

Seniors Housing Unit South East Region Tenant Experience Survey Results

Item 4
February 9, 2022
Tenant Services Committee

Report:	TSC:2021-80D
То:	Tenant Services Committee ("TSC")
From:	General Manager (Interim), Seniors Housing Unit
Date:	October 22, 2021

PURPOSE:

The purpose of this report is to present to the committee the final report of the Tenant Experience Survey results. This survey was conducted prior to the implementation of the Integrated Service Model (ISM) in the Phase 1 buildings to provide a baseline for evaluating the ISM.

RECOMMENDATIONS:

It is recommended that TSC receive this report for information.

REASONS FOR RECOMMENDATIONS:

The survey has already been completed and summarized by the research partners, so this is for information purposes only.

BACKGROUND:

The TCHC Seniors Housing Unit began to implement the Integrated Service Model (ISM) for seniors housing in 18 buildings in the south east region of the city starting in December of 2020. Once fully implemented, the ISM will support more than 14,000 low-income senior tenants (age 59+)

living in 83 seniors-designated buildings across the city, most of whom live alone, to age in place and enjoy better quality of life and successful tenancies.

Prior to the initial Phase 1 implementation of the ISM, the Seniors Housing Unit wanted to conduct a tenant experience survey to better understand current perspectives of tenants and identify opportunities to improve services for seniors. This survey serves as a baseline measurement of tenant satisfaction and will be critical in helping the Seniors Housing Unit and their partners understand the impact of the Integrated Service Model.

The survey was developed by the Seniors Housing Unit, in partnership with staff from the City of Toronto and researchers at Sunnybrook Research Institute. The 30-item survey included a mix of Likert-scale items and openended questions examining various aspects of the tenant experience. A copy of the survey questions is included in Attachment 2.

The survey was designed to align with the priority areas of the Integrated Service Model – property management, safety and security, communication with staff, access to supports and services, tenancy management, and community development. There were also several questions examining tenant characteristics.

Prior to distribution, the survey was pilot tested with 14 senior tenants living in one of the 18 buildings. Tenants provided feedback on question clarity and relevance, and offered suggestions on how to best distribute the survey to tenant communities.

Surveys were distributed to 2,826 households in the 18 buildings in the south east region that were scheduled to be part of the ISM Phase 1 implementation, and were available in multiple languages.

The research team at Sunnybrook Research Institute analyzed the survey results and created the summary report of the results.

SUMMARY OF RESULTS:

A detailed report on the results of the survey is included in Attachment 1.

The survey had a 39% response rate (n=1,114 responses).

Key findings of the survey included:

- Most tenants were satisfied with the services offered in their building.
- Tenants identified opportunities for improvements:
 - Enhanced accountability
 - Increased transparency
 - More accessible staff

Other tenant priorities identified included:

- Building a sense of community
- Improving access to services
- Improved understand of seniors' unique needs and applying a "seniors' lens" when supporting tenants

Housing satisfaction was significantly lower for tenants with a disability.

This survey was conducted in Q4 of 2020, and tenants reported that their sense of community was negatively impacted due to the COVID-19 pandemic.

NEXT STEPS:

The report of the survey results is being shared with stakeholders and is being posted online at torontohousing.ca/ISM.

Results of this survey are being used to guide the priorities and changes to the ISM. Tenant engagement and input is a key factor for the successful design and implementation of the ISM, and the results of this survey will be shared with tenants and discussed with the Senior Tenants Advisory Committee.

The results of this survey will also be reported to the Seniors Services and Long-Term Care division at the City of Toronto as part of the Accountability Framework for the ISM.

The next tenant experience survey within the Seniors Housing Unit buildings will be conducted in 2022 after the transition to the Toronto Seniors Housing Corporation is complete. This survey will be conducted after the ISM has been launched in all 83 seniors-designated buildings. The comparison between this and the initial survey will serve to evaluate the ISM to and assess tenant perceptions of whether ISM is meeting its stated objectives.

IMPLICATIONS AND RISKS:

The survey results provide a baseline for the evaluation of the Integrated Service Model.

There are no identified risks at this time.

