



**2011 AGENCY FOR CO-OPERATIVE HOUSING
CLIENT SATISFACTION SURVEY**

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Prepared for:

Agency for Co-operative Housing

Table of Contents

EXECUTIVE SUMMARY	i
1.0 Methodology and background	1
1.1 Methodology	2
1.2 Profile of participants.....	2
2.0 Agency service.....	4
2.1 Recent contact.....	4
2.2 Perceptions of most recent contact	5
2.3 Response times.....	6
2.4 Satisfaction with services.....	9
3.0 Agency communications.....	11
3.1 Satisfaction with the Agency’s communications.....	11
3.2 Giving feedback to the Agency.....	12
3.3 Co-op Data Report	13
3.4 Reserve-fund study (Alberta, Ontario, and Prince Edward Island)	15
4.0 Provincial difference.....	17
5.0 Meeting Client Service Standards for co-ops	18
5.1 Service requests	18
5.2 Satisfaction standards.....	20
6.0 Conclusion and recommendations	22

Appendices

Appendix A – 2011 Client Satisfaction Questionnaire

EXECUTIVE SUMMARY

PRA conducted the 2011 Client Satisfaction survey of all 537 Agency for Co-operative Housing (the Agency) clients. The survey used a mixed-mode methodology (online, mail, and fax), and achieved an overall response rate of 54%. The response achieved in 2008 was 54% and 43% for the 2005 survey.

AGENCY SERVICE

The vast majority of clients report having contact with the Agency in the last six months. Based on their most recent contact, clients are most likely to strongly agree that *they were served in the official language they prefer* (79%) and that *staff were courteous* (75%). When comparing the proportion from 2011 to 2008 who agreed with each statement about their most recent contact with the Agency, we find that the Agency saw slight gains in all areas, with the exception of *we were served in the official language we prefer*, which was unchanged at 92%.

Compared to 2008, the Agency made gains in the time from when co-ops are *filing their Annual Information Return to receiving the Agency's reports about their co-op*, reducing the reported wait time by approximately one week. However, the Agency has seen a significant increase in the time from when co-ops are *sending in their budget to receiving an approval*, which has more than doubled from about two weeks in 2008 to five weeks in 2011.

For other contacts, the Agency is exceeding clients' expectations in the time for providing *an initial response to a voicemail message you left asking the Agency a question, an initial response to an email message you sent to the Agency*, and an approval to a request *to spend from their replacement reserve*.

AGENCY COMMUNICATION

Clients are most satisfied with *the Agency's email communications* (66% are very satisfied), but are least satisfied with aspects related to online communication, specifically aspects related to websites, including *the Program guidelines on the public website* (46% very satisfied); *the Agency's E-bulletin* (47%); *the Agency's client website* (47%); and *the Agency's public website* (48%).

MEETING STANDARDS

When assessing the Agency's ability to respond to clients, on average, it responds within its standard for all areas, with the exception of *approval of the co-op's budget*, which missed the standard by almost one full week (standard of 4 weeks, with an average response time of 4.8 weeks, as reported by clients). Of note, even though the Agency meets the standard (on average), between 10% and 28% of clients received a response beyond the Agency's standard for the services tested in the survey.

The Agency exceeds its standard for all questions related to satisfaction standards. In fact, even using more stringent criteria for defining satisfaction as only those who gave a rating of 4 or 5 out of 5 on the 5-point scale, the Agency would still exceed its satisfaction standards.

1.0 Methodology and background

The Agency for Co-operative Housing (the Agency) is a non-governmental, not-for-profit organization created to provide program-management services to the Canada Mortgage and Housing Corporation (CMHC) and other government clients. Under a service agreement with CMHC, the Agency administers federal co-operative housing programs in Prince Edward Island, Ontario, Alberta, and British Columbia.

