutral 
 ■ Somewhat Satisfied 
 ■ Very Satisfied

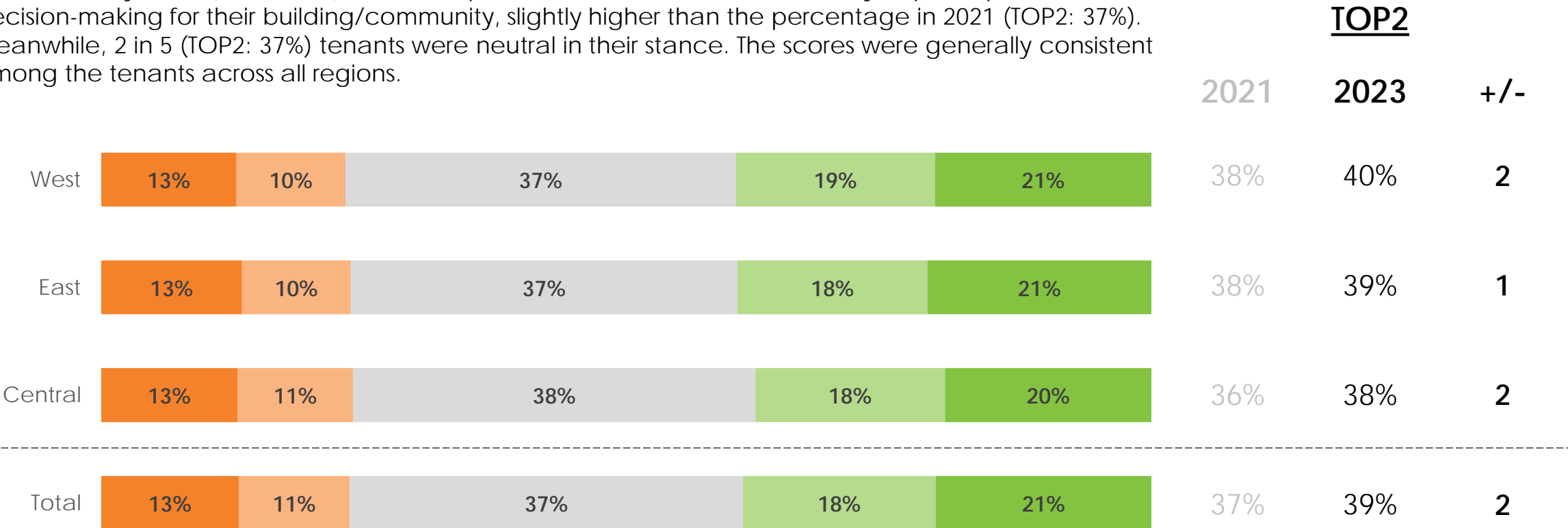
How satisfied or dissatisfied are you with the following: Toronto Community Housing connecting tenants to support services  
 Total sample n=6578 (2023), n=7417 (2021)  
 Central n=2084 (2023), n=2379 (2021)  
 East n=2358 (2023), n=2644 (2021)  
 West n=2136 (2023), n=2302 (2021)





# Satisfaction Participation in Decision-Making

- In 2023, nearly 2 in 5 (TOP2: 39%) tenants expressed satisfaction with their ability to participate in local decision-making for their building/community, slightly higher than the percentage in 2021 (TOP2: 37%). Meanwhile, 2 in 5 (TOP2: 37%) tenants were neutral in their stance. The scores were generally consistent among the tenants across all regions.



■ Very Dissatisfied 
 ■ Somewhat Dissatisfied 
 ■ Neutral 
 ■ Somewhat Satisfied 
 ■ Very Satisfied

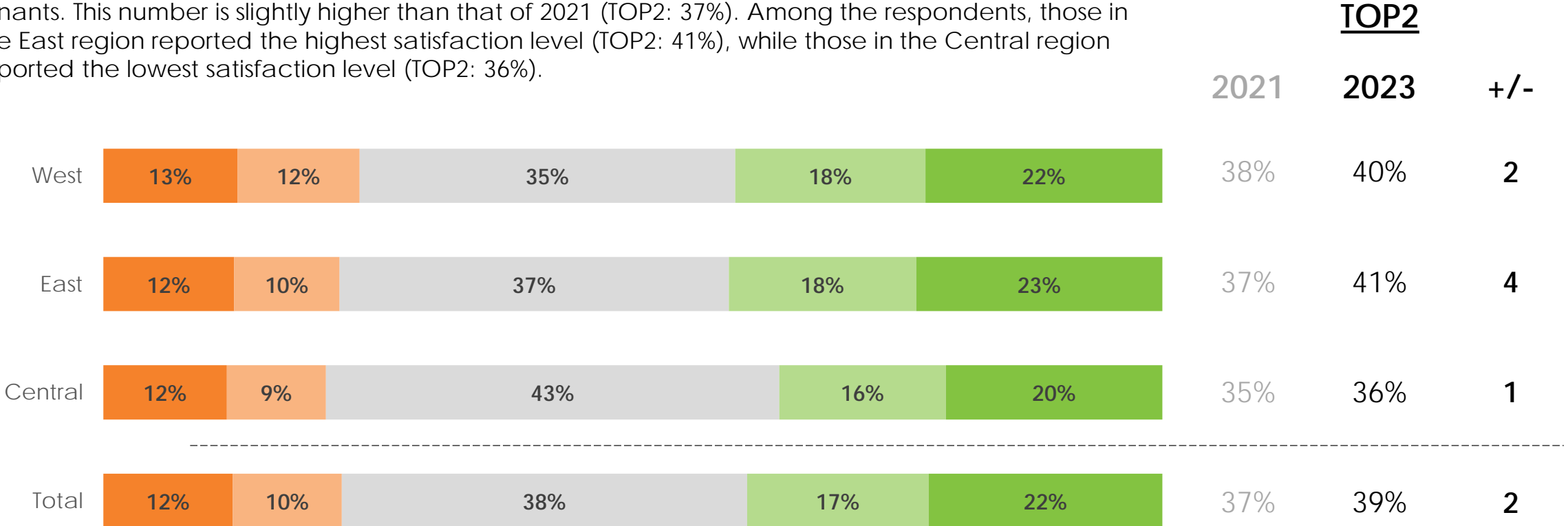
How satisfied or dissatisfied are you with the following: Your current ability to participate in local decision-making for your building/community  
 Total sample n=6969 (2023), n=6955 (2021)  
 Central n=2330 (2023), n=2312 (2021)  
 East n=2433 (2023), n=2424 (2021)  
 West n=2206 (2023), n=2145 (2021)





# Satisfaction Tenant Programs & Services

- In 2023, TCH's tenant programs and services were deemed satisfactory by about 2 in 5 (TOP2: 39%) tenants. This number is slightly higher than that of 2021 (TOP2: 37%). Among the respondents, those in the East region reported the highest satisfaction level (TOP2: 41%), while those in the Central region reported the lowest satisfaction level (TOP2: 36%).



■ Very Dissatisfied 
 ■ Somewhat Dissatisfied 
 ■ Neutral 
 ■ Somewhat Satisfied 
 ■ Very Satisfied

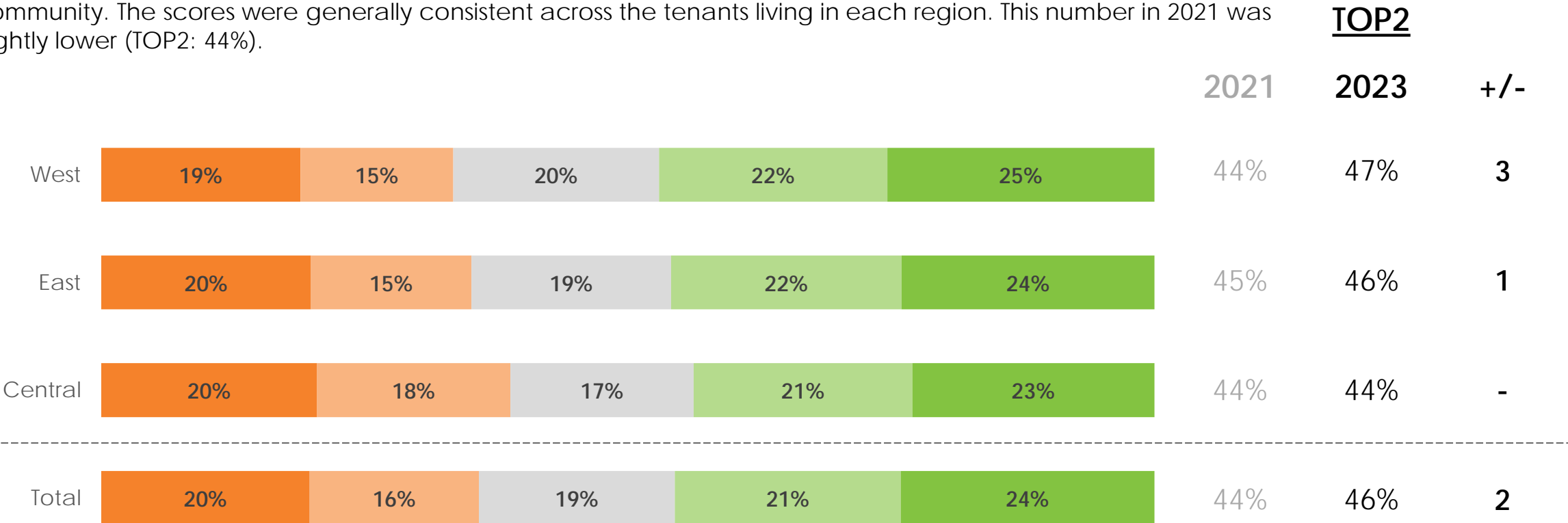
How satisfied or dissatisfied are you with the following: Toronto Community Housing's tenant programs and services  
 Total sample n=6373 (2023), n=6317 (2021)  
 Central n=2040 (2023), n=1994 (2021)  
 East n=2550 (2023), n=2245 (2021)  
 West n=2083 (2023), n=2007 (2021)





# Satisfaction Community Safety Levels

- In 2023, more than 2 in 5 (TOP2: 46%) tenants across all regions were satisfied with the safety level of their community. The scores were generally consistent across the tenants living in each region. This number in 2021 was slightly lower (TOP2: 44%).



**TOP2**

■ Very Dissatisfied 
 ■ Somewhat Dissatisfied 
 ■ Neutral 
 ■ Somewhat Satisfied 
 ■ Very Satisfied

How satisfied or dissatisfied are you with the following: The safety level of your community  
 Total sample n=7615 (2023), n=7625 (2021)  
 Central n=2572 (2023), n=2568 (2021)  
 East n=2626 (2023), n=2650 (2021)  
 West n=2417 (2023), n=2327 (2021)





# Tenant Satisfaction

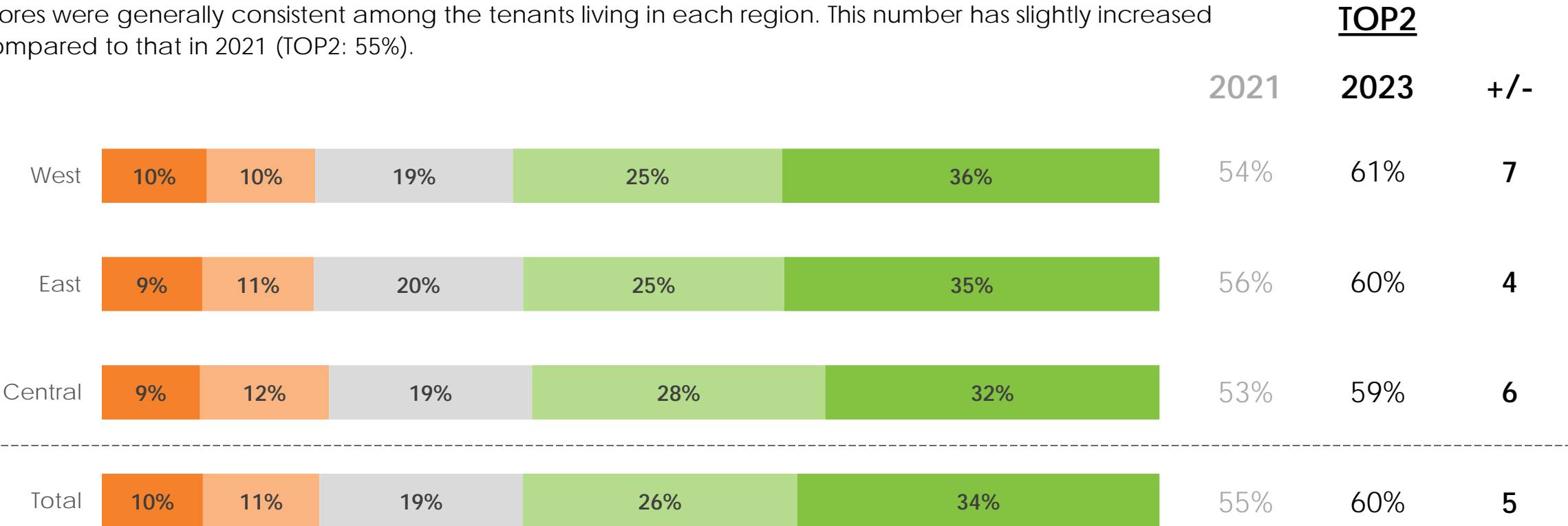
Satisfaction with Customer Service





# Satisfaction Client Care Centre Service

- In 2023, 3 in 5 (TOP2: 60%) tenants across all regions were satisfied with the service from the Client Care Centre. The scores were generally consistent among the tenants living in each region. This number has slightly increased compared to that in 2021 (TOP2: 55%).



■ Very Dissatisfied  
 ■ Somewhat Dissatisfied  
 ■ Neutral  
 ■ Somewhat Satisfied  
 ■ Very Satisfied

How satisfied or dissatisfied are you with the following: Service provided by the Client Care Centre (call center) (2023)  
 How satisfied or dissatisfied are you with the service provided to you by each of the following customer services: Client Care Centre (2021)  
 Total sample n=7845 (2023), n=7572 (2021)  
 Central n=2608 (2023), n=2470 (2021)  
 East n=2739 (2023), n=2678 (2021)  
 West n=2498 (2023), n=2351 (2021)

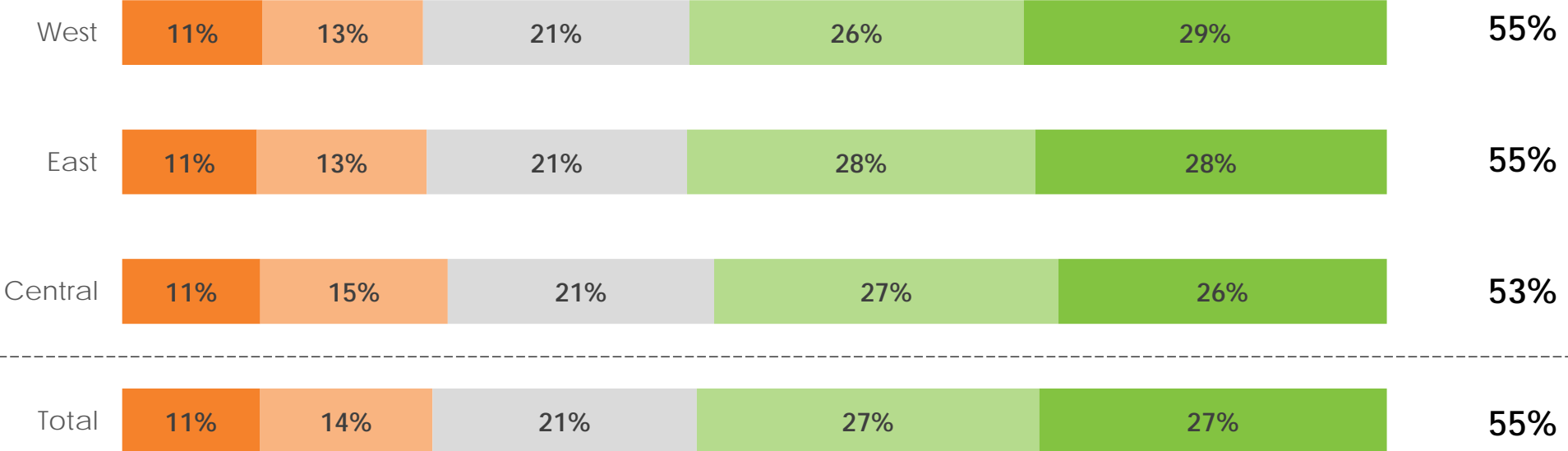




# Satisfaction Wait Time

- More than half (TOP2: 55%) of the tenants across all regions were satisfied with the call wait times to reach the Client Care Centre. The scores were generally consistent among respondents living in each region.

**TOP2**



■ Very Dissatisfied  
 ■ Somewhat Dissatisfied  
 ■ Neutral  
 ■ Somewhat Satisfied  
 ■ Very Satisfied

How satisfied or dissatisfied are you with the following: Call wait times to reach the Client Care Centre  
 Total sample n=7769  
 Central n=2576  
 East n=2716  
 West n=2477

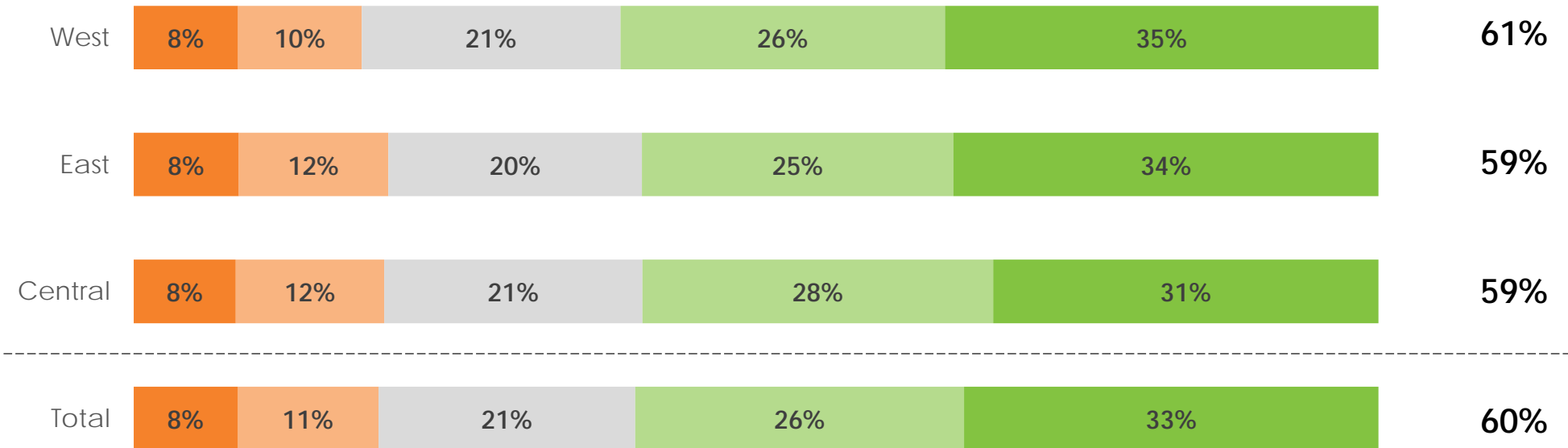




# Satisfaction Information Accuracy and Helpfulness

- 3 in 5 (TOP2: 60%) tenants across all regions were satisfied with the accuracy and helpfulness of the information provided by the Client Care Centre. The scores were generally consistent among the respondents across each region.