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"Grant Coffey"	

Grant Coffey

General Manager (I), Seniors Housing Unit

ATTACHMENT:

- 1. Tenant Experience Survey: Results from Integrated Service Model Phase 1 Buildings
- 2. Tenant Experience Survey: Survey Questions

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Item 4 - Seniors Housing Unit South East Region Tenant Experience Survey Results TSC Public Meeting - February 9, 2022 Report #: TSC:2021-80D <u>Attachment 1</u>

Tenant Experience Survey

Results from Integrated Service Model – Phase 1 Buildings

August 2021



Acknowledgements

This report was prepared for the Seniors Housing Unit at Toronto Community Housing Corporation by the St. John's Rehab Research Program at Sunnybrook Research Institute:

- Dr. Christine Sheppard, Post-Doctoral Fellow
- Dr. Sander Hitzig, Program Research Director and Scientist
- Noorin Pattni, Research Assistant
- Tharsiga Gunasegaran, Intern (City of Toronto)

We would like to thank Christine Yan and Catherine Kabasele from the Seniors Housing Unit for their support with survey design, administration and coding. We would also like to thank the tenants in the South-East region for sharing their feedback.

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Housing



Project Overview

2

Tenant Satisfaction

3

The Built Environment

4

Impacts of COVID-19

5

Tenant Characteristics





Most tenants were satisfied with the services offered at TCHC seniors' buildings though identified many opportunities for improvement including:

- Enhanced accountability
- ✓ Increased transparency
- ✓ More accessible staff

Building a sense of community and improving access to services were also identified as priorities

Importantly, tenants reported that their sense of community was negatively impacted due to the COVID-19 pandemic.





Improved understanding of seniors' unique needs and applying a "seniors' lens" when supporting tenants was widely requested.

Project Overview

Introduction



Starting in 2018, the City of Toronto partnered with Toronto Community Housing Corporation (TCHC) and provincial health partners to design an *Integrated Service Model* for the 83 seniors' designated buildings managed by the Seniors Housing Unit. This model brings about new ways of interacting with and supporting senior tenants, with the ultimate goal of ensuring tenants can age in place with dignity and in comfort.

Phased implementation of the Integrated Service Model began in December 2020, in 18 buildings in the South-East region of Toronto (Phase 1). Full implementation is expected by the end of 2022.

Prior to the initial Phase 1 implementation of the Integrated Service Model, the Seniors Housing Unit wanted to conduct a tenant experience survey to better understand current perspectives of tenants and identify opportunities to improve services for seniors. This survey serves as a baseline measurement of tenant satisfaction and will be critical in helping the Seniors Housing Unit and their partners understand the impact of the Integrated Service Model.

Methodology

The survey was jointly developed by the research team and staff from the City and the Seniors Housing Unit. The **30-item survey** included a mix of Likert-scale items and open-ended questions examining various aspects of the tenant experience.

Prior to distribution, the **survey was pilot tested** with 14 tenants who provided feedback on question clarity and relevance and offered suggestions on how to distribute the survey to tenant communities.

Surveys were distributed to 2,826 households in the 18 buildings of the South-East region. The survey was available for 8 weeks (from October 5, 2020 to November 27, 2020), and only one survey could be completed per household. Tenants could request a copy of the survey in Chinese, Gujarati, Greek, Farsi, Korean, and Russian.

Tenants were instructed to return their completed survey in a sealed envelop to their superintendent's office. Staff at the Seniors Housing Unit collected the completed surveys and transferred all responses into an anonymized excel database for analysis by the research team.



18

Number of buildings surveyed

1,114

Total number of respondents

39%

Overall response rate

Survey at a Glance

The survey was designed to align with the priority areas of the Integrated Service Model. Likert-scale questions were used to understand overall satisfaction in each of these areas, while open-ended questions provided additional insights into tenant experience.



Property Management



Community Development



Safety & Security



Tenancy Management



Communication with Staff



General Satisfaction



Access to Supports & Services



Tenant Characteristics

Tenant Satisfaction

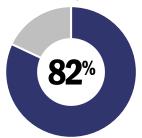
Overall Satisfaction



Key Finding: While tenants are generally satisfied with the services they receive from the Seniors Housing Unit, there are opportunities to improve staff accessibility and ensure that staff understand and appreciate the unique needs of *senior* tenants.