In 1996, the Co-operative Housing Federation of Canada (CHF Canada) presented the federal Minister Responsible for CMHC with a proposal for an independent agency that would assume responsibility for administering the federal government's co-operative housing programs. The proposal gave the government an option other than devolving the co-op housing programs to the provinces. In May 2005, CMHC and the Agency for Co-operative Housing signed a service agreement and the Agency began delivering services one year later.

The Agency promised to deliver client-centred service, taking a risk-based approach and making use of up-to-date information technology. A client-centred approach is consistent with the move from direct government oversight of the federal co-operative programs to self-regulation by the co-op housing sector. The broad support for the Agency model expressed by CHF Canada's housing co-op members owed much to the promise of improved service. Indeed, CHF Canada members passed a resolution in 2004 requesting a client satisfaction assessment of the Agency's service delivery. Furthermore, the Agency's service agreement with CMHC calls for the Agency to perform periodic client satisfaction surveys to ensure it is operating in a manner consistent with its original proposal.

The Agency conducted a baseline client satisfaction survey in 2005 on CMHC's service with the same client group. It then conducted another client satisfaction survey in the fall of 2008 to compare client satisfaction with the Agency's service delivery performance during its first two years of operation. To understand how the Agency's services to its clients have changed since 2008, the Agency requested a survey of its clients.

This report builds on the Agency's understanding of how it is meeting Client Service Standards, and in what areas it has seen gains (or losses) in service to its clients.

1.1 Methodology

In consultation with the Agency, PRA updated the 2008 Client Satisfaction questionnaire, updating questions to ensure consistent understanding across client groups, and removing questions that were no longer of interest to the Agency. The final questionnaire can be found in Appendix A.

To conduct the survey, the Agency provided PRA with a database of its 537 clients.

The survey was conducted using three modes of contact: email, fax, or mail.

- ▶ The vast majority of clients were contacted by email (n = 508). To conduct the online survey, PRA programmed the questionnaire online and emailed a link to clients on June 20, 2011. Reminder emails were sent on July 4 and July 11.
- ▶ Twenty-one clients requested the survey by mail. PRA mailed a copy of the survey to these clients on June 16, 2011, along with a postage-paid return envelope.
- ▶ Seven clients requested the survey be sent by fax. PRA faxed a copy of the survey to these clients on June 20, 2011.

Starting on July 11, 2011, PRA followed up by telephone with clients who had not yet completed their survey (received by email, fax, or mail), and encouraged them to complete it. At the time of these follow-up reminders, the response rate was approximately 48%. The final response rate was 54%.¹

Table 1 summarizes the methodology used for this research in 2011.

Table 1: Summary of methodology	
Survey dates	June 16–July 18, 2011
Sample size	537
Completed surveys	291
Completion rate	54.2%

1.2 Profile of participants

Table 2 shows a profile of clients who participated in the 2011 survey:

- ▶ The typical co-op has about 67 units, ranging from 1 to 380 units. About 3 in 4 have 40 or more units.
- ▶ The representation by province compared to the overall sample (based on the mailing address of the contact for the co-op) is as follows.
 - 62% of participants say their co-op is in Ontario which compares to about 52% of the overall sample
 - 29% are from British Columbia, which compares to 35% in the sample

¹ The response rate was 54% in 2008 and 43% in 2005.

- 9% of participants are based in Alberta, while 11% of the sample had an address in Alberta
- Less than 1% (n = 1) are from Prince Edward Island, which compares to about 2% of the overall sample
- ▶ The vast majority of those who completed the survey are the main contact for the Agency (91%) and hold the position of staff person or contract property manager (80%) or member of the Board of Directors, including the President, Past President or Treasurer (21%).
- ▶ Clients receive funding under many types of agreements, mainly Section 95 (68%), FCHP (22%), and to a lesser extent Section 27 (13%). Few report receiving funding under the Urban Native Program (<1%).