**TOP2**



■ Very Dissatisfied 
 ■ Somewhat Dissatisfied 
 ■ Neutral 
 ■ Somewhat Satisfied 
 ■ Very Satisfied

How satisfied or dissatisfied are you with the following: Accuracy and helpfulness of the information provided by the Client Care Centre

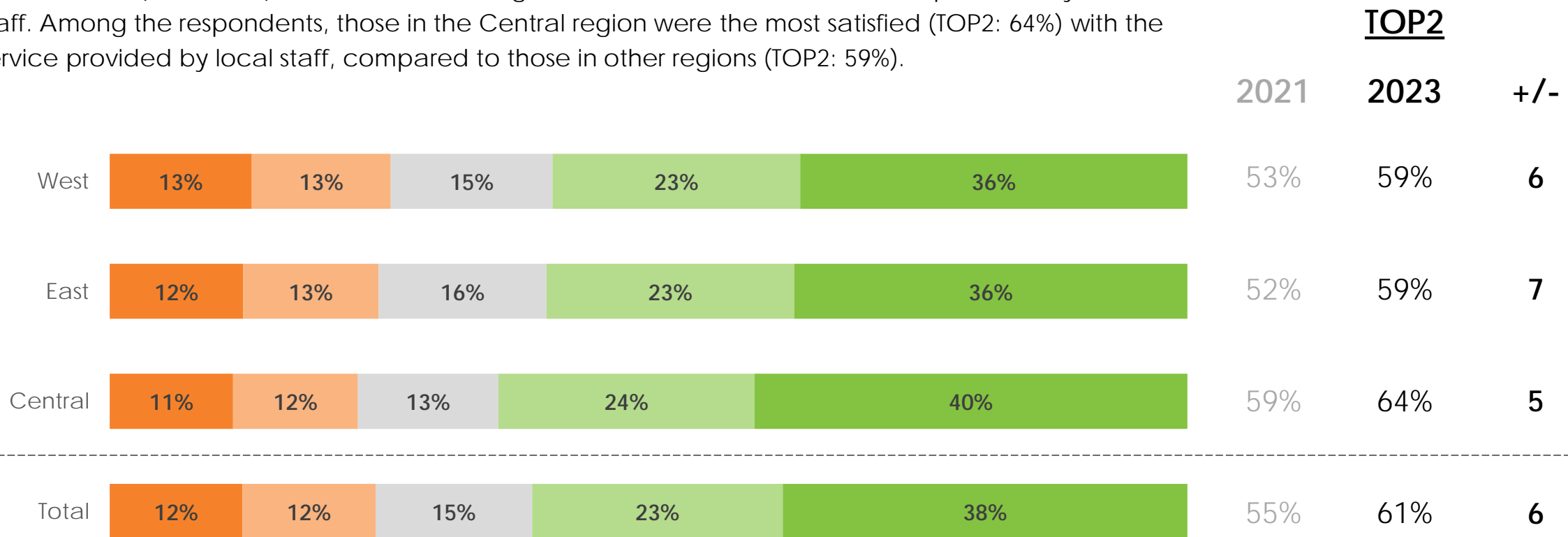
Total sample n=7789  
 Central n=2598  
 East n=2713  
 West n=2478





# Satisfaction Service Provided by Local Staff

- In 2023, 3 in 5 (TOP2: 61%) tenants across all regions were satisfied with the service provided by local staff. Among the respondents, those in the Central region were the most satisfied (TOP2: 64%) with the service provided by local staff, compared to those in other regions (TOP2: 59%).



■ Very Dissatisfied  
 ■ Somewhat Dissatisfied  
 ■ Neutral  
 ■ Somewhat Satisfied  
 ■ Very Satisfied

How satisfied or dissatisfied are you with the following: Service provided by local staff in your building community (2023)  
 How satisfied or dissatisfied are you with the service provided to you by each of the following customer services: Local Staff (2021)  
 Total sample n=7944 (2023), n= 7553 (2021)  
 Central n=2676 (2023), n=2517 (2021)  
 East n=2749 (2023), n=2665 (2021)  
 West n=2519 (2023), n=2302 (2021)





# Satisfaction Staff Availability For One-on-One Support

- In 2023, 1 in 2 (TOP2: 52%) tenants across all buildings were satisfied with the availability of their local building/community staff for one-on-one support for their needs as tenants, an increase from 2021 (TOP2: 47%). The scores were generally consistent among respondents in each region.

						2021	<u>TOP2</u> 2023	+/-
West	16%	13%	20%	21%	30%	45%	52%	7
East	16%	13%	20%	20%	31%	46%	51%	5
Central	16%	13%	18%	23%	31%	51%	53%	2
<hr/>								
Total	16%	13%	19%	21%	31%	47%	52%	5

■ Very Dissatisfied  
 ■ Somewhat Dissatisfied  
 ■ Neutral  
 ■ Somewhat Satisfied  
 ■ Very Satisfied

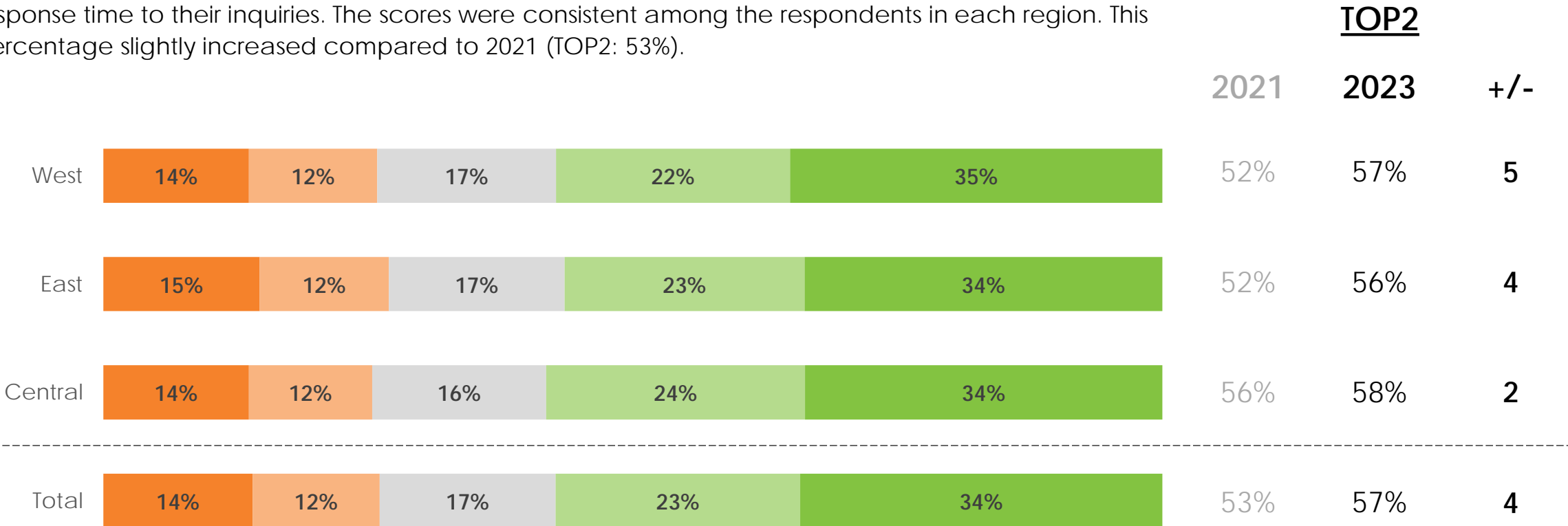
How satisfied or dissatisfied are you with the following: Availability of local building community staff for one-on-one support for your needs as a tenant (2023)  
 How much do you agree or disagree with the following statement: You have access to local building/community staff for one-one support for your needs as a tenant. (2021)  
 Total sample n=7718 (2023), n=7529 (2021)  
 Central n=2585 (2023), n=2515 (2021)  
 East n=2692 (2023), n=2631 (2021)  
 West n=2441 (2023), n=2309 (2021)





# Satisfaction Staff Response Time

- In 2023, more than half (TOP2: 57%) of the tenants across all regions were satisfied with the staff response time to their inquiries. The scores were consistent among the respondents in each region. This percentage slightly increased compared to 2021 (TOP2: 53%).



■ Very Dissatisfied 
 ■ Somewhat Dissatisfied 
 ■ Neutral 
 ■ Somewhat Satisfied 
 ■ Very Satisfied

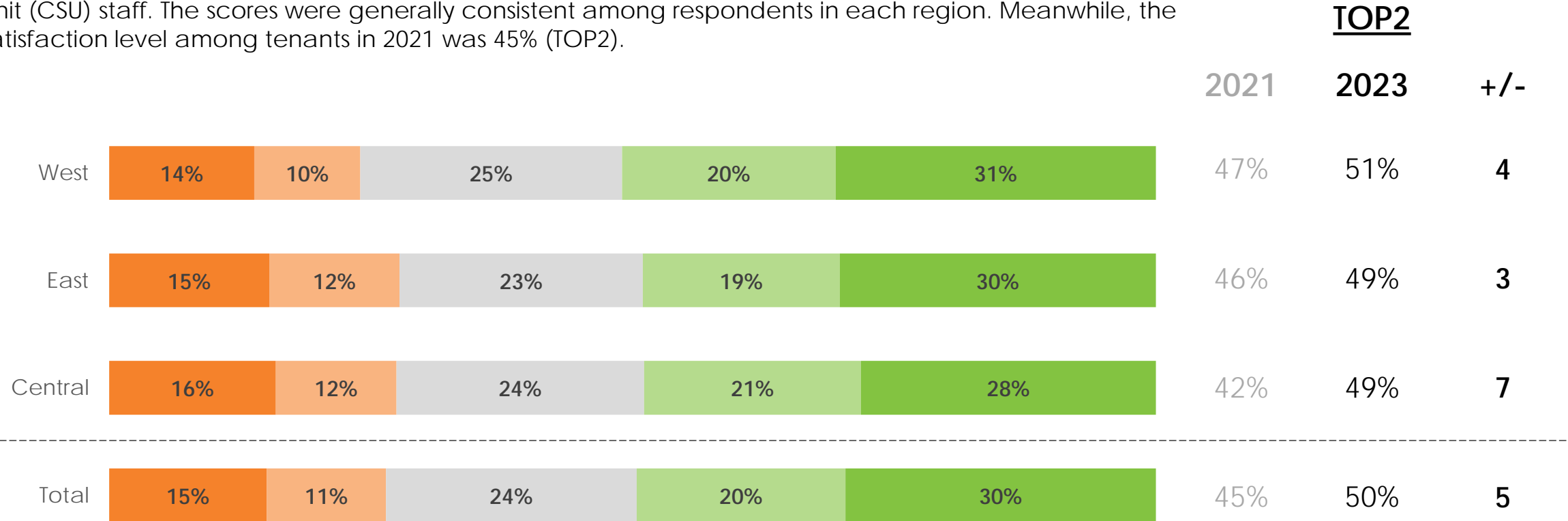
How satisfied or dissatisfied are you with the following: Staff response times to your inquiries (eg. questions about rent, maintenance requests, etc.) (2023)  
 How much do you agree or disagree with the following statement: Toronto Community Housing staff responds to your concerns in a timely manner. (2021)  
 Total sample n=7916 (2023), n=7780 (2021)  
 Central n=2671 (2023), n=2597 (2021)  
 East n=2744 (2023), n=2727 (2021)  
 West n=2501 (2023), n=2382 (2021)





# Satisfaction Community Safety Unit

- In 2023, 1 in 2 (TOP2: 50%) tenants across all regions were satisfied with the service provided by Community Safety Unit (CSU) staff. The scores were generally consistent among respondents in each region. Meanwhile, the satisfaction level among tenants in 2021 was 45% (TOP2).



■ Very Dissatisfied 
 ■ Somewhat Dissatisfied 
 ■ Neutral 
 ■ Somewhat Satisfied 
 ■ Very Satisfied

How satisfied or dissatisfied are you with the following: Service provided by Community Safety Unit (CSU) staff (2023)  
 How satisfied or dissatisfied are you with the service provided to you by each of the following customer services: Community Safety Unit (2021)  
 Total sample n=7458 (2023), n=6908 (2021)  
 Central n=2489 (2023), n=2276 (2021)  
 East n=2589 (2023), n=2463 (2021)  
 West n=2380 (2023), n=2112 (2021)

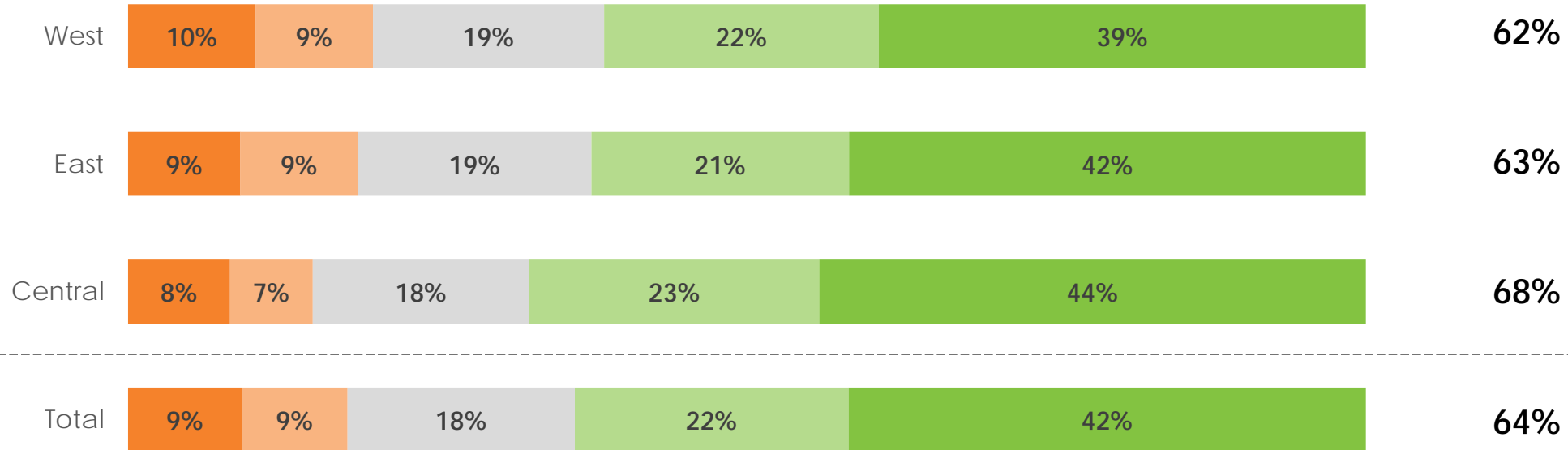




# Satisfaction Unit Physical Accessibility

- More than 3 in 5 (TOP2: 64%) tenants across all regions were satisfied with the physical accessibility of their unit and building. Tenants in the Central region were the most satisfied (TOP2: 68%) with the physical accessibility of their unit and building, followed by those in the East and West regions (TOP2: 63% & 62% respectively).

**TOP2**



■ Very Dissatisfied 
 ■ Somewhat Dissatisfied 
 ■ Neutral 
 ■ Somewhat Satisfied 
 ■ Very Satisfied

How satisfied or dissatisfied are you with the following: The physical accessibility of your unit and building for you and your household members

Total sample n=7553

Central n=2529

East n=2613

West n=2411







# Tenant Satisfaction

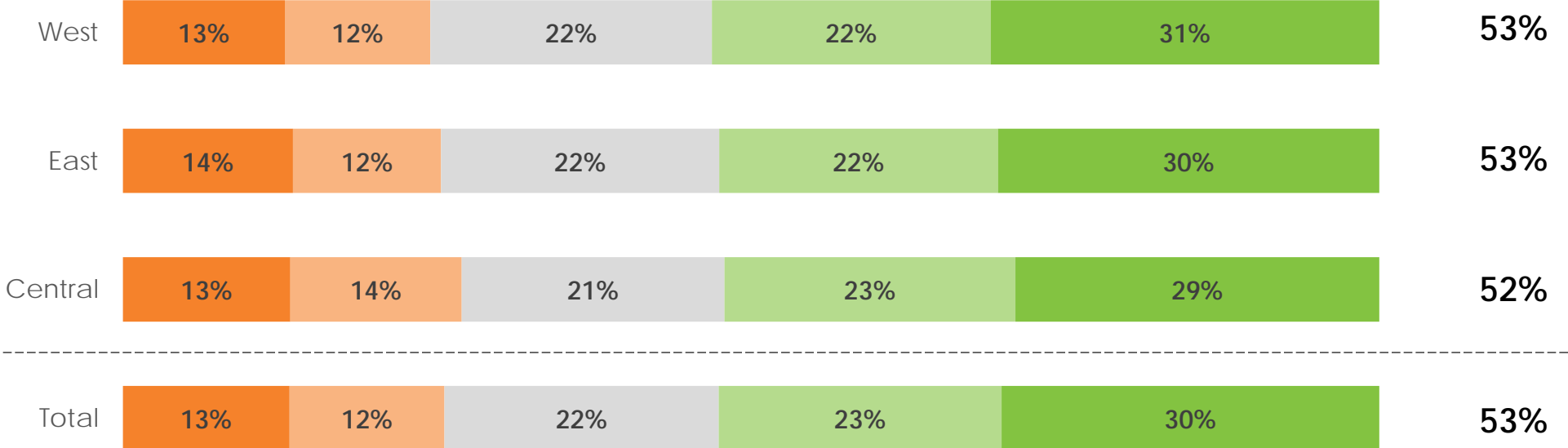
Satisfaction with Complaint Process



# Satisfaction Ease of Making A Complaint

- In 2023, half (TOP2: 53%) of the tenants across all regions were satisfied with how easy it was to make a complaint. The scores were generally consistent among the respondents in each region. Meanwhile, this percentage in 2021 was 45% (TOP2).

**TOP2**



■ Very Dissatisfied  
 ■ Somewhat Dissatisfied  
 ■ Neutral  
 ■ Somewhat Satisfied  
 ■ Very Satisfied

How satisfied or dissatisfied are you with the following: How easy it is to make a complaint  
 Total sample n=7608  
 Central n=2552  
 East n=2629  
 West n=2427

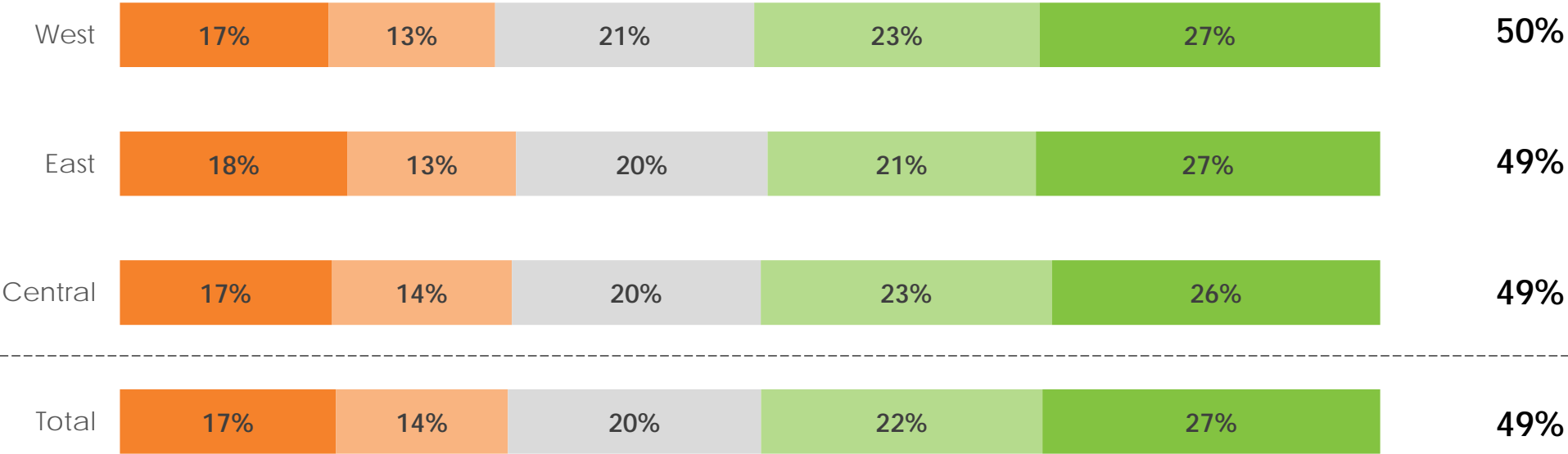




# Satisfaction Complaint Response Time

- Slightly less than half (TOP2: 49%) of the tenants across all regions were satisfied with the staff response times to their complaints. The scores were generally consistent among the tenants living in each region.