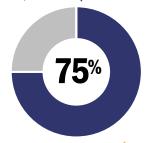
Satisfied with services at TCHC

Based on 1,043 responses



Staff are available when needed

Based on 1,028 responses



Tenants expressed a desire for more staff in the building, as "more workers can help improve the services." They also stressed the importance of staff being trained to support the unique needs of seniors, acknowledging that, "it's not always easy to please seniors [...] but a friendly face relieves half the stress."

The biggest barrier tenants faced was that staff were not always reachable. Many did not know who their superintendent was and were concerned that the "blinds and the door of the super's office are always closed." Suggestions focused on ensuring staff "make their presence known when present."



Staff working with seniors 80 need to be patient and need to be patient and accommodating. Staff need to reach out and ask if help is needed, not wait for seniors to call them. [...] Being helpful is showing initiative.

Property Management



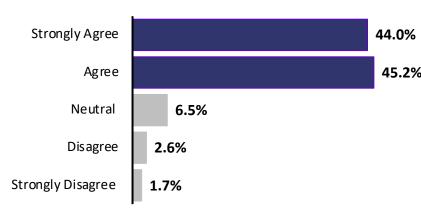
Key Finding: Tenants appreciated the hard work of staff for keeping their buildings clean; however, many were still concerned with pest control issues.

Many tenants felt that the cleanliness of their building had improved in recent years and were grateful to staff for all their hard work. They hoped to see more consistent cleaning in common areas such as the lobby, community room, laundry room, garbage area, and parking lot.

Pest control continues to be a concern for many tenants who recommended that more resources be directed towards pest management.

Nearly 90% felt that their building was clean

Based on 1,069 responses





Superintendents, clerks & janitors — they're quick to respond to our problems with a big smile. The hallways are very clean and shiny, hoping these good services will continue.



Property Management

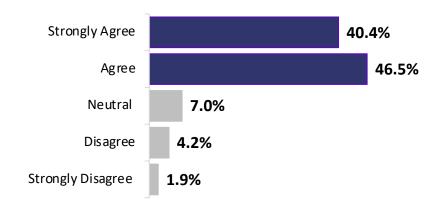


Key Finding: With the exception of the elevators, tenants felt their buildings were well-maintained. Many believed there were opportunities for unit upgrades to create a more home-like environment.

While tenants generally felt that their building was well-maintained, many had **concerns about elevator safety.**Tenants described how their elevator "is not reliable" and discussed how "getting stuck in them is dreadful enough, but [getting stuck] as a senior is even worse."

Tenants reported that some facilities in their **unit needed updating to create a more home-like environment.** For instance, upgrades to heating and cooling systems for better temperature control, applying new paint, and repairing balcony nets were frequently recommended.

Nearly 90% felt their building was well-maintained Based on 1,044 responses





Timely repair and replacement of building equipment is important.





Property Management

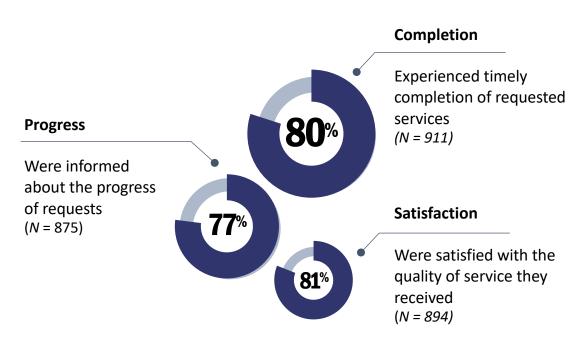


Key Finding: When making a maintenance request, tenants reported the service was completed in a timely manner and were satisfied with the quality of the work.

Tenants stressed the importance of hiring contractors who are "proper, experienced personnel" and that "do good work."

They also suggested that the superintendent could be more proactive at providing progress updates once a maintenance request has been submitted.

To increase accountability, tenants suggested a tracking sheet in the superintendent's office to monitor how long it takes for requests to be fulfilled.





Safety & Security



Key Finding: While tenants generally felt safe in their units and buildings, many experienced situations that made them feel unsafe.