Table 2: Profile of clients		
	2011 (n = 291)	Actual distribution in the portfolio
Housing units in co-op		
Average	67 units	61 units
Median	60 units	52 units
Minimum	1 unit*	5 units
Maximum	380 units	380 units
Province		
Alberta	9%	11%
British Columbia	29%	35%
Ontario	62%	52%
Prince Edward Island	<1%	2%
Main contact for the Agency		
Yes	91%	N/A
No/not sure	9%	N/A
Position in the co-op		
Staff person or contract property manager	80%	82%
Member of Board of Directors (including President, Past President, and Treasurer)	21%	7%
Bookkeeper	1%	12%
Other	1%	1%
Funding program co-op operates under		
Section 95 (formerly 56.1)	68%	65%
FCHP (the ILM program)	22%	25%
Section 27 (formerly 15.1)/Section 61 (formerly 34.18)	13%	12%
Urban Native Program (Pre-86 or Post-85)	<1%	2%
* It should be noted that the Agency does not have any co-ops with fewer than 5 units on record. This information was provided by the co-op representative on the survey. Note: Respondents could select more than one position in their co-op that they held. Therefore, responses for that question will sum to more than 100%.		

2.0 Agency service

In this section we explore clients’ perceptions of their most recent contact with the Agency.

2.1 Recent contact

Clients have had quite recent contact with the Agency, as more than 9 in 10 say they have been in contact with the Agency within the last six months. In fact, none of the clients report having contact with the agency more than one year ago. These results are very similar to 2008.

Participants had contact with the Agency for many reasons. The most common was to review the Annual Information Return and year-end financial statements (24%). Other common reasons were for a request for approval of replacement-reserve spending or plan (16%), the Agency’s inspection of their co-op’s property (16%), or the Agency’s annual reports to their co-op (13%). Again results are very similar to 2008.

Table 3: Contact with Agency		
<i>When was your co-op last in touch with the Agency? What was the main reason for the contact?</i>		
	2011 % (n = 291)	2008 % (n ~ 280)
Last contact		
Within the last six months	94%	92%
Between six months and one year ago	7%	6%
More than one year ago	-	1%
Not sure	-	1%
Reason for last contact		
Review of Annual Information Return and year-end financial statements	24%	19%
Request for approval of replacement-reserve spending or plan	16%	23%
Agency inspection of co-op’s property	16%	13%
Agency annual reports to co-op	13%	14%
Annual budget approval	8%	-
Administration of financial workout	7%	4%
To answer questions	4%	-
Financing requests/issues	3%	-
Get information/clarification	2%	-
Plain Language Financial Statements	1%	-
Request for financial workout or approval of secondary borrowing	-	4%
Question about subsidy calculation/RGI housing charges	-	3%
Post Year 15 Federal Assistance Review (ILM Co-ops)	-	1%
Concern or complaint	-	3%
Other	7%	18%

Note: Proportions for questions may not sum to 100% due to rounding.

2.2 Perceptions of most recent contact

Looking at clients' ratings of their most recent contact with the Agency (as shown in Figure 1), we see that:

- ▶ Clients are most likely to strongly agree that *they were served in the official language they prefer* (79%) and that *staff were courteous* (75%).²
- ▶ Clients are least likely to strongly agree with two statements, *agency staff went the extra mile to make sure they got what they needed* (53%) and *it was clear what they should do if they had a problem* (56%). Although clients are least likely to agree with these statements, more than half still strongly agree, and about 3 in 4 agree (rating of 4 or 5 out of 5).