## TOP2



■ Very Dissatisfied 
 ■ Somewhat Dissatisfied 
 ■ Neutral 
 ■ Somewhat Satisfied 
 ■ Very Satisfied

How satisfied or dissatisfied are you with the following: Staff response times to your complaints

Total sample n=7520  
 Central n=2523  
 East n=2599  
 West n=2398





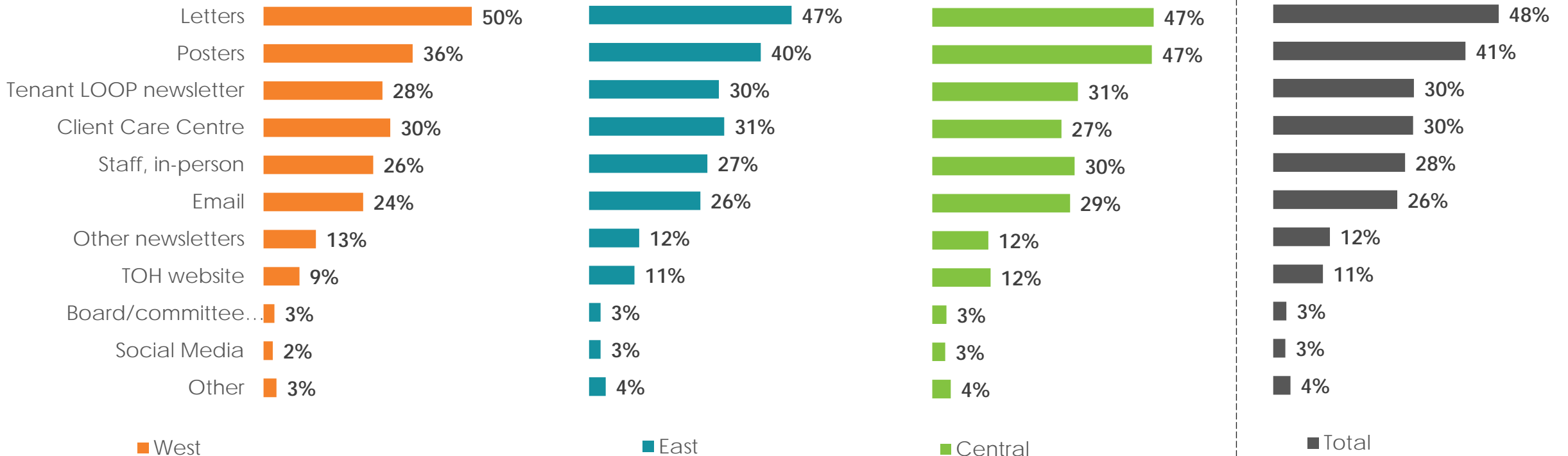
# Communication Evaluation

Preferred methods & Satisfaction



# Communication Sources

- TCH is currently more reliant on offline methods of engagement while building more of a digital presence, and this is reflected in the results. The most common communication source for tenants are letters (48%) and posters (41%). Tenants in the Central region were most likely to receive information through posters (47%), staff (30%), emails (29%), and the TCH website (12%) compared to those in other regions.



Which of the following communications sources do you regularly use to receive Toronto Community Housing-related information? Please select all that apply

Total sample n=7957

East n=2690

Central n=2752

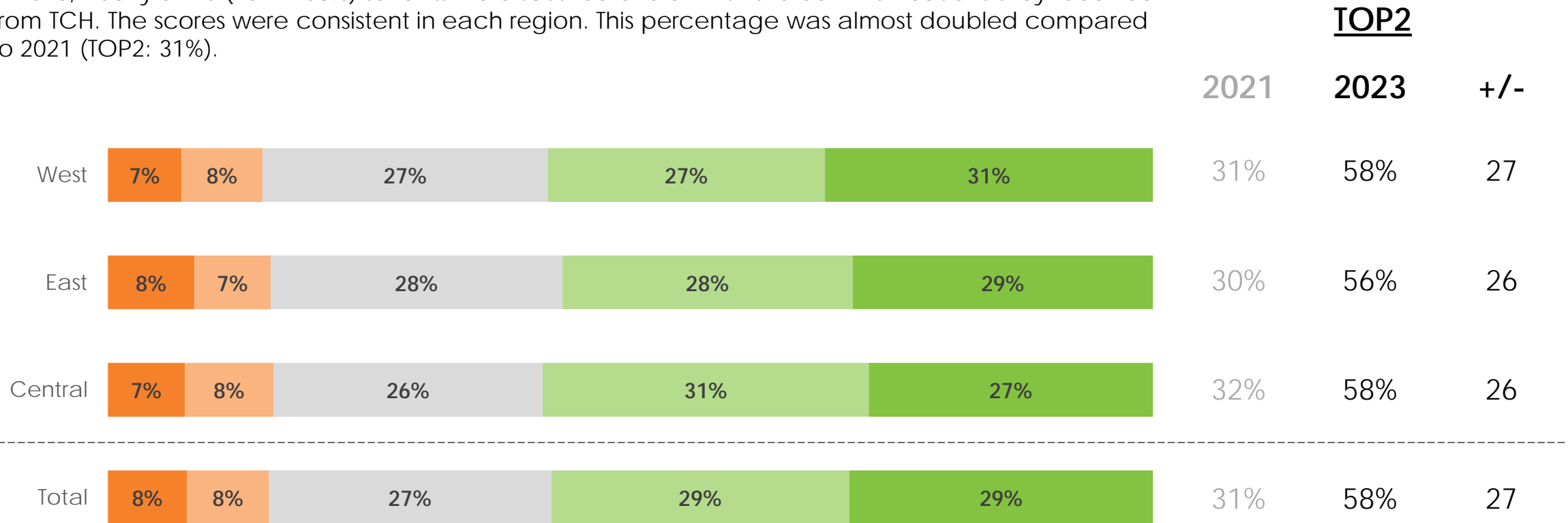
West n=2515





# Communication Satisfaction

- In 2023, nearly 3 in 5 (TOP2: 58%) tenants were satisfied overall with the communications they received from TCH. The scores were consistent in each region. This percentage was almost doubled compared to 2021 (TOP2: 31%).



■ Very Dissatisfied  
 ■ Somewhat Dissatisfied  
 ■ Neutral  
 ■ Somewhat Satisfied  
 ■ Very Satisfied

How satisfied or dissatisfied are you overall with Toronto Community Housing communications to tenants?

Total sample n=7968 (2023), n=8326 (2021)

Central n=2701 (2023), n=2800 (2021)

East n=2749 (2023), n=2916 (2021)

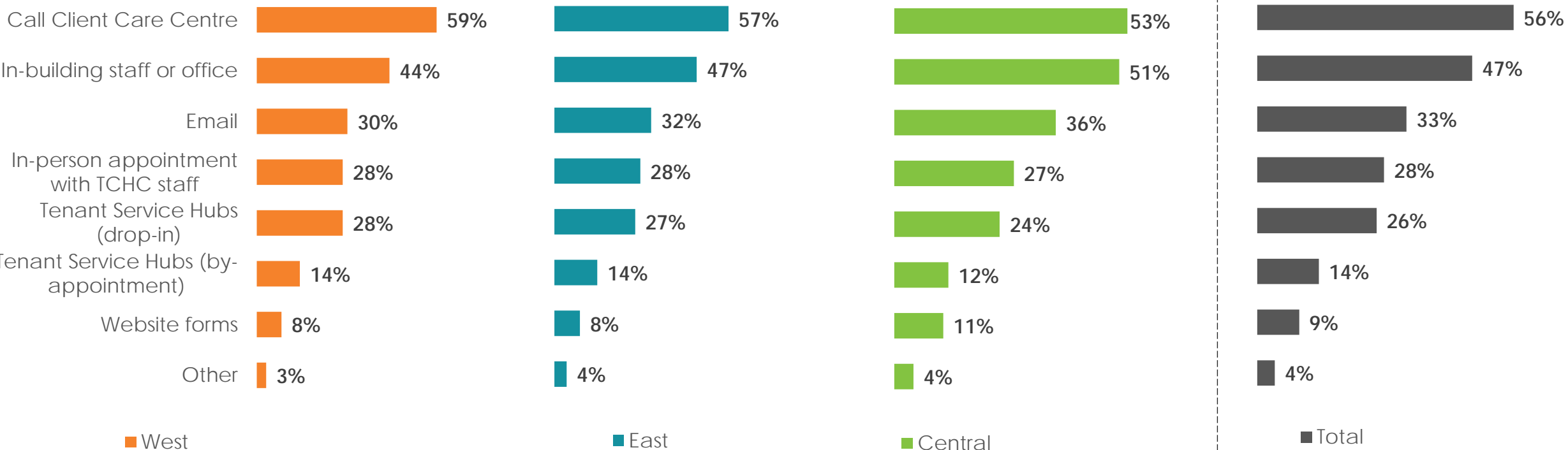
West n=2518 (2023), n=2566 (2021)





# Access/Request Services

- The most common ways for tenants to access or request TCHC services were to call the Client Care Centre (56%) or go to in-building staff or offices (47%). Central tenants were most likely to go to in-building staff or offices (51%) to access or request TCHC services compared to other regions.



How do you prefer to access or request TCHC services? E.g., maintenance work, rent reviews, unit transfer, etc.  
 Total sample n=7957  
 East n=2690  
 Central n=2752  
 West n=2515





# Tenant Touch Point Evaluation

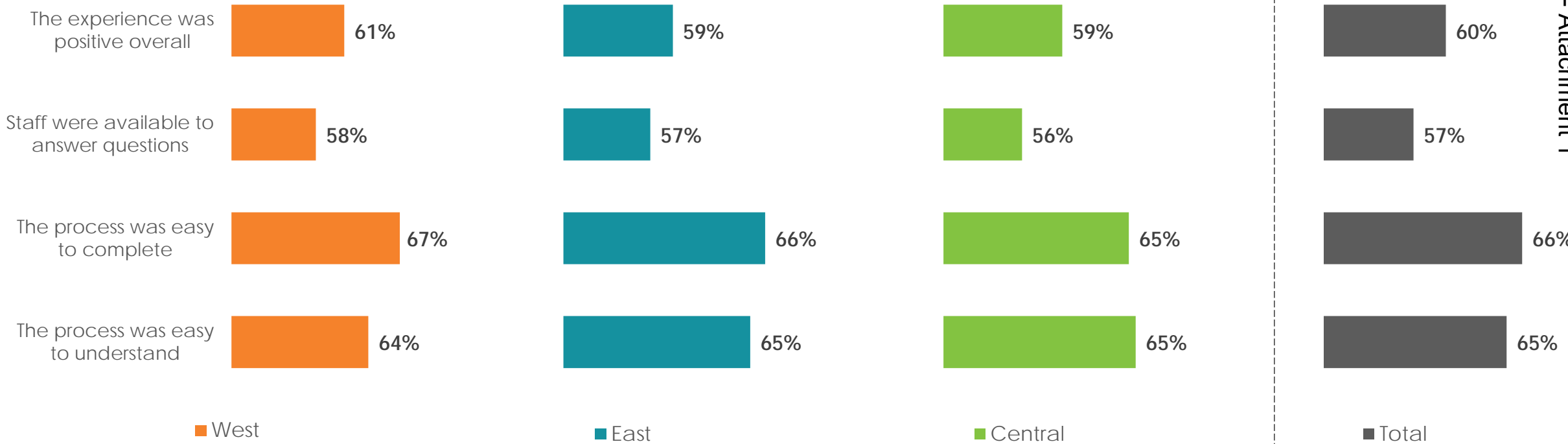
Annual Rent Review





# Annual Rent Review Evaluation (TOP2)

- 2 in 3 tenants agreed that the process for their most recent Annual Rent Review was easy to complete (TOP2: 66%) and easy to understand (TOP2: 65%). 3 in 5 agreed that their experiences were positive (TOP2: 60%), and that the staff were available to answer questions (TOP2: 57%).



How much do you agree or disagree with the following statements about your most recent Annual Rent Review:  
 Total sample n=7199 - 7650  
 Central n=2321 - 2498  
 East n=2545 - 2693  
 West n=2333 - 2459





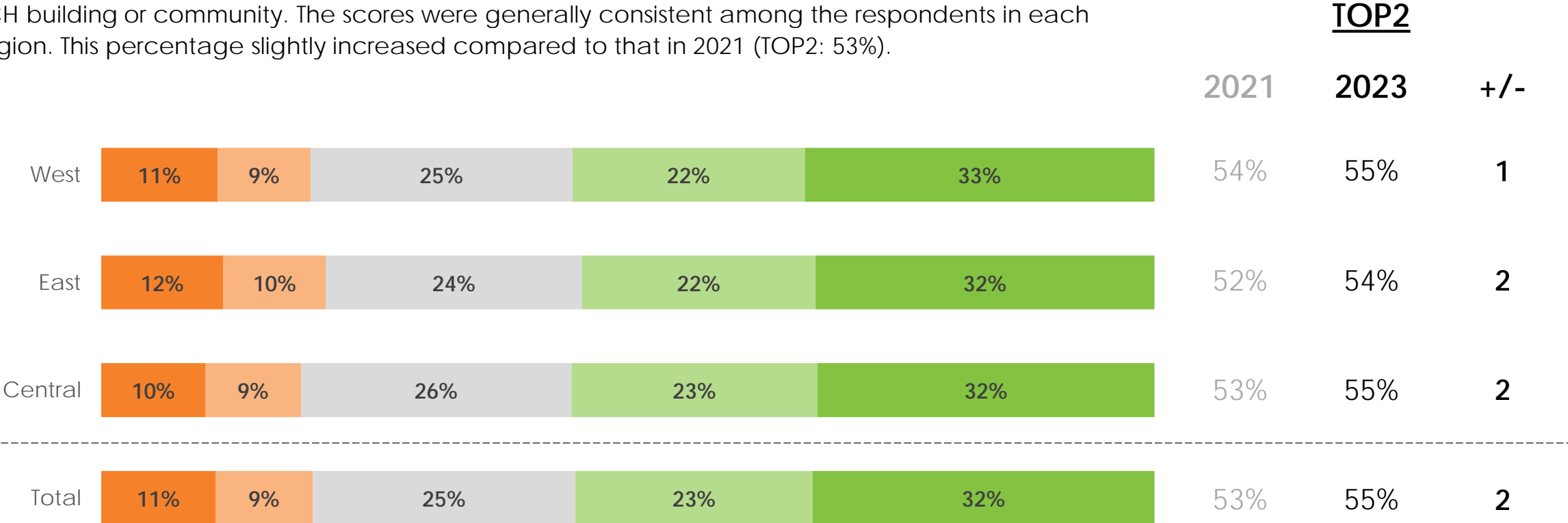
# Tenant Sentiment

Sentiment towards Toronto Community Housing



# Tenant Sentiment Sense of Belonging

- In 2023, more than half (TOP2: 55%) of tenants agreed that they had a strong sense of belonging in their TCH building or community. The scores were generally consistent among the respondents in each region. This percentage slightly increased compared to that in 2021 (TOP2: 53%).



■ Strongly Disagree  
 ■ Somewhat Disagree  
 ■ Neutral  
 ■ Somewhat Agree  
 ■ Strongly Agree

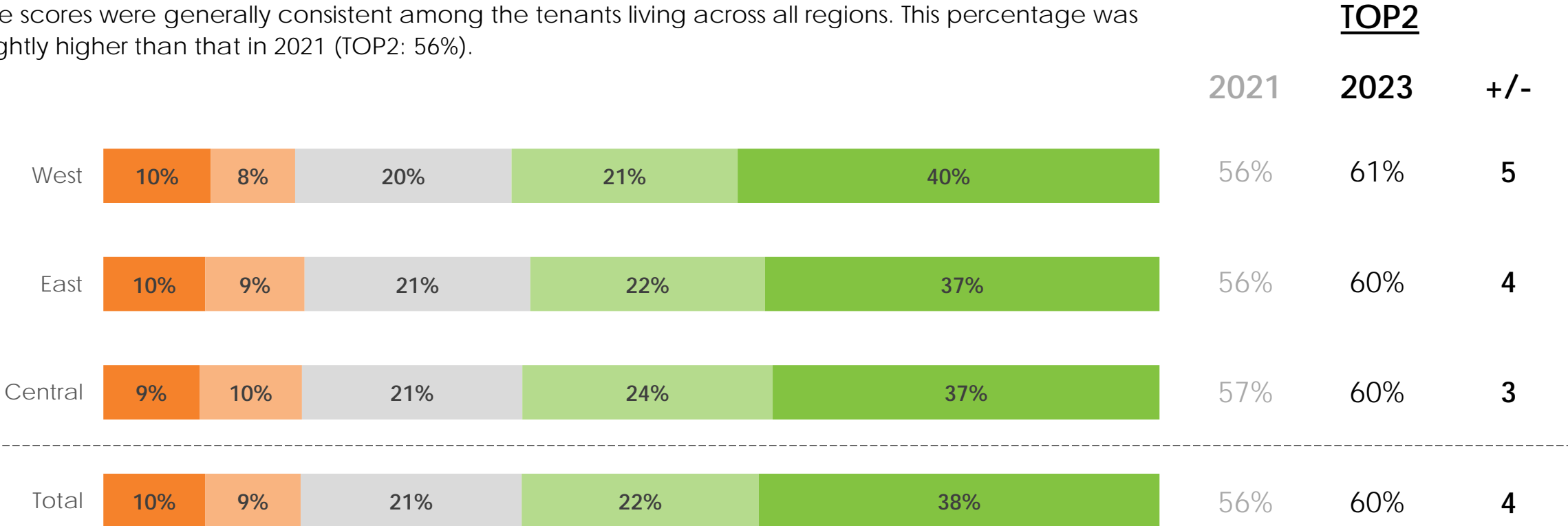
How much do you agree or disagree with the following statement: I have a strong sense of belonging in my Toronto Community Housing building/community  
 Total sample n=7856 (2023), n=7846 (2021)  
 Central n=2654 (2023), n=2614 (2021)  
 East n=2726 (2023), n=2696 (2021)  
 West n=2476 (2023), n=2375 (2021)





# Tenant Sentiment Feeling Welcome in Common Spaces

- In 2023, 3 in 5 (TOP2: 60%) tenants agreed that they felt welcome in TCH offices and common spaces. The scores were generally consistent among the tenants living across all regions. This percentage was slightly higher than that in 2021 (TOP2: 56%).



■ Strongly Disagree  
 ■ Somewhat Disagree  
 ■ Neutral  
 ■ Somewhat Agree  
 ■ Strongly Agree

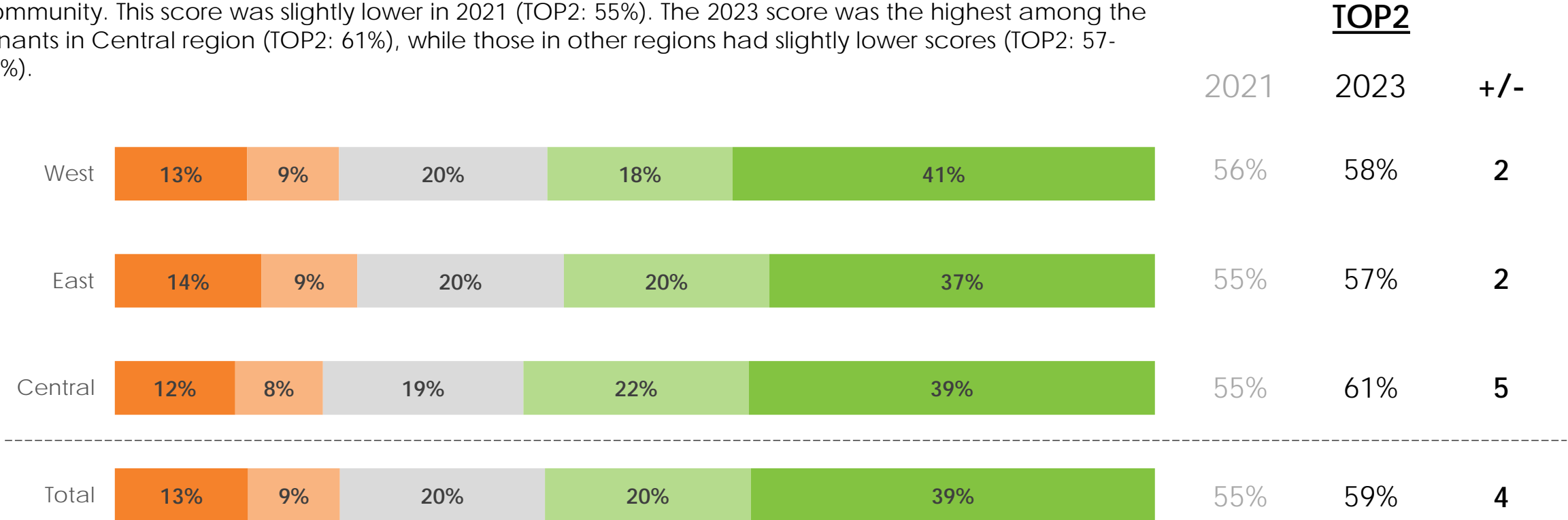
How much do you agree or disagree with the following statement: I feel welcome in Toronto Community Housing offices and common spaces  
 Total sample n=7891 (2023), n=7790 (2021)  
 Central n=2654 (2023), n=2594 (2021)  
 East n=2733 (2023), n=2677 (2021)  
 West n=2504 (2023), n=2361 (2021)





# Tenant Sentiment Pride in Community

- In 2023, about 3 in 5 (TOP2: 59%) tenants agreed that they were proud to live in their TCH building or community. This score was slightly lower in 2021 (TOP2: 55%). The 2023 score was the highest among the tenants in Central region (TOP2: 61%), while those in other regions had slightly lower scores (TOP2: 57-58%).