Many tenants described environments and situations where they did not feel safe. For instance, tenants commonly reported feelings of unsafety in the parking garage, stairwells, and emergency exits.

Tenants recognized that many unsafe situations were linked to antisocial behaviours driven by unsupported mental health issues. They suggested that staff receive training on how to "deal with seniors with mental health issues, active listening [and] de-escalating."

Safety recommendations suggested by tenants included:

- √ More CCTV and lighting around building entrances
- √ Higher staff & security presence on evenings and weekends
- √ Adding key fobs to building exits, elevators, and common areas
- √ Mental health and crisis intervention training for staff

87%

Felt safe in their unit Based on 1,060 responses

85%

Agreed that building's common areas are safe Based on 1,058 responses

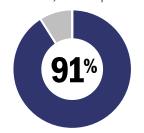
Communication with Staff



Key Finding: The tenants found staff to be very helpful but felt they needed to have stronger customer service skills to ensure respectful and senior friendly communication.

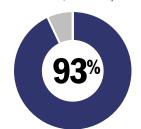
Staff were respectful to tenants

Based on 1,047 responses



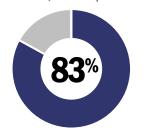
Tenants were informed about building changes

Based on 1,051 responses

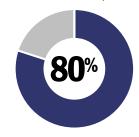


Tenants were comfortable sharing feedback with staff

Based on 1,025 responses



Tenants were satisfied with staff follow-up on their requests Based on 1,043 responses Annual Charles are compared to the co



Tenants felt that effective communication with staff was critical for diffusing frustration and getting help when needed. However, many identified the need for stronger people skills and expressed a desire for staff to be more empathetic, patient, polite, and respectful in their communication. Tenants also felt that staff needed translation support to more effectively communicate with tenants who did not speak English as a first language.



Most of the staff are very good and helpful. However, there are a couple who should be trained to be more empathetic and responsive to seniors' needs.

Staff need understanding [of the] physical, mental, emotional aspects and needs of aging. Knowing how to work with tenants to [address] needs [...] and having relationships with community resources to help tenants.



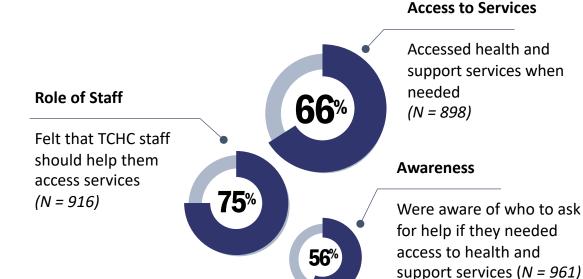


Access to Support & Services



Key Finding: While tenants recognized the importance support services, many were not accessing services that they needed and were unaware of how to arrange those supports. Tenants had suggestions for services they would like to see in their buildings.

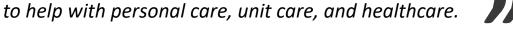
Tenants expressed a desire for more in-home housekeeping supports, as well as greater access to social workers, personal support workers and other health care staff that are "vital" for ensuring their physical and mental wellbeing.





A geriatric nurse/doctor could give support, education, seminars or talks. [...] Someone could come in to help with personal care, unit care, and healthcare.





Community Development



Key Finding: While some tenants felt their building had a sense of community, many wanted to see more programs and opportunities for meaningful tenant engagement.

Only **60%** of tenants felt that the current programs available in their building met their needs and interests and even fewer (58%) felt that their building had a strong sense of community. Tenants suggested different programs that could be implemented to promote community and recommended that staff also be provided with "culture training to [learn how to] provide a more inclusive environment."

Tenants wanted "regular meetings to hear issues or concerns", as only **60% felt they had opportunities to share their ideas** with staff. Tenants also felt their communities would benefit from more interactions with staff, recommending that staff conduct regular check-ins with tenants they have not seen in a while.

Programs Recommended by Tenants to Support Community Development:



Community Gardens



Language Classes



Social Gatherings



Tenant Feedback Meetings



Staff Check-ins

Tenancy Management



Key Finding: While most tenants felt they understand their rights and obligations as tenants, many requested additional support completing rental paperwork.