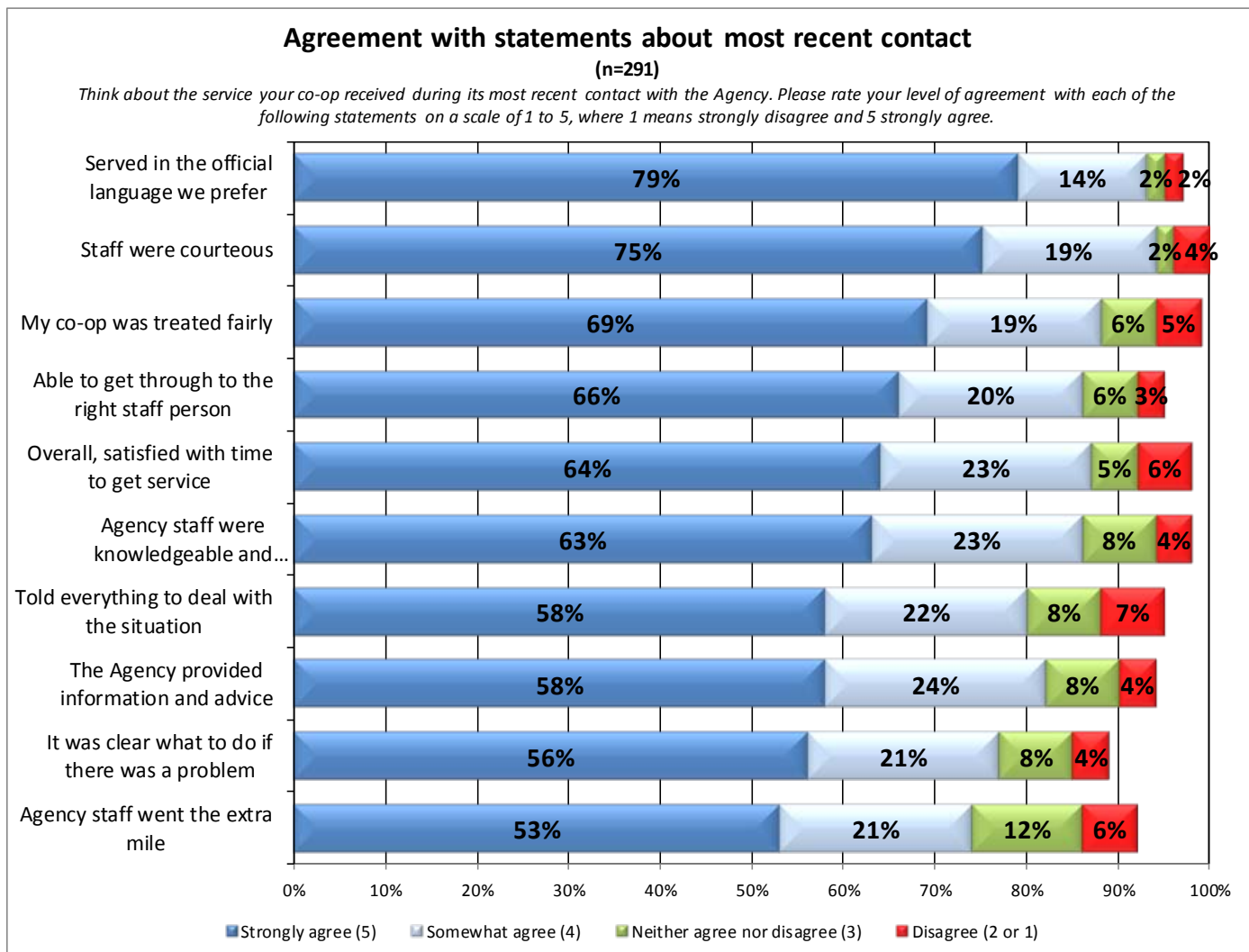


Figure 1³

² Among the 7 co-ops (2%) who disagreed that *they were served in the official language they prefer*, according to the Agency's records, 1 co-op preferred correspondence was bilingual, while the other 6 preferred English. Among the 4 co-ops whose preferred language of correspondence is French, 3 strongly agreed that *they were served in their official language*, while the fourth rated it as 'not applicable'.

³ Clients who answered 'not applicable' to each question are included in the calculation of the proportions shown in Figure 1, but are not shown in Figure 1.