■ Strongly Disagree  
 ■ Somewhat Disagree  
 ■ Neutral  
 ■ Somewhat Agree  
 ■ Strongly Agree

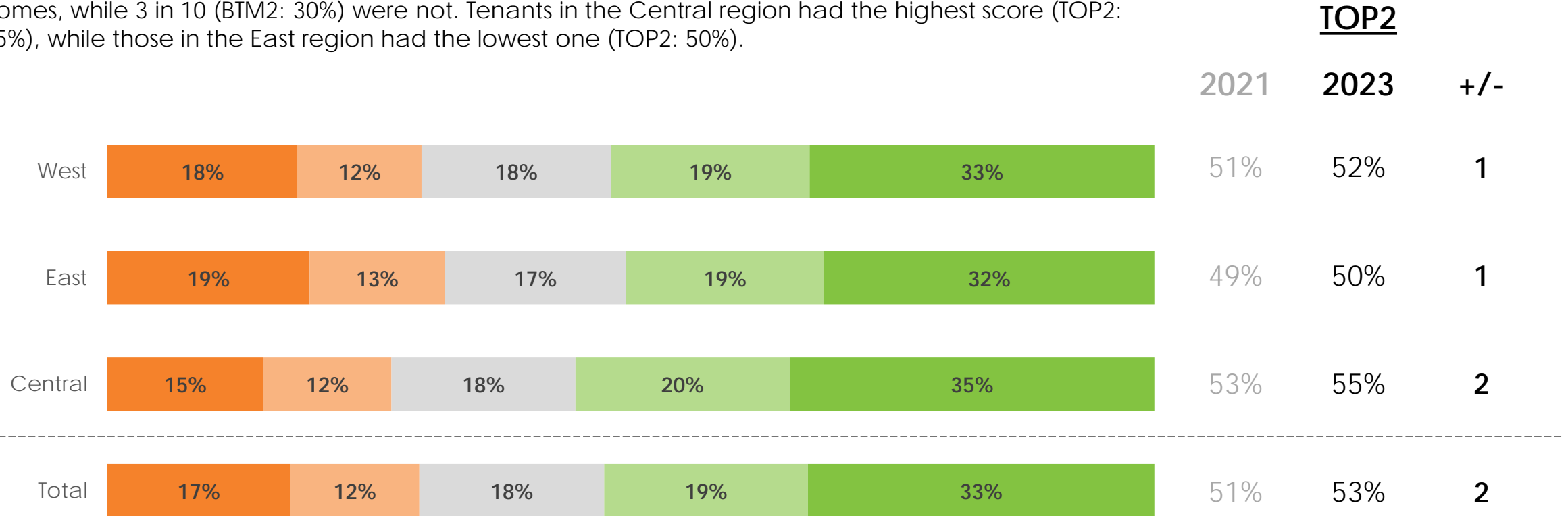
How much do you agree or disagree with the following statement: I am proud to live in my Toronto Community Housing building community  
 Total sample n=8000 (2023), n=7963 (2021)  
 Central n=2703 (2023), n=2638 (2021)  
 East n=2770 (2023), n=2747 (2021)  
 West n=2527 (2023), n=2411 (2021)





# Tenant Sentiment Pride in Home

- In 2023, more than half (TOP2: 53%) of the tenants were proud to invite people to visit them in their homes, while 3 in 10 (BTM2: 30%) were not. Tenants in the Central region had the highest score (TOP2: 55%), while those in the East region had the lowest one (TOP2: 50%).



■ Strongly Disagree  
 ■ Somewhat Disagree  
 ■ Neutral  
 ■ Somewhat Agree  
 ■ Strongly Agree

How much do you agree or disagree with the following statement: I am proud to invite people to visit me in my home

Total sample n=7907 (2023), n=7786 (2021)

Central n=2680 (2023), n=2590 (2021)

East n=2734 (2023), n=2681 (2021)

West n=2493 (2023), n=2367 (2021)

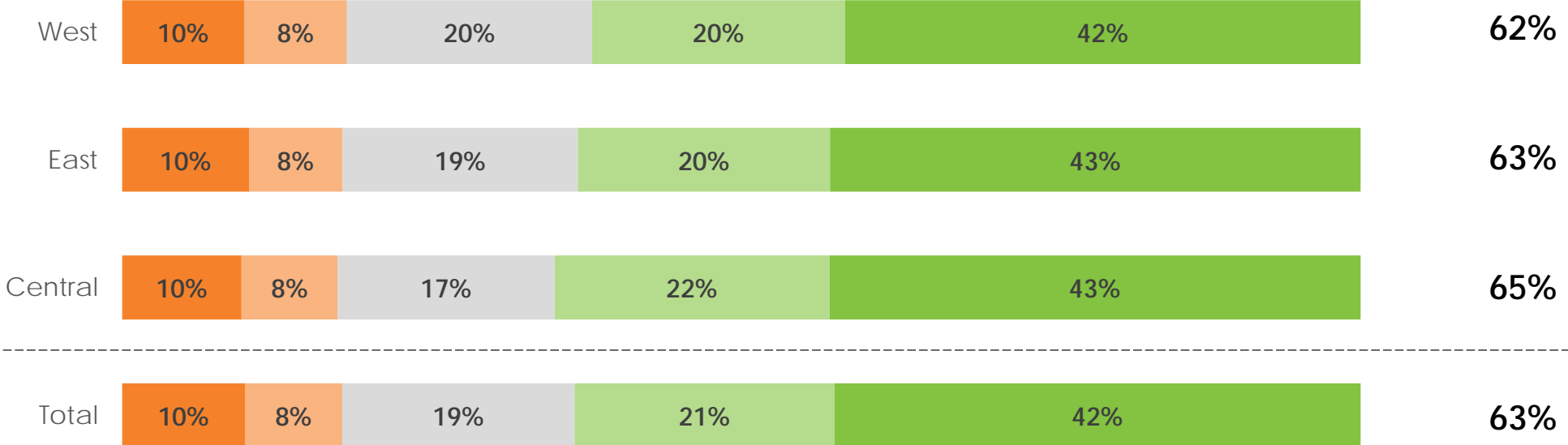




# Tenant Sentiment Respected by Staff

- More than 3 in 5 (TOP2: 63%) tenants felt respected by TCH staff. The scores were generally consistent among respondents in each region.

TOP2



■ Strongly Disagree 
 ■ Somewhat Disagree 
 ■ Neutral 
 ■ Somewhat Agree 
 ■ Strongly Agree

How much do you agree or disagree with the following statement: I feel respected by Toronto Community Housing staff  
 Total sample n=7985  
 Central n=2698  
 East n=2760  
 West n=2527

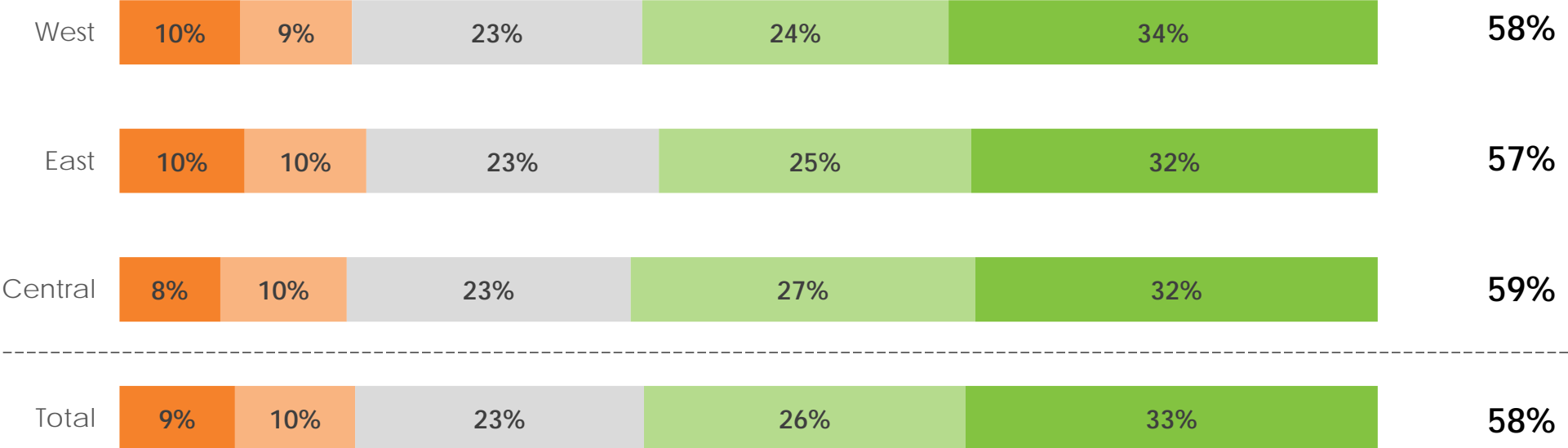




# Tenant Sentiment Respected by Other Tenants

- Nearly 3 in 5 (TOP2: 58%) tenants felt respected by other TCH tenants. Scores were similar across all regions.

TOP2



■ Strongly Disagree 
 ■ Somewhat Disagree 
 ■ Neutral 
 ■ Somewhat Agree 
 ■ Strongly Agree

How much do you agree or disagree with the following statement: I feel respected by other Toronto Community Housing tenants  
 Total sample n=7898  
 Central n=2683  
 East n=2731  
 West n=2484

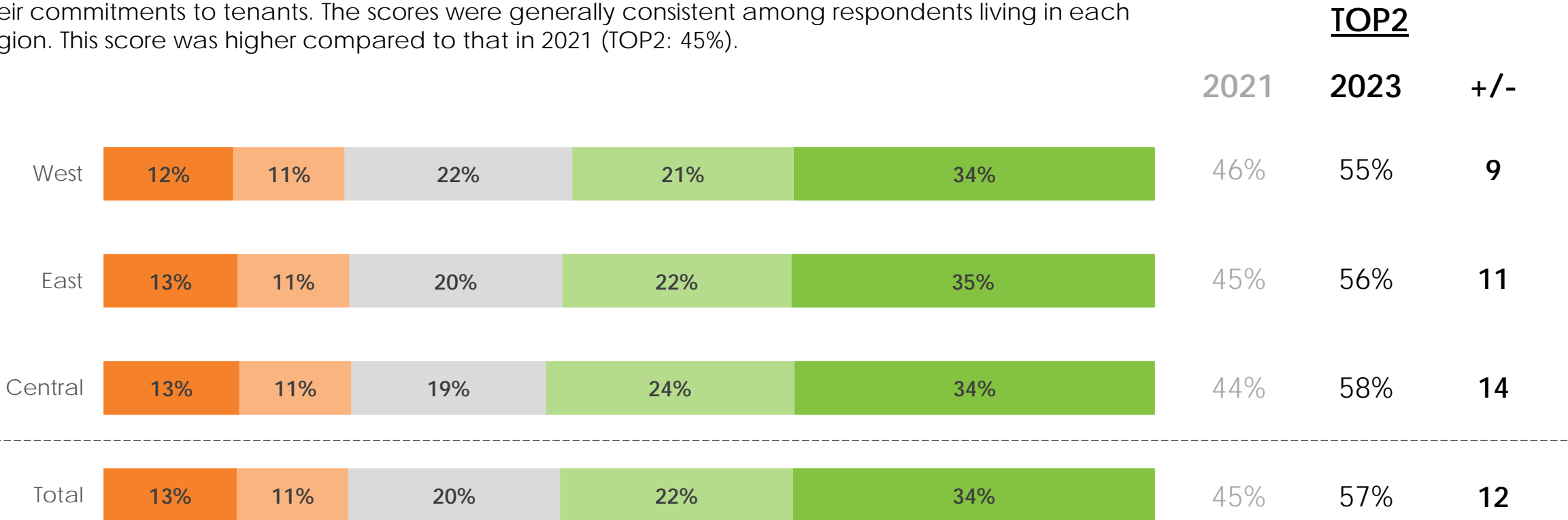






# Tenant Sentiment Accountability

- In 2023, around 3 in 5 (TOP2: 57%) tenants agreed that TCH staff took accountability for their work and their commitments to tenants. The scores were generally consistent among respondents living in each region. This score was higher compared to that in 2021 (TOP2: 45%).



■ Strongly Disagree  
 ■ Somewhat Disagree  
 ■ Neutral  
 ■ Somewhat Agree  
 ■ Strongly Agree

How much do you agree or disagree with the following statement: I feel that Toronto Community Housing staff take accountability for their work and their commitments to tenants (2023)  
 How much do you agree or disagree with the following statement: Takes accountability in their work and decision-making (2021)  
 Total sample n=7951 (2023), n=7222 (2021)  
 Central n=2686 (2023), n=2403 (2021)  
 East n=2741 (2023), n=2544 (2021)  
 West n=2524 (2023), n=2210 (2021)

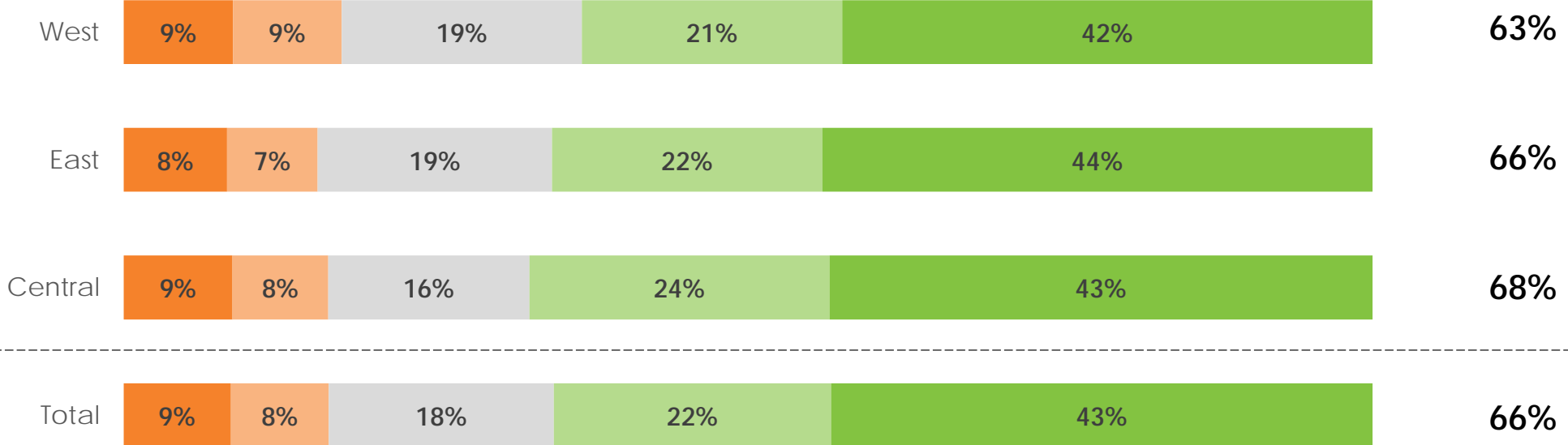




# Tenant Sentiment Staff Manner

- 2 in 3 (TOP2: 66%) tenants agreed that TCH staff conduct themselves in a professional manner. Among the respondents, those in the Central region had the highest score (TOP2: 68%), while those in the West region had the lowest (TOP2: 63%)

TOP2



■ Strongly Disagree  
 ■ Somewhat Disagree  
 ■ Neutral  
 ■ Somewhat Agree  
 ■ Strongly Agree

How much do you agree or disagree with the following statement: Toronto Community Housing staff conduct themselves in a professional manner  
 Total sample n=7983  
 Central n=2700  
 East n=2756  
 West n=2527





# Online Service

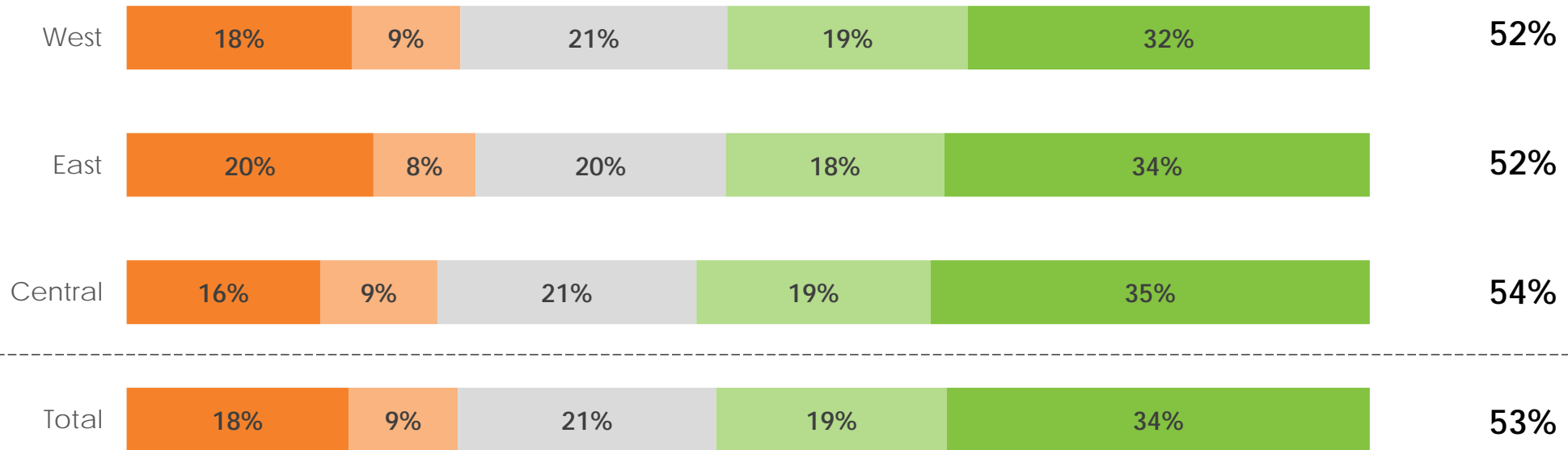
Toronto Community Housing Online Service Delivery



# Online Service Information Request

- More than 1 in 2 (TOP2: 53%) tenants are likely to request information about their tenancy through an online service if it becomes available. The scores were generally consistent among the tenants in each region.