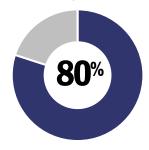
Tenants found it helpful when staff were available to help them complete their annual rent review paperwork, as the forms were confusing and overwhelming. Tenants also suggested that staff be able to share information on other issues that impact their tenancy, such as:

- √ How to file taxes
- √ How to purchase tenant insurance
- √ How to apply for pensions

[We need] on-site help to fill out our yearly rent reviews! It is quite frustrating to most seniors with all the many forms and requests for personal information.

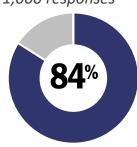
Know where to go for help

Based on 1,012 responses



Understand their legal rights and obligations as tenants

Based on 1,000 responses



The Built Environment

The Built Environment



Key Finding: Tenants with a disability had significantly lower housing satisfaction than those without a disability.

39% of tenants self-reported a physical, mental, cognitive, learning, communication, sight, hearing or functional limitation.

Tenants shared a need for more accommodations when using mobility devices, particularly because the elevators were unreliable. One tenant suggested that "people with wheelchairs, walkers, and canes should be on the lower floors (e.g., 1-2)."

Tenants also discussed how those with significant mobility impairments cannot easily get down to the lobby and regularly miss out on building information and activities. They suggested using the building PA system to announce important changes, information and emergency situations.

SURVEY CATEGORY	DISABILITY	NO DISABILITY
Property Management	8.29	8.58
Score out of 10	0.23	6.56
Repairs	11.57	12.39
Score out of 15	11.57	12.59
Safety	8.07	8.52
Score out of 10	0.07	0.52
Communication with Staff	16.58	17.23
Score out of 20		
Access to Services	11.16	11.29
Score out of 15		
Community Development	10.14	10.85
Score out of 15	10.1	10.00
Tenancy Management	7.97	8.13
Score out of 10		

The shaded cells highlight those categories where respondents with a disability reported a statistically significantly lower satisfaction than those without a disability.



Impacts of COVID-19

COVID-19

Tenants had many concerns about the safety of their building due to COVID-19, and emphasized the need to enforce masks, physical distancing and hand washing. Tenants also had concerns about the accessibility of their building to the public because there were "lots of visitors in the building who stay in the lobby socializing, not following public health protocols."

Due to the pandemic restrictions, tenants experienced a significant level of isolation due to the "lack of activities in the building. Many feared that their neighbours were "isolated, lonely, fearful, and facing emotional, mental, and physical decline due to the isolation and distancing."

Many tenants were thankful and appreciative of the support that TCHC staff and partners provided during the pandemic, with one tenant reflecting, "it was very good to have lunch delivered during COVID, which was very much appreciated and that's a good thing."

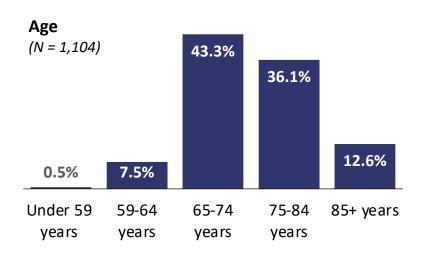


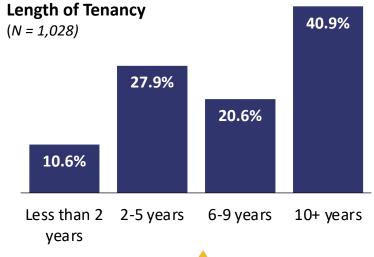


Due to the COVID-19 pandemic entertainment and group activities is not advisable due to social distancing. However, more activities are needed, weather permitting, such as outing, visit to interesting places, etc. to make life worthwhile.