## TOP2



■ Very Unlikely  
 ■ Somewhat Unlikely  
 ■ Possibly  
 ■ Somewhat Likely  
 ■ Very Likely

How likely are you to do the following activities on an online portal or website: Request information about my tenancy

Total sample n=7223

Central n=2452

East n=2507

West n=2264

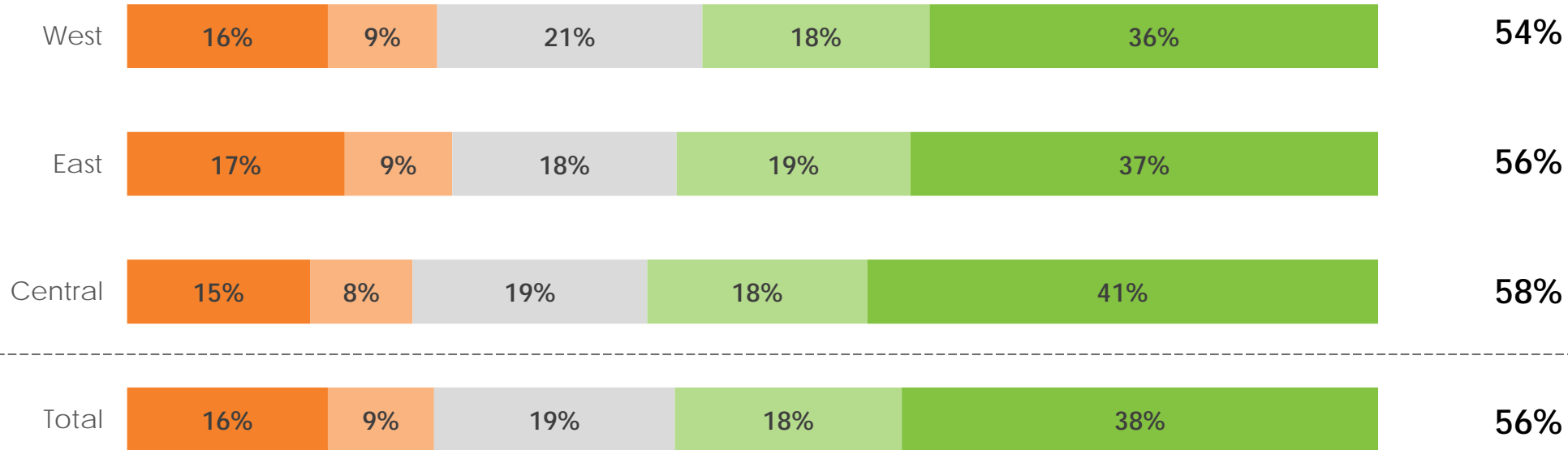




# Online Service Maintenance Request

- More than 1 in 2 (TOP2: 56%) tenants are likely to submit a maintenance request or follow-up on an existing maintenance request through an online service if it becomes available. The score in the Central region (TOP2: 58%) was the highest, while that in the West region was the lowest (TOP2: 54%).

**TOP2**



■ Very Unlikely  
 ■ Somewhat Unlikely  
 ■ Possibly  
 ■ Somewhat Likely  
 ■ Very Likely

How likely are you to do the following activities on an online portal or website: Submit a maintenance request or follow-up on an existing maintenance request

Total sample n=7468

Central n=2532

East n=2581

West n=2355

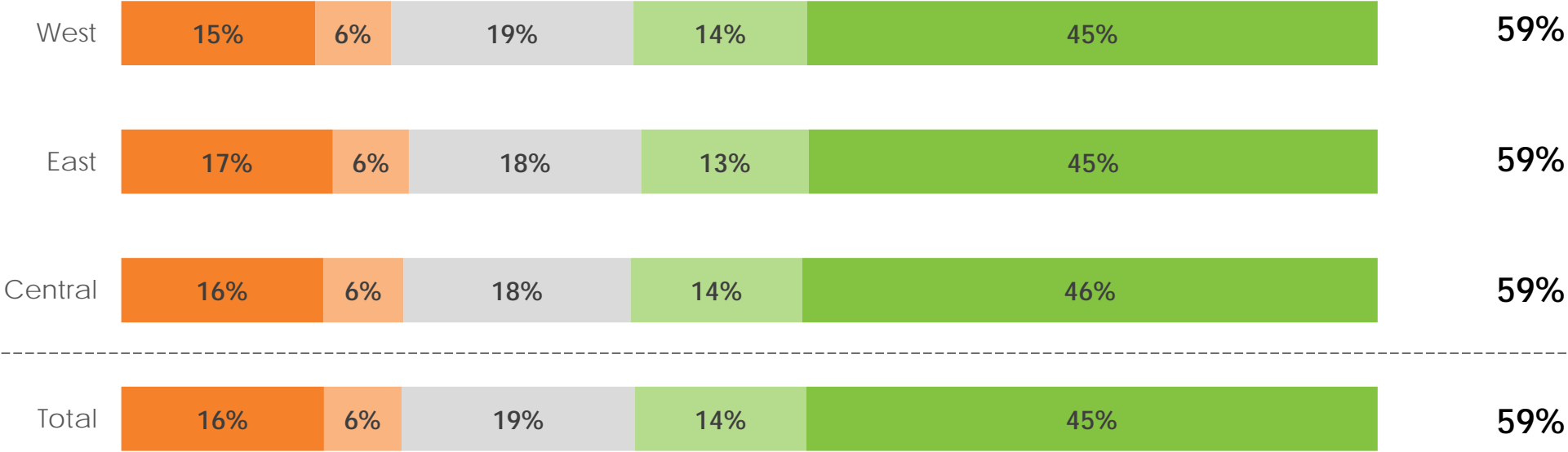




# Online Service Rent Payment

- Around 3 in 5 (TOP2: 59%) tenants said they are likely to pay rent or set up rent payments through an online service if it becomes available. The scores were generally consistent in each region.

**TOP2**



■ Very Unlikely  
 ■ Somewhat Unlikely  
 ■ Possibly  
 ■ Somewhat Likely  
 ■ Very Likely

How likely are you to do the following activities on an online portal or website: Pay my rent or set up payment of my rent  
 Total sample n=7242  
 Central n=2452  
 East n=2489  
 West n=2301

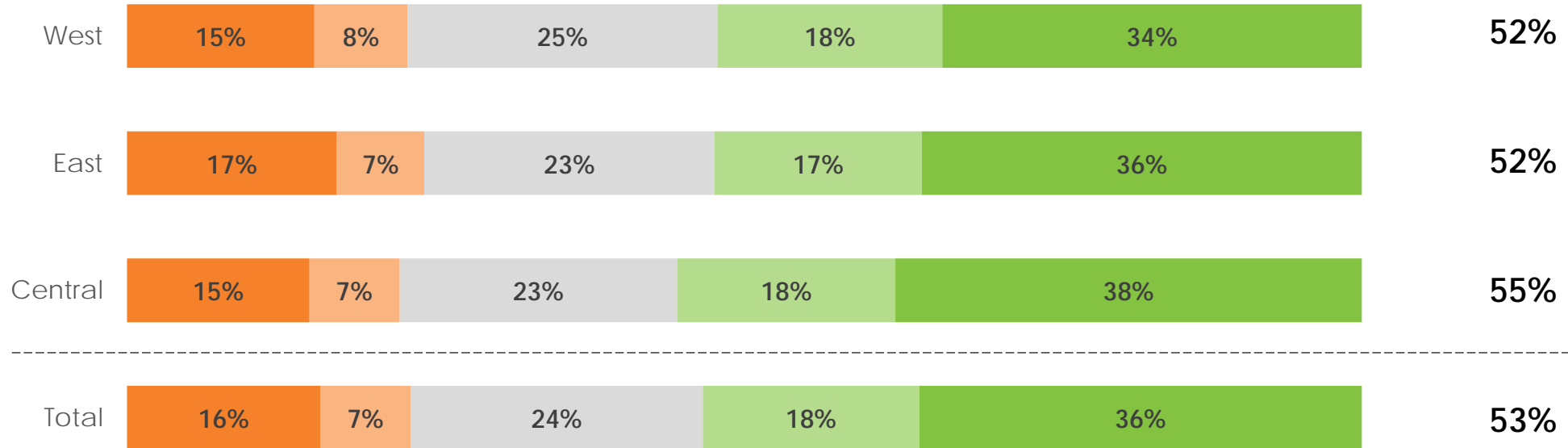




# Online Service Booking Appointment

- More than 1 in 2 (TOP2: 53%) tenants are likely to book an appointment with a TCHC staff member through an online service if it becomes available. The score was highest in the Central region (TOP2: 55%), while the West and East regions had lower scores (TOP2: 52%).

**TOP2**



■ Very Unlikely  
 ■ Somewhat Unlikely  
 ■ Possibly  
 ■ Somewhat Likely  
 ■ Very Likely

How likely are you to do the following activities on an online portal or website: Book an appointment with a TCHC staff member  
 Total sample n=7318  
 Central n=2494  
 East n=2524  
 West n=2300

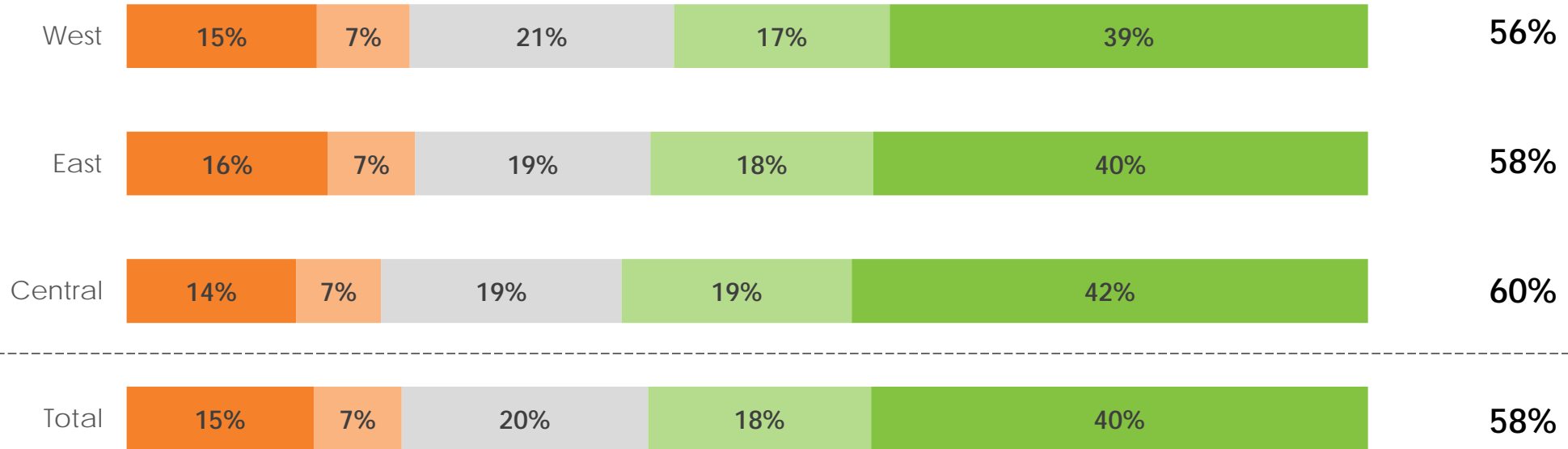




# Online Service Getting Updates About Maintenance/Work

- Around 3 in 5 (TOP2: 58%) tenants are likely to get updates about maintenance or work happening in their buildings through an online service if it becomes available. Tenants in the Central region are most likely to get these updates, (TOP2: 60%), while those in the West region were the least likely to do so (TOP2: 56%).

**TOP2**



■ Very Unlikely  
 ■ Somewhat Unlikely  
 ■ Possibly  
 ■ Somewhat Likely  
 ■ Very Likely

How likely are you to do the following activities on an online portal or website: Get updates about maintenance or work happening in my building  
 Total sample n=7447  
 Central n=2542  
 East n=2564  
 West n=2341



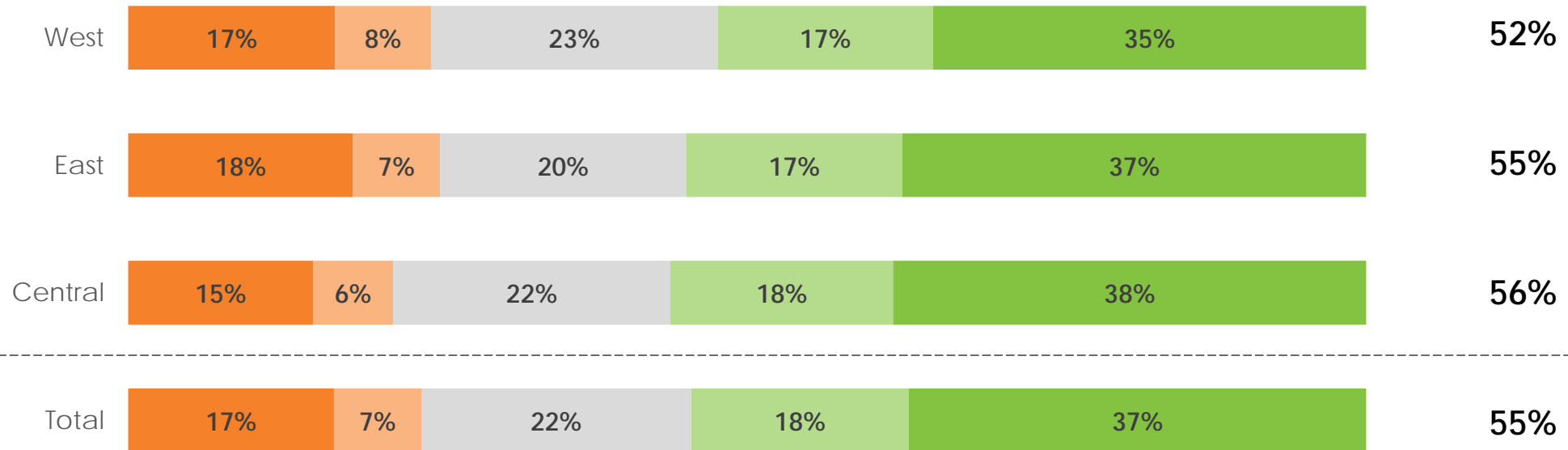




# Online Service Accessing Forms

- More than 1 in 2 (TOP2: 55%) tenants are likely to access forms through an online service if it becomes available. Tenants in the Central region are most likely to access forms online (TOP2: 56%), while tenants in the West region are least likely (TOP2: 52%).

**TOP2**



■ Very Unlikely  
 ■ Somewhat Unlikely  
 ■ Possibly  
 ■ Somewhat Likely  
 ■ Very Likely

How likely are you to do the following activities on an online portal or website: Access forms

Total sample n=7173

Central n=2425

East n=2474

West n=2274

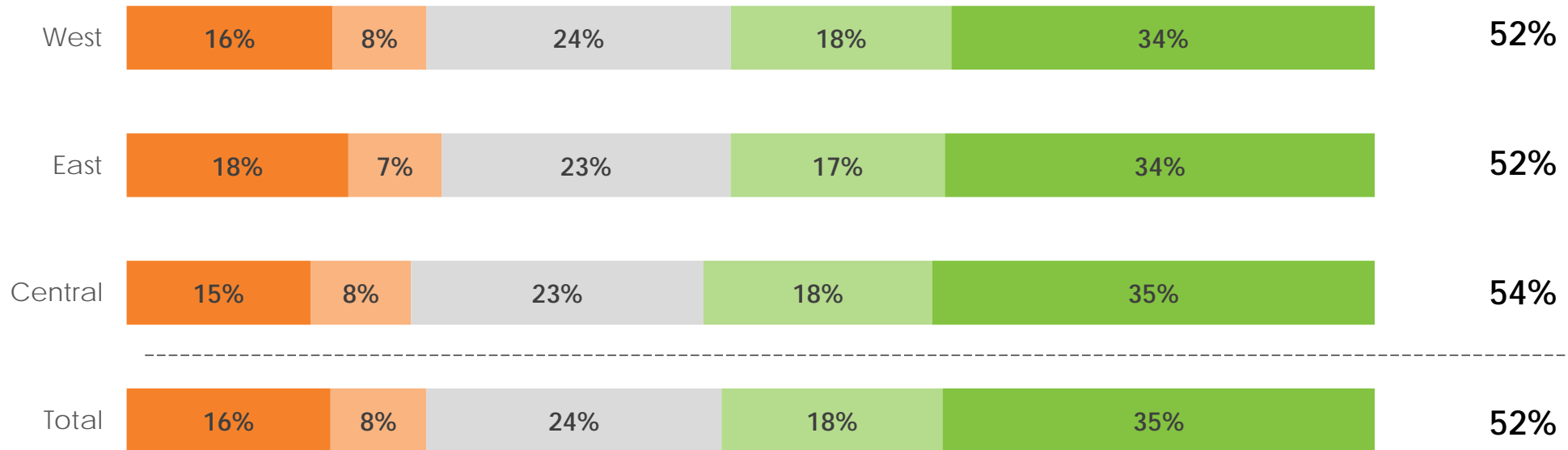




# Online Service Finding Information

- More than 1 in 2 (TOP2: 52%) tenants are likely to find information about upcoming community meetings and events through an online service if it becomes available. The scores were generally consistent among the residents in each region.

**TOP2**



■ Very Unlikely  
 ■ Somewhat Unlikely  
 ■ Possibly  
 ■ Somewhat Likely  
 ■ Very Likely

How likely are you to do the following activities on an online portal or website: Find information about upcoming community meetings and events

Total sample n=7252

Central n=2462

East n=2505

West n=2285





# Drivers Analysis

Regression Model



# Drivers Analysis

The Drivers Analysis in the following slides shows the difference between how **satisfied** the residents are with each service and the **impact** of the services to the residents' overall service satisfaction.

**Impact on overall satisfaction scores** are plotted horizontally across the bottom of the chart (along the X-axis). They are based on a regression analysis that determines how a specific service ("independent variable") contributes to residents' overall satisfaction with services ("dependent variable").

**Satisfaction scores** are plotted vertically (along the Y-axis). They represent overall stated satisfaction (TOP2%) with each of the individual services.

As a result of the analysis, individual service scores can be distributed among four areas:

**Primary Areas for Improvement** – services that have highest impact on overall satisfaction, but with lower individual satisfaction scores. This is stated as the primary area for improvement because the regression analysis identifies that these services are the strongest drivers of satisfaction. If TCH can increase satisfaction in these areas, this will have the largest impact on overall satisfaction with TCH services.

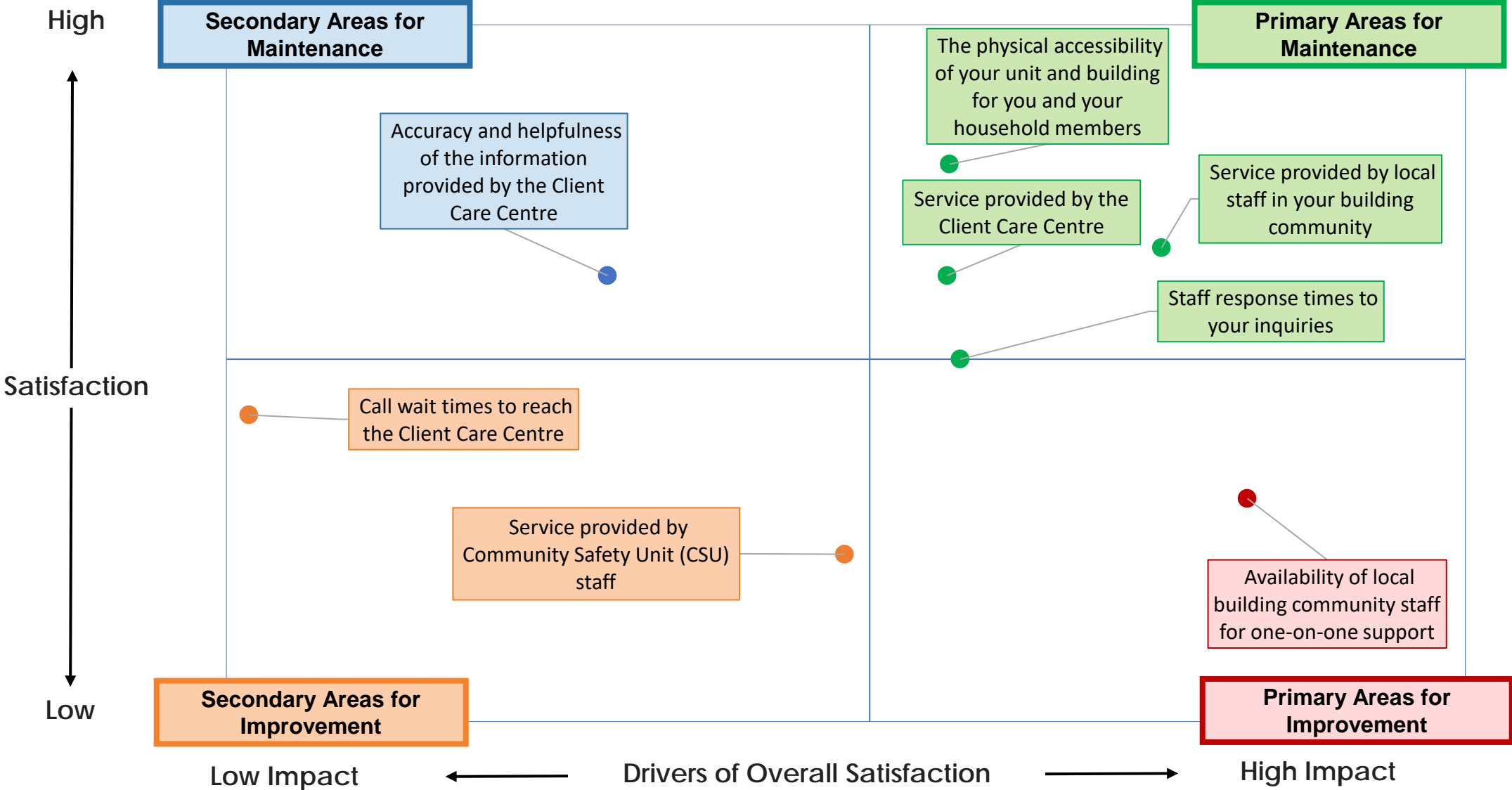
**Secondary Areas for Improvement** – services that have relatively lower impact on overall satisfaction and have lower individual satisfaction scores. This should be the secondary area of focus to improve satisfaction scores.