Approximately half of tenants were aged 75 years or older

Most tenants had resided at TCHC for 6 or more years

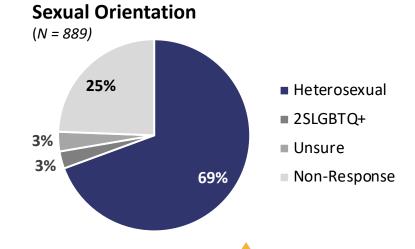




Most participants identified as woman

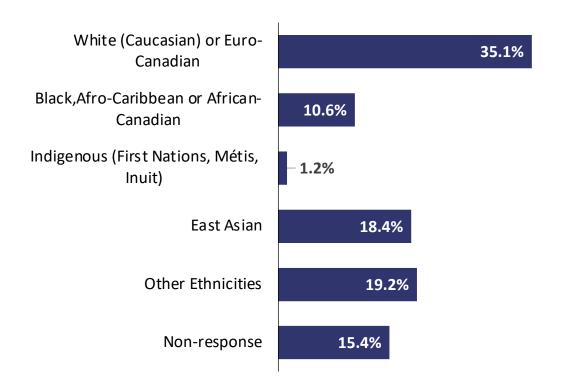
Majority of respondents identified as heterosexual

Gender (N = 983) 0.3% Woman Man 2SLGBTQ+ Non-response



Respondents have diverse ethnic backgrounds

Based on 965 responses



The *Other Ethnicities* category included participants from the following ethnic backgrounds:

- Arab, Middle Eastern or West Asian (3%)
- Latin American (1.9%)
- South Asian or Indo-Caribbean (5.1%)
- Southeast Asian (9.2%)





Item 4 - Seniors Housing Unit South East Region Tenant Experience Survey Results TSC Public Meeting - Feburary 9, 2022

SE.103 Report #: TSC:2021-80D Attachment 2 **Seniors Housing Unit Tenant Experience Survey**

The Seniors Housing Unit (SHU) in Toronto Community Housing (TCHC) is implementing a new Integrated Service Model (ISM) to help senior tenants age in place, provide a better quality of life and promote successful tenancies. Your feedback is important as it will help us better understand your lived experience as tenants, so that we can continue to improve services for you.

At this time, this questionnaire is only for tenants living in the South East Region where Phase I of the ISM will be rolled out. The survey should take 10 minutes to complete.

Answering these questions is completely voluntary. Your responses are anonymous and confidential. Information shared through this survey will combine data from all tenants who respond, and be reviewed at a group level so that individuals cannot be identified.

Please put your completed questionnaire into the sealed envelope provided to you, and drop it off at your superintendent's office by November 27, 2020 (Friday).

If you would like to fill out the questionnaire electronically, please go to https://www.questionpro.com/t/ARLqRZi7St.Please note that only one survey should be submitted per household, whether paper or electronic.

The survey is also available in Chinese, Gujarati, Greek, Farsi, Korean and Russian. If you would like to request a copy of the survey in these languages, please contact:

如您需要此調查問卷的中文版本,請聯絡:

જો તમે સર્વેની નકલની ગુજરાતીમાં વિનંતી કરવા માંગતા હો, તો કૃપા કરીને નીયેની વ્યક્તિનો સંપર્ક કરો:

Εάν θέλετε να ζητήσετε αντίγραφο της έρευνας στα ελληνικά, επικοινωνήστε με το παρακάτω άτομο:

در صورت تمایل به درخواست کیی از نظرسنجی به زبان فارسی ، با شخص زیر تماس بگیرید

이 여론조사를 한국말로원하신다면 밑에 전화번호로연락하세요:

Если вы хотите запросить копию этого опроса на русском языке, пожалуйста, свяжитесь с нашим представителем:

TenantOutreach@torontohousing.ca

Please check one answer per question.

Property management 1. My building (e.g., lobby,	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
hallway, and laundry room) is clean.	•	0	0	0	•
2. My building is well- maintained (e.g., elevators work, lights work, common areas like lobby and hallways are welcoming).	•	•	•	•	•
	Yes	No (pleas	se go to Que	estion 7)	
Have you ever requested repairs or maintenance service?	•	0			

Think about the last time you requested repair or maintenance service:

Property management	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
 The service was completed in a timely manner. 	•	•	·	•	•
5. I was informed about the progress of the work.	•	•	\odot	•	•
6. I was satisfied with the quality of the service.	0	0	0	0	•
Safety and security 7. I feel safe in my unit.	\odot	•	\odot	·	·
8. I feel safe in the common areas of my building such as the elevators, lobby or laundry room.	⊙	•	•	•	•

Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
0	0	0	\odot	•
•	•	O	•	•
0	•	O	0	O
•	•	•	0	•
	agree •	agree Agree O O O O O O O O O O O O O O O O O O	Strongly agree or disagree Agree Agree in agree or disagree in agree or disagree	Strongly agree or disagree Disagree O O O O O O O O O O O O O O O O O O

Access to support and services

Some tenants may access health and support services in their homes and their communities. For example, getting a family doctor, having someone to accompany them to appointments, getting housekeeping service, personal care, etc. Based on this information, please answer the following questions.