**Primary Areas for Maintenance** – services that have relatively high impact on overall satisfaction and high individual satisfaction scores. The focus here is on maintaining the current level of satisfaction.

**Secondary Areas for Maintenance** – services with low impact on overall satisfaction but high individual satisfaction scores. The focus here should be to maintain satisfaction levels.

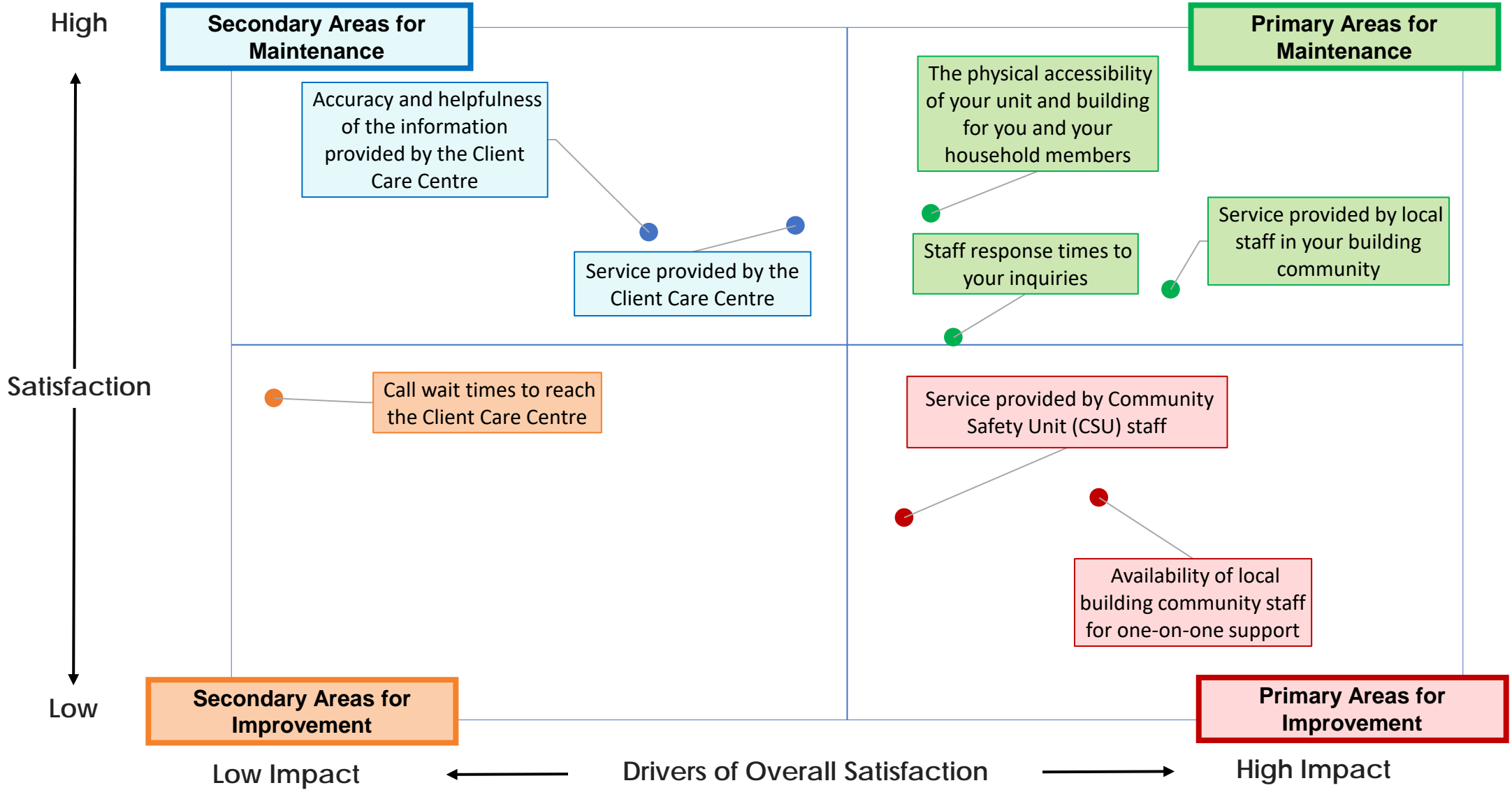


# Drivers Analysis Customer Service - Overall



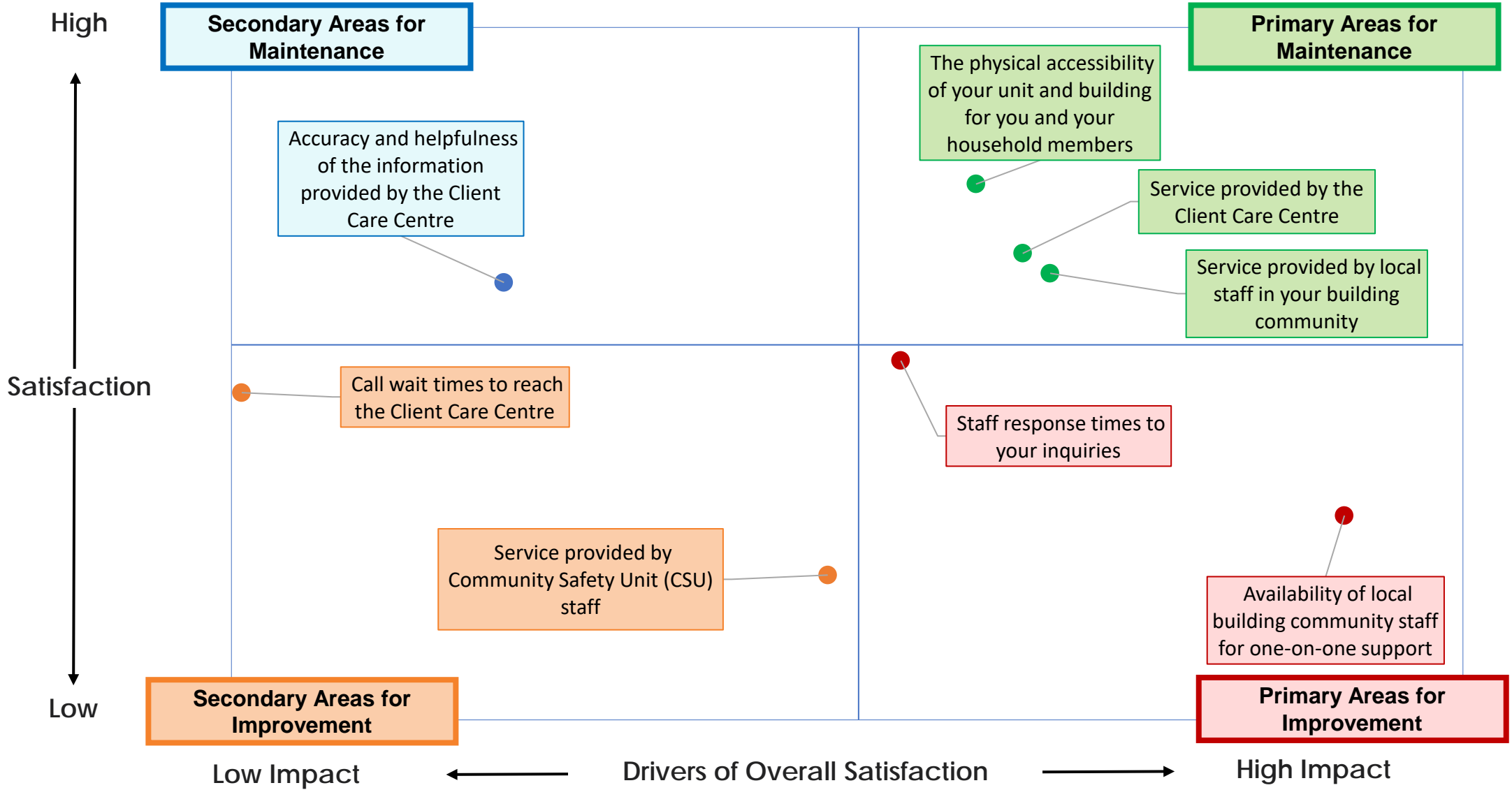


# Drivers Analysis Customer Service - West



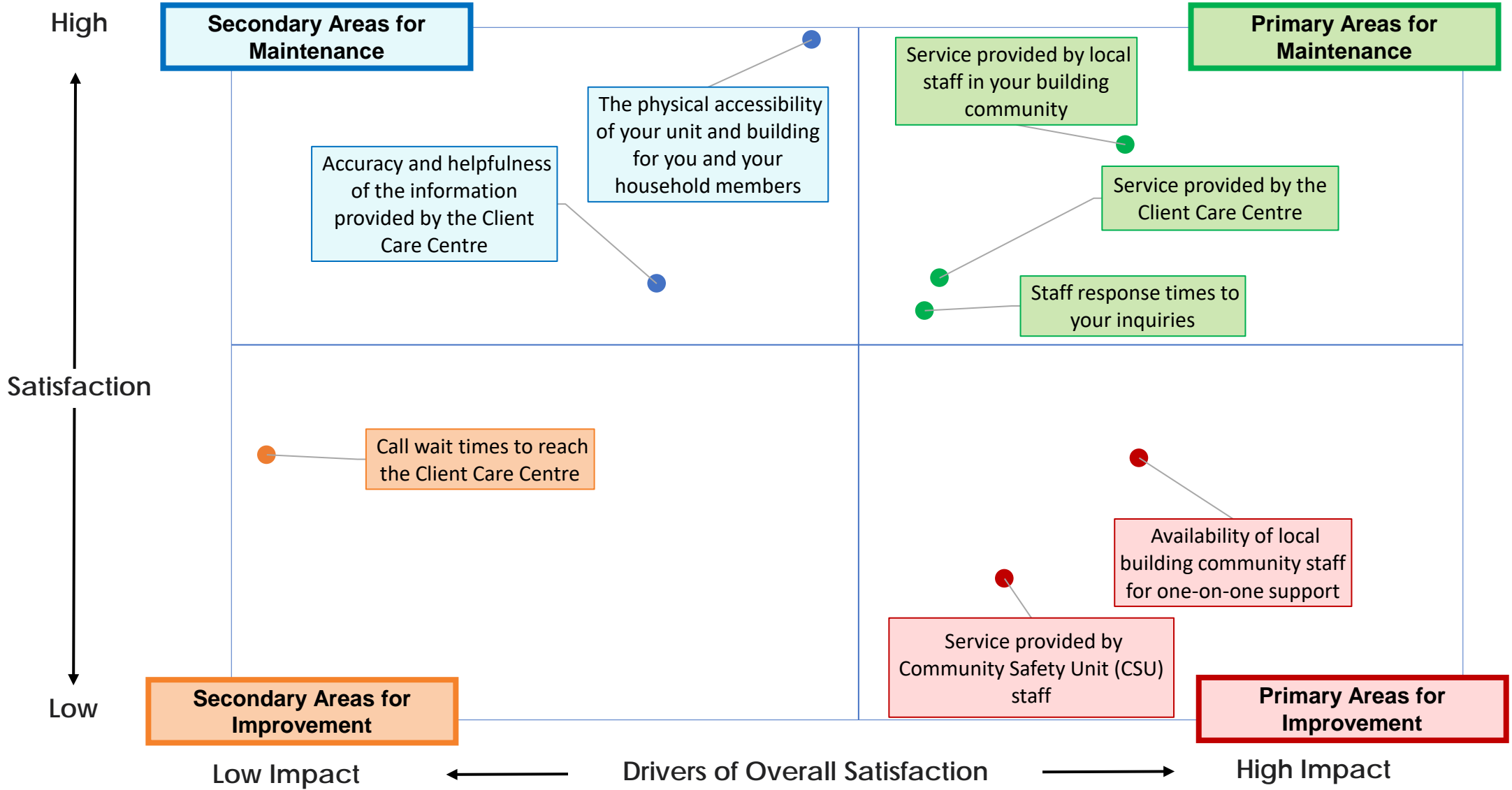


# Drivers Analysis Customer Service - East





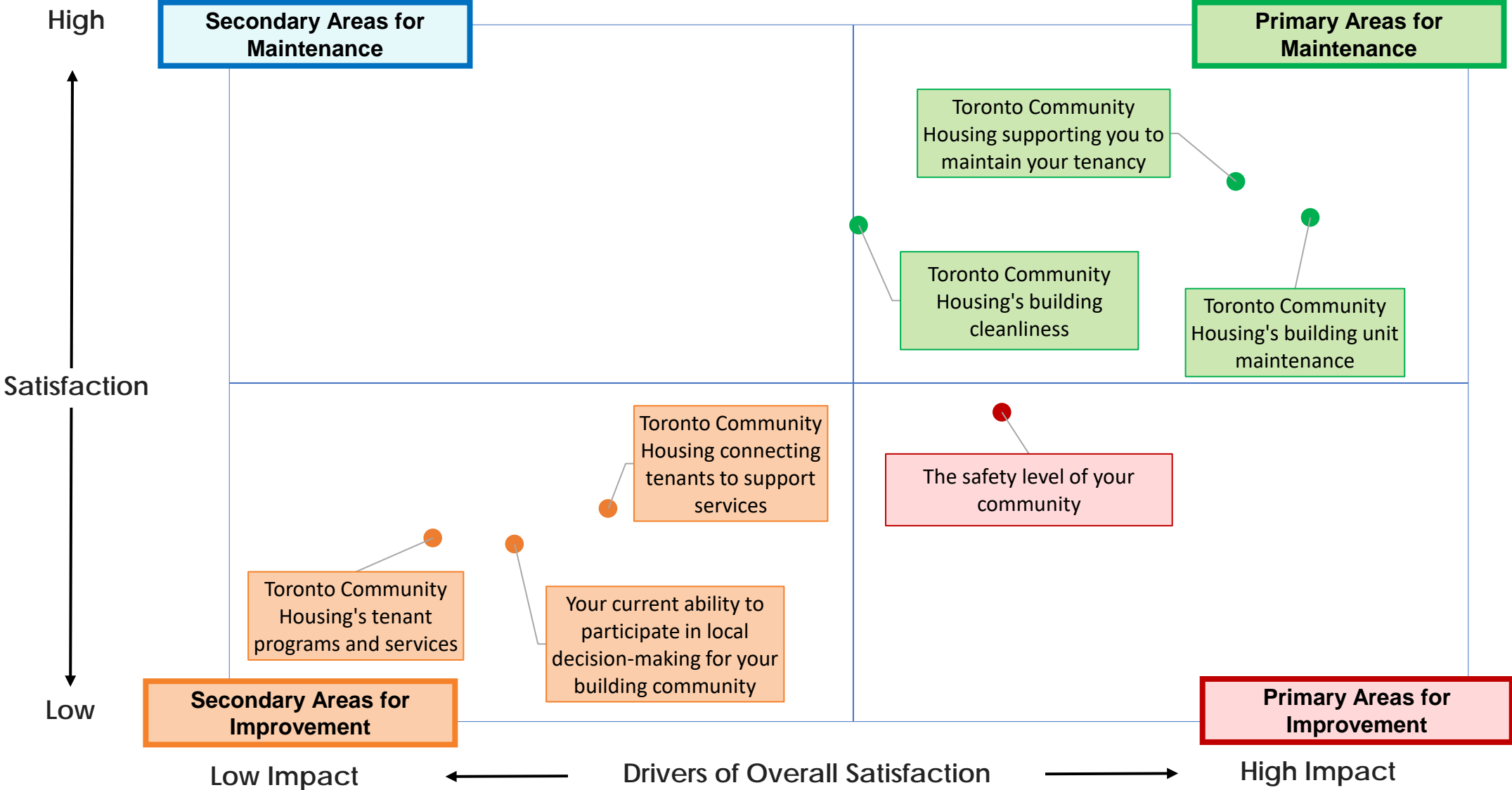
# Drivers Analysis Customer Service - Central





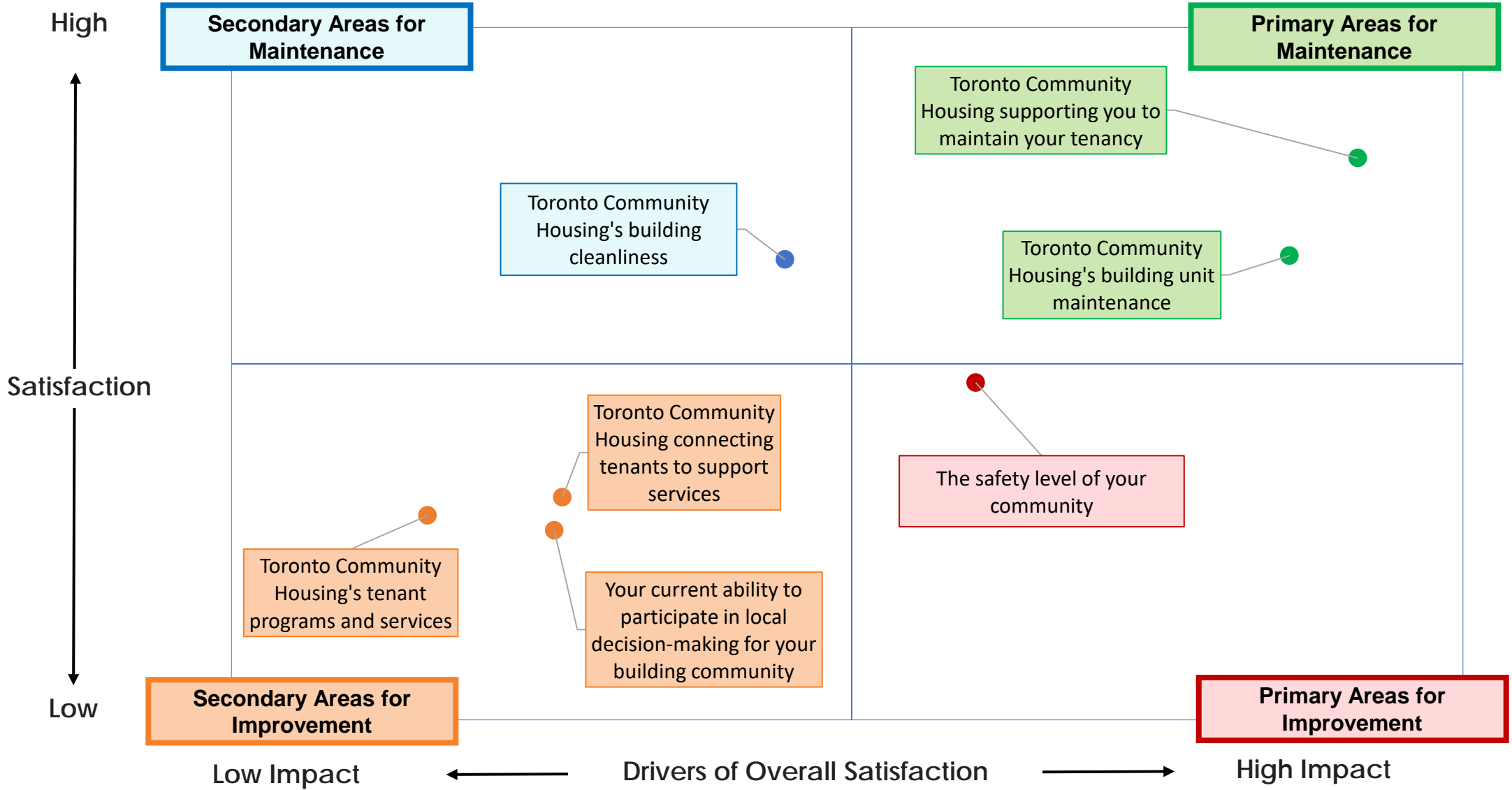


# Drivers Analysis Key Services - Overall



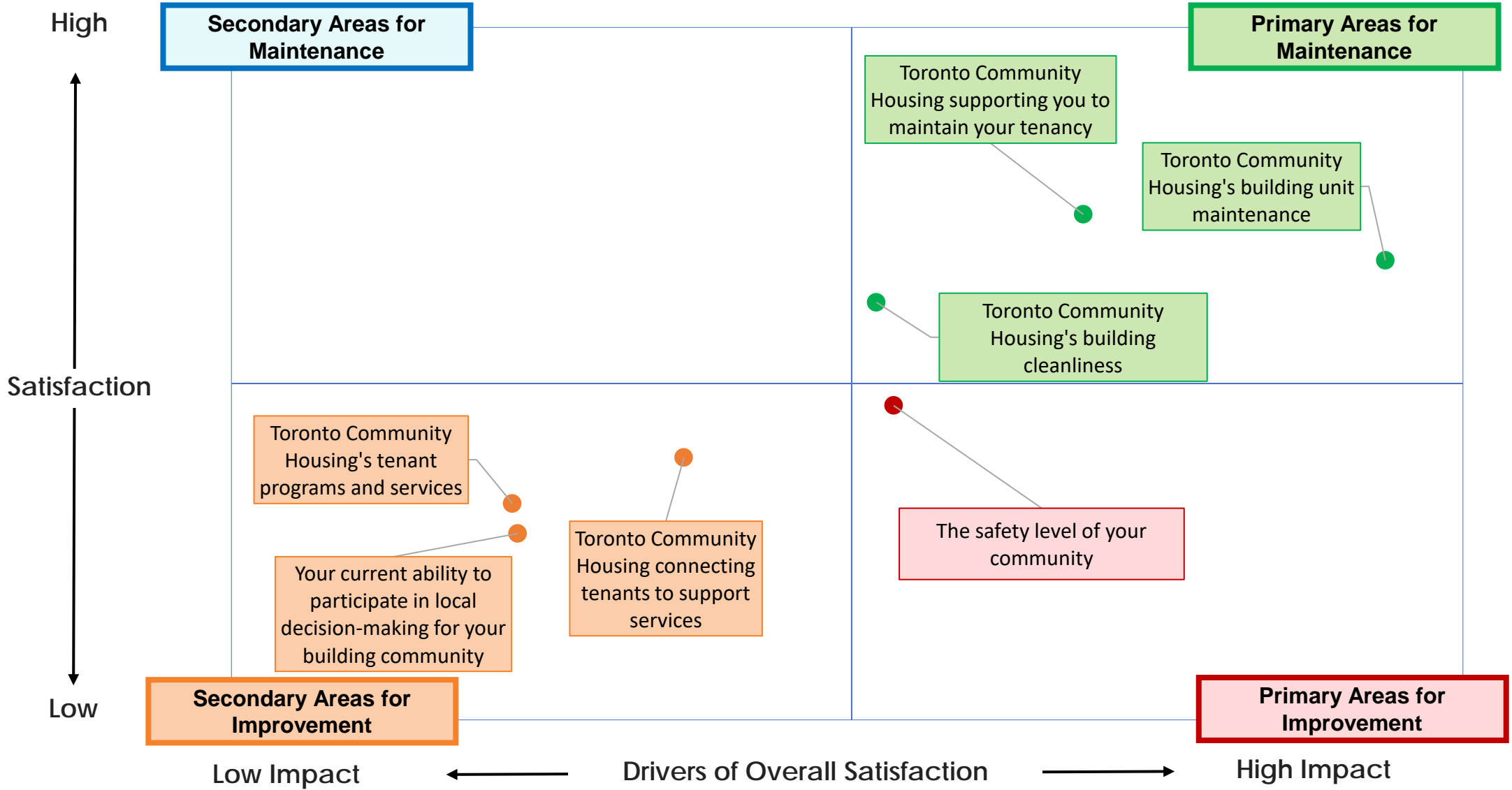


# Drivers Analysis Key Services - West



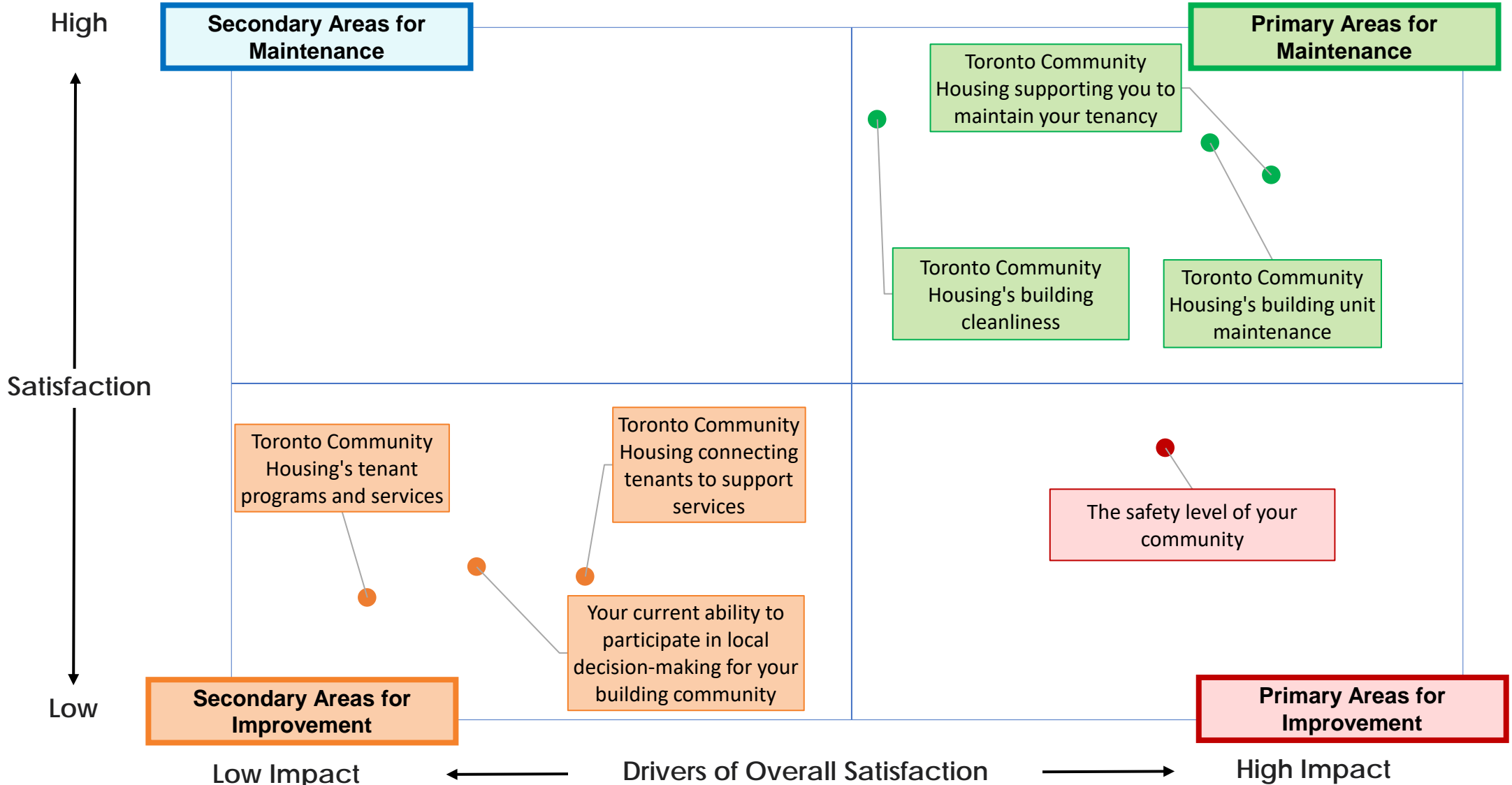


# Drivers Analysis Key Services - East



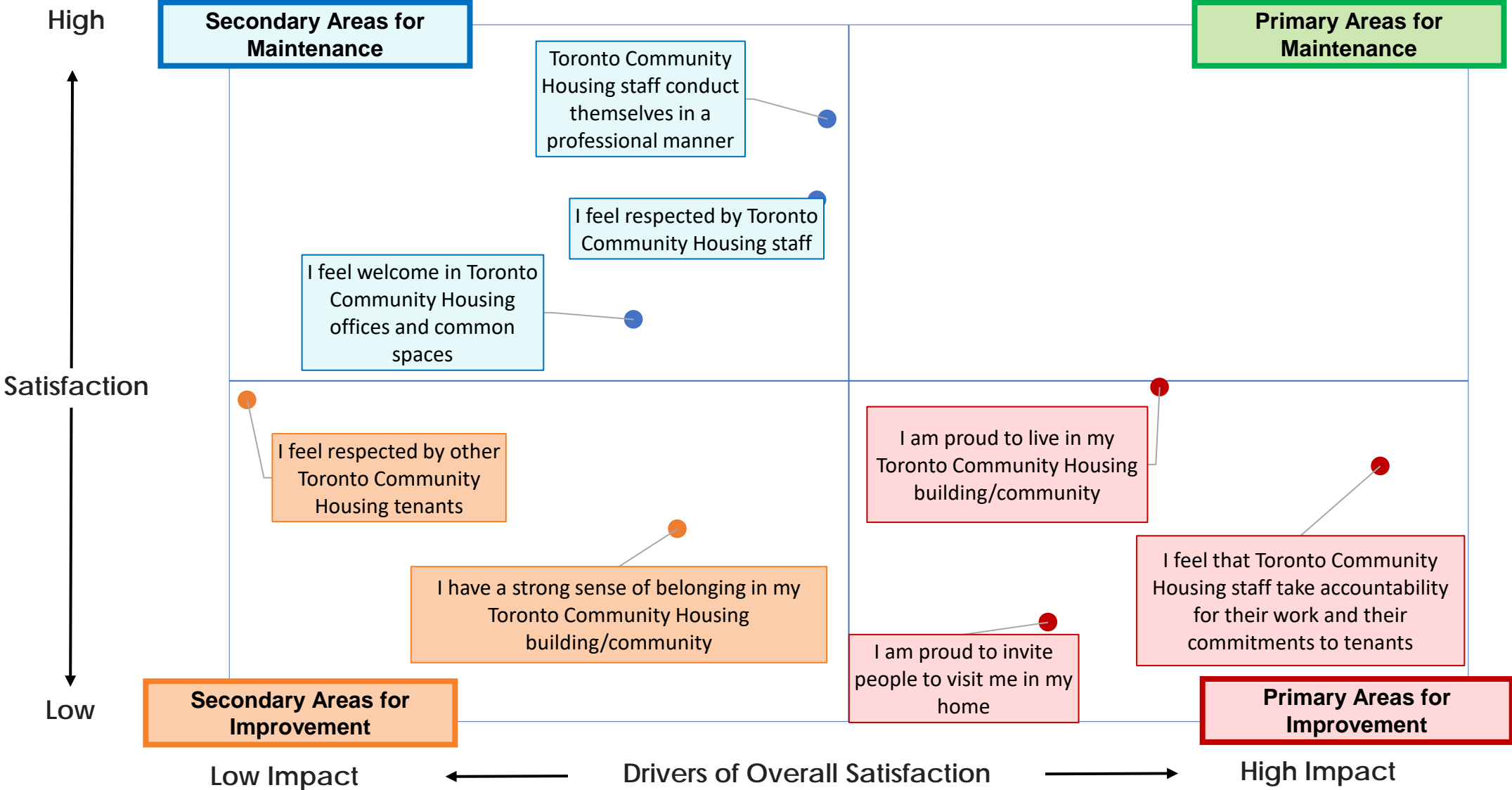


# Drivers Analysis Key Services - Central



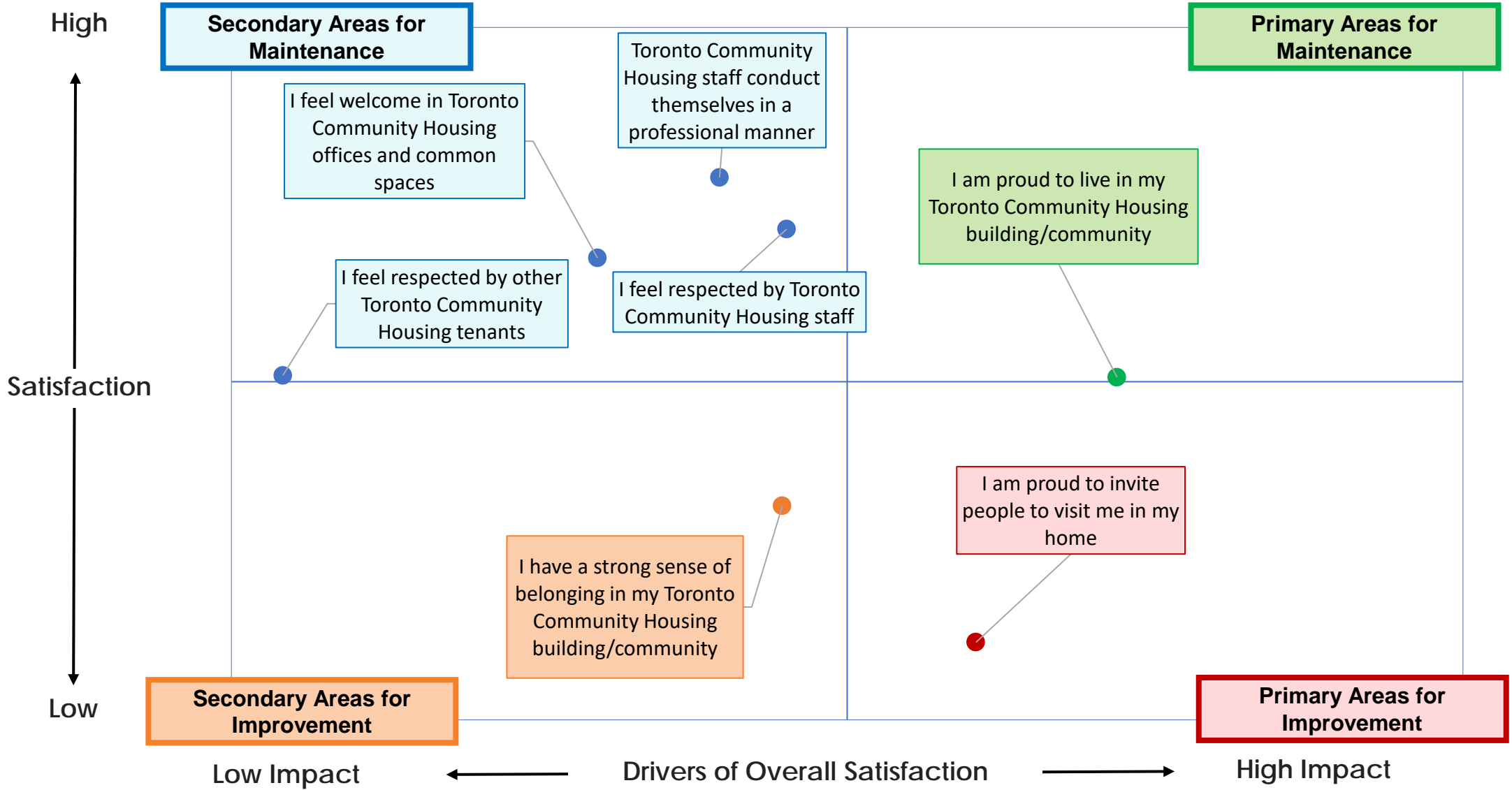


# Drivers Analysis Tenant Sentiment - Overall



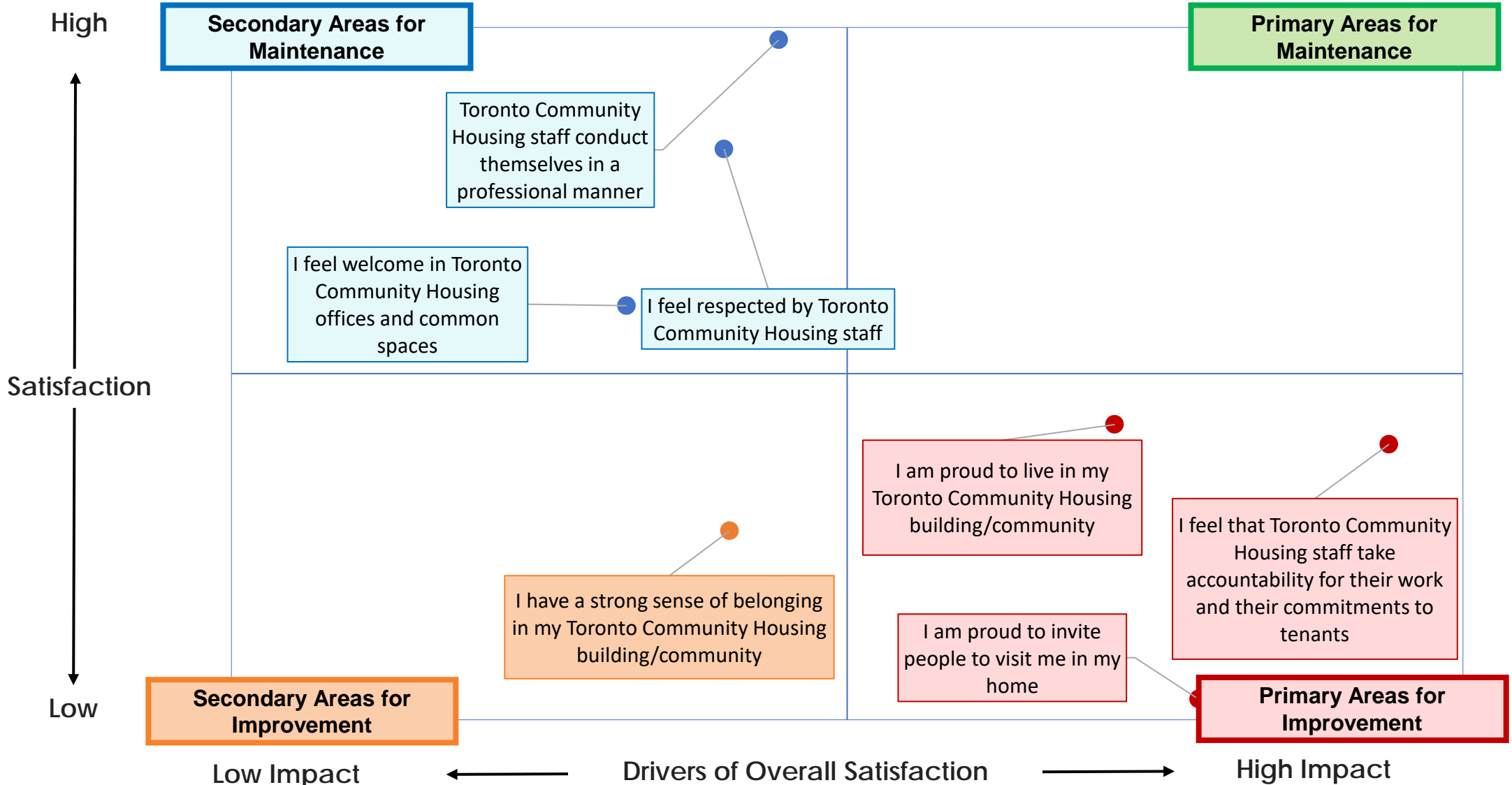


# Drivers Analysis Tenant Sentiment - West



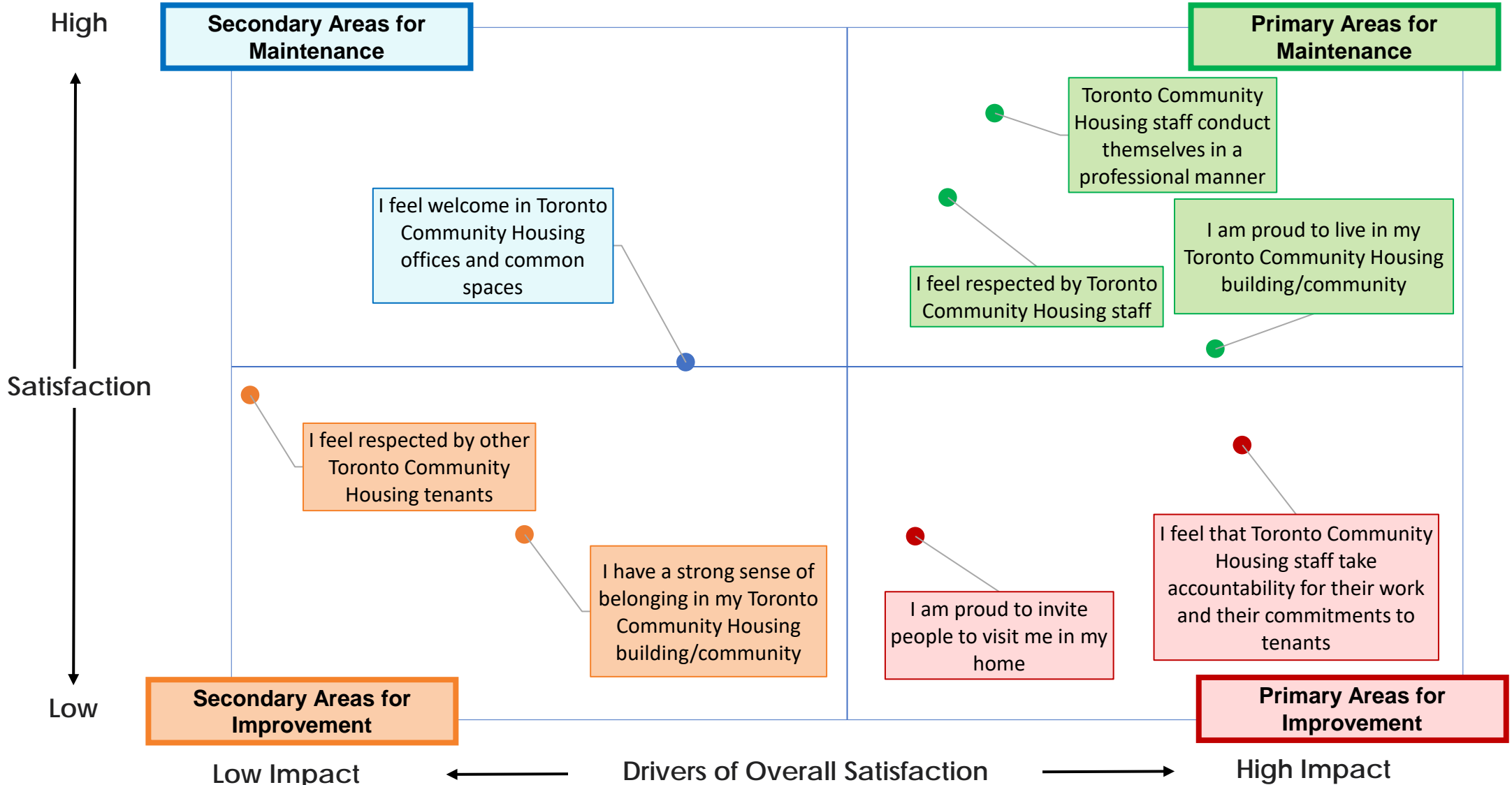


# Drivers Analysis Tenant Sentiment - East





# Drivers Analysis Tenant Sentiment - Central







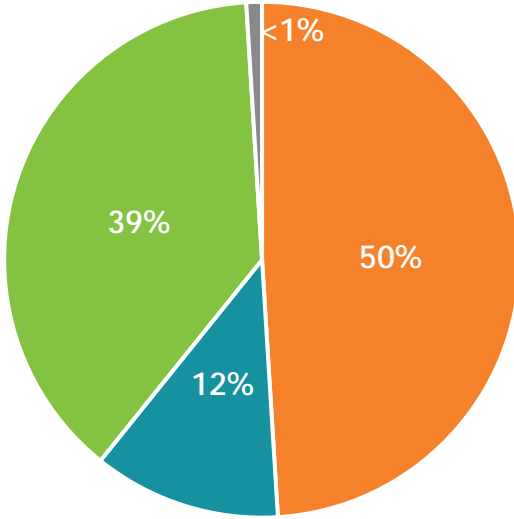
# Respondent Profile

Demographics



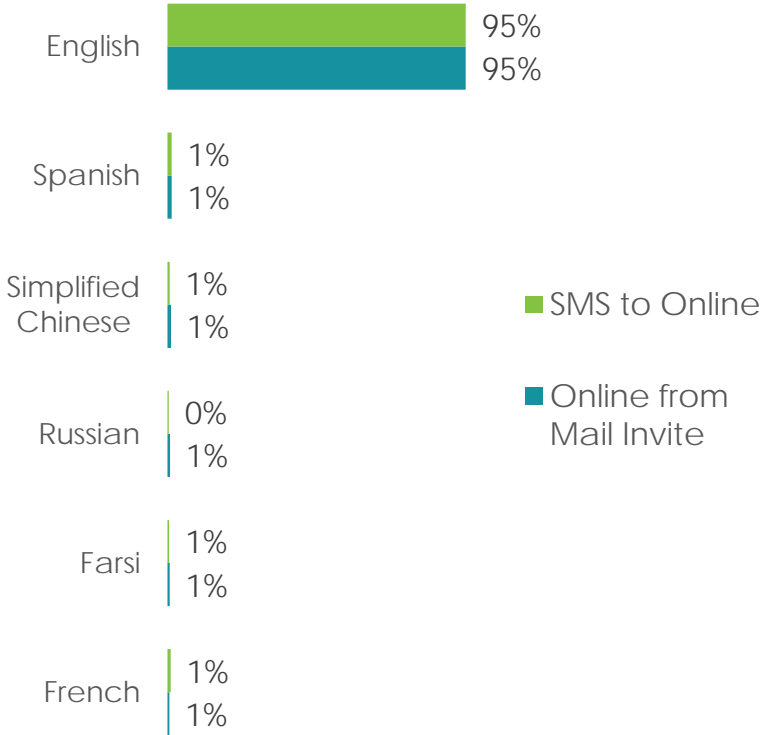
# Respondent Breakdown

### Respondent Completion Method



- Mail-In
- Online from Mail Invite
- SMS to Online
- Telephone

### Respondent Completion Language ONLINE

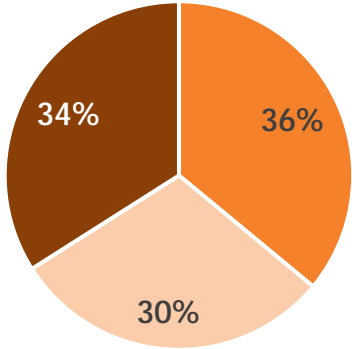


- SMS to Online
- Online from Mail Invite



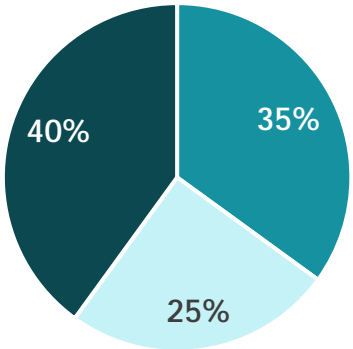
# Respondent Breakdown

### Mail-in



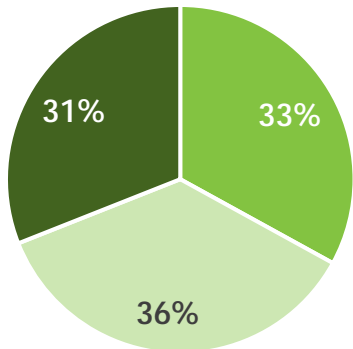
■ East ■ West ■ Central

### Online from Mail Invite



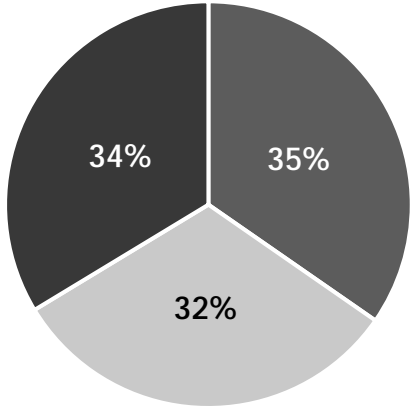