Access to support and services 13. I have access to health	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
and support services that I need.	0	0	0	0	0
14. It is important that someone from Toronto Community Housing can help me get access to health and support services if I need them.	⊙	•	O	⊙	•

			Neither		
	Strongly		agree or		Strongly
	agree	Agree	disagree	Disagree	disagree
15. I know who in Toronto Community Housing can help me if I need access to health and support services.	\odot	0	\odot	0	0
			Neither		
Tenancy management 16. I know who to go to if I	Strongly agree	Agree	agree or disagree	Disagree	Strongly disagree
need help with tenancy matters (paying rent, arrears, etc.).	•	0	•	0	0
17. I understand my legal rights and obligations as a tenant.	•	0	\odot	0	0
			Neither		
	Strongly		agree or		Strongly
Community development 18. My building has programs that meet my needs and interests (e.g., exercise and fitness programs, arts and crafts, language classes, community gardens, etc.).	agree	Agree ⊙	disagree	Disagree ⊙	disagree
19. I feel there is a strong sense of community in my building.	0	0	0	0	0
20. I have opportunities to share ideas and participate in tenant-led activities (e.g., elections, tenant social and recreational events).	•	•	\odot	0	0

General 21. Overall I am satisfied	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
with the services provided by Toronto Community Housing.	·	0	•	0	0
22. Staff are available when I need help.	0	0	•	0	0
23. TCHC's Seniors Housing What topics do you think	would help o	our staff be	tter support	senior tenar	nts?
24. Please share any other of Housing and the Seniors					rimumty

SE.103

About you

Factors such as age, race, gender, sexuality and ability affect the way people experience things like the services they receive.

By answering the questions below, you can help us better understand your experience and build fairer outcomes for all tenants.

Answering these questions is optional. Your responses are anonymous and confidential. Survey results will include data from all tenants who respond and will be reviewed at a group level so that you cannot be identified.

	Under 59 years old 59 – 64 years old 65 – 74 years old 75 – 84 years old 85 years old and over
Ö	u lived in Toronto Community Housing? Less than two years Two to five years

- 27. Which race category best describes you? (you can check more than one answers)
 - O Arab, Middle Eastern or West Asian
 - O Black, Afro-Caribbean, or African-Canadian
 - East Asian
 - O Indigenous (First Nations, Métis, Inuit)
 - Latin American

Six to nine yearsTen years or longer

- South Asian or Indo-Caribbean
- Southeast Asian
- White (Caucasian) or Euro-Canadian
- O Not listed (please specify:
- Prefer not to answer

28. Which gender identity best describes you? O Woman O Man O Trans woman O Trans man O Gender non-binary O Two-Spirit O Not listed (please specify:) Prefer not to answer
29. Sexual orientation describes a person's emotional, physical, romantic and/or sexual attraction to other people. What best describes your sexual orientation? O Heterosexual or Straight O Bisexual O Gay O Lesbian O Queer O Two-Spirit O Don't know O Not listed (please specify:) O Prefer not to answer
30. Disability is understood as any physical, mental, developmental, cognitive, learning, communication, sight, hearing or functional limitation that, in interaction with a barrier, hinders a person's full and equal participation in society. A disability can be permanent, temporary or episodic and visible or invisible.
Do you identify as a person with a disability? ○ Yes ○ No ○ Prefer not to answer

* End of survey *

Thank you for taking the time to fill out the Seniors Housing Unit Tenant Experience Survey. Your feedback will help us improve the services to you.

If you have any questions or comments about this survey, please contact Christine Yan, Business Planner, TenantOutreach@torontohousing.ca