■ East ■ West ■ Central

### SMS to Online



■ East ■ West ■ Central

### Total



■ East ■ West ■ Central



\*Telephone was not included due to small sample



# Respondent Breakdown



## Mail-In Respondents

Respondents who answered the survey through mail-in are evenly distributed across all regions.

They are more likely to be:

- Living in Central and East regions
- Aged 50+
- Men
- White, East Asian, and Indigenous



## Online Link Respondents

Respondents who answered the survey online through the link on the mail invite are more likely to be:

- Living in Central and East regions
- Aged 16-24
- Men
- East Asian, South Asian/Indo-Caribbean, Southeast Asian, and Arab/Middle Eastern/West Asian



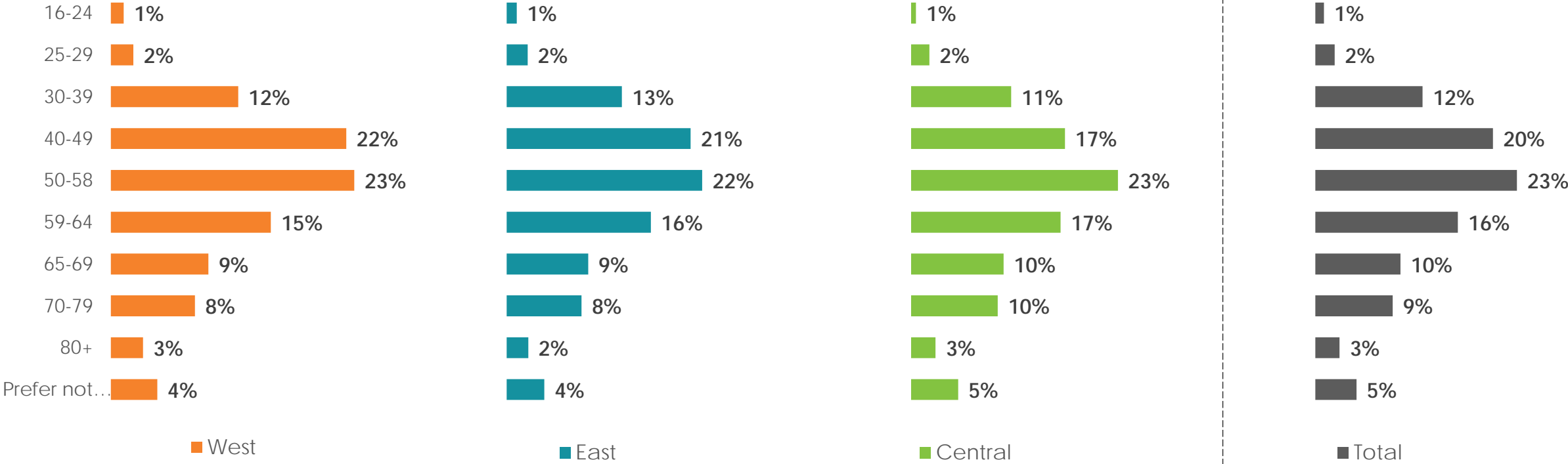
## SMS Invite Respondents

Respondents who answered the survey online through the SMS invite are more likely to be:

- Living in West region
- Aged 25-49
- Women
- Black and Latin American

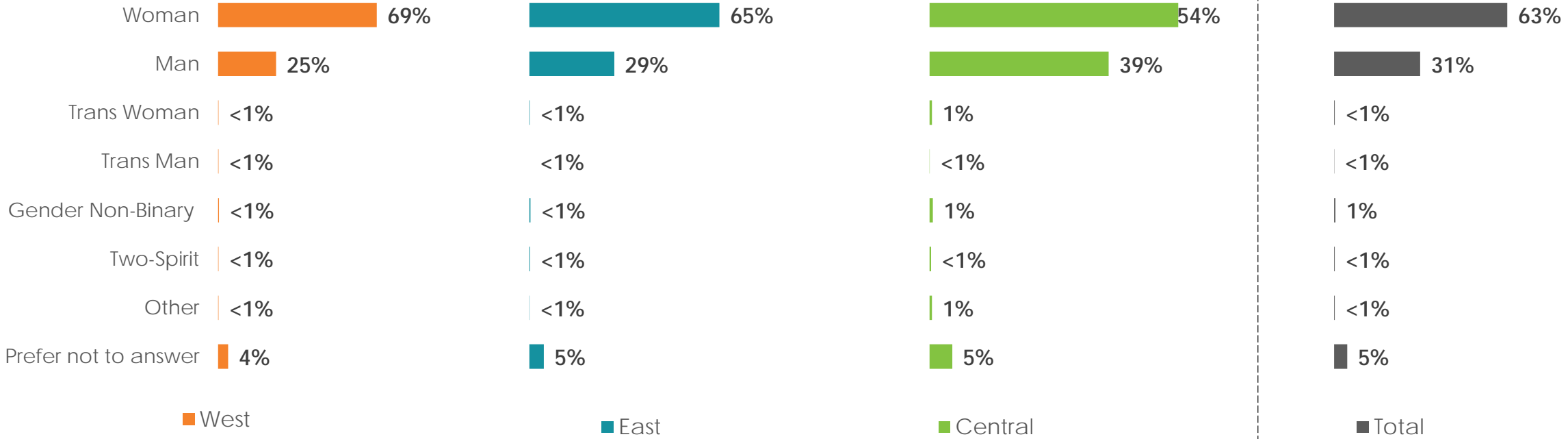


# Demographics Age



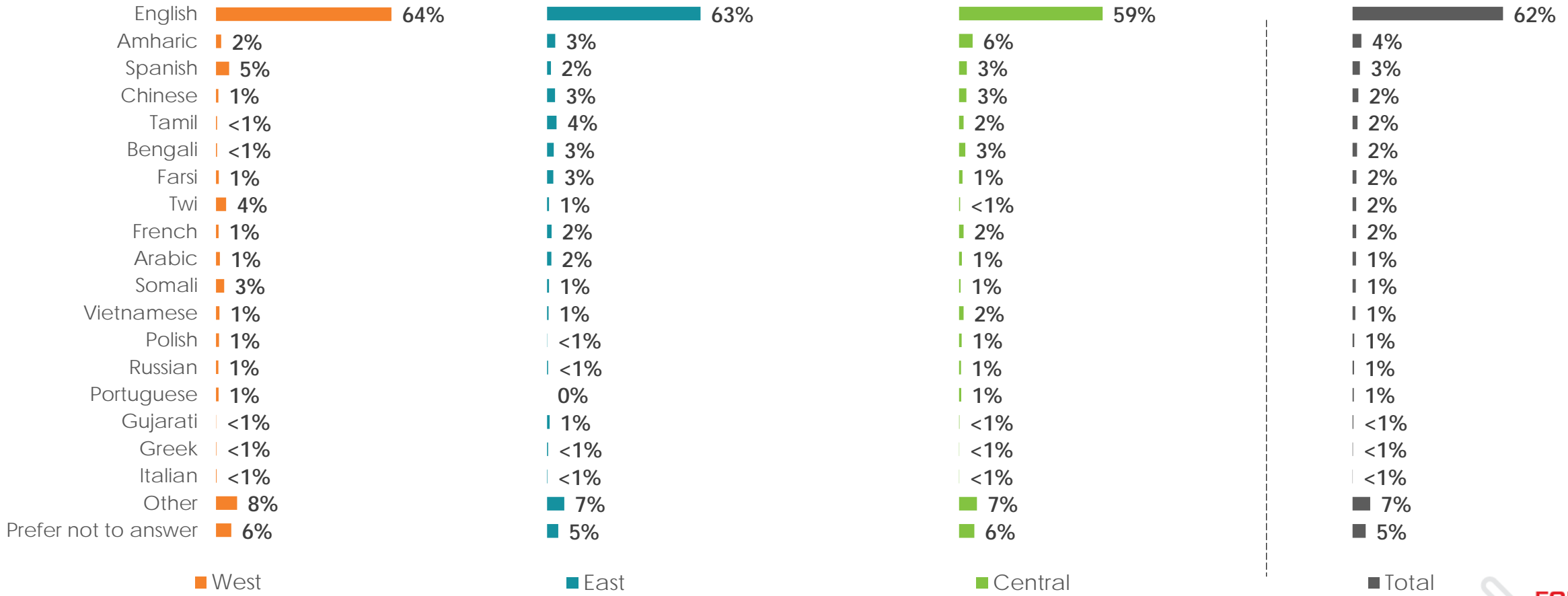


# Demographics Gender



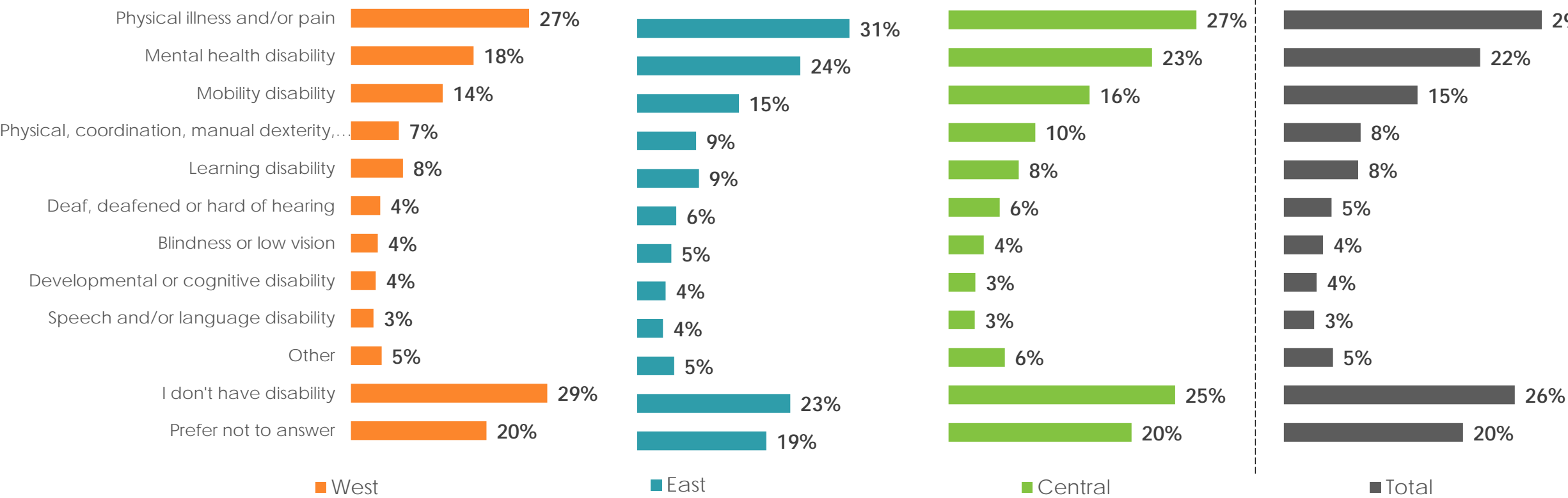


# Demographics Language Spoken at Home





# Demographics Disability







# Demographics Race/Ethnicity