When comparing the proportion who agreed (rating of 4 or 5 out of 5) with each statement in 2011 with 2008, we find that the Agency saw slight gains in all areas, with the exception of *we were served in the official language we prefer*, which was unchanged at 92%.⁴ The Agency saw the biggest increase for agreement with the statements:

- ▶ *My co-op was treated fairly*, up 8% percentage points from 2008 (from 79% to 87%)
- ▶ *The Agency provided information and advice that helped us manage our co-op*, up 7 percentage points from 2008 (from 75% to 82%)
- ▶ *It was clear what we should do if we had a problem*, up 7 percentage points from 2008 (70% to 77%)

Table 4: Agreement with statements about their most recent contact		
<i>Think about the service your co-op received during its most recent contact with the Agency. Please rate your level of agreement with each of the following statements on a scale of 1 to 5, where 1 means strongly disagree and 5 strongly agree.</i>		
	Agree (rating of 4 or 5 out of 5)	
	2011 % (n = 291)	2008 % (n ~ 280)
Staff were courteous	94%	92%
We were served in the official language we prefer	92%	92%
My co-op was treated fairly	87%	79%
Agency staff were knowledgeable and competent	86%	84%
We were able to get through to the right Agency staff person without difficulty	86%	85%
Overall, we were satisfied with the amount of time it took to get the service	86%	82%
The Agency provided information and advice that helped us manage our co-op	82%	75%
We were told everything we needed to do to deal with the situation	79%	78%
It was clear what we should do if we had a problem	77%	70%
Agency staff went the extra mile to make sure we got what we needed	74%	71%

2.3 Response times

In most cases, the Agency is doing a good job of meeting clients' expectations for how long it should wait for a response from the Agency. Results in Table 5 show us:

- ▶ Clients think the shortest wait should be for the time from *informing the agency of a concern or complaint to receiving the Agency's response*. On average, clients think they should wait less than a week (somewhere around 5 days). The Agency is meeting those expectations as it is responding in just over 5 days on average.
- ▶ The Agency is meeting clients' expectations for the time from *filing their Annual Information Return to receiving the Agency's reports about their co-op* and *sending in their budget to receiving an approval*. In both cases, clients' expectations and their report wait times for a response match.
- ▶ The Agency appears to be exceeding clients' expectations for the time from *sending in their capital replacement reserve plan to receiving an approval*, as clients expect this process to take about four and a half weeks, and the Agency has typically been responding in just less than three weeks.
- ▶ The one area where the Agency is not as close in meeting expectations is in the time from *the co-op's property inspection to receiving the Agency's inspection report*. Clients

⁴ Although the percentages in Figure 1 appear to sum to 93%, the actual proportion who give a rating of 4 or 5 out of 5 is 92%. This difference is due to rounding.

expect the response to take just over four weeks, while the Agency is perceived to be responding in about four and a half weeks.

Table 5: Mean acceptable and actual response times (in weeks)		
<i>For each of the following, please indicate the response time your co-op considers acceptable. If applicable, please select "no experience." Please indicate how long each of the following took on the most recent occasion. If applicable, please select "no experience."</i>		
Time from...	Mean response time in weeks	
	Acceptable	Actual
Informing the Agency of concern or complaint to receiving the Agency's response	0.7	0.8
Filing Annual Information Return to receiving the Agency's reports about co-op	3.8	3.8
Property inspection to receiving the Agency's inspection report	4.2	4.5
Sending in capital replacement reserve plan to receiving an approval	4.4	2.7
Sending in budget to receiving an approval	4.8	4.8

Compared to 2008, the Agency appears to have made strides in the time it takes to respond to some areas, while it had some deficiencies in others.

- ▶ The Agency has made gains in the time from *filing their Annual Information Return to receiving the Agency's reports about their co-op*, reducing the wait time by approximately one week.
- ▶ The Agency has seen a significant increase in the time for *sending in their budget to receiving an approval*, which has more than doubled in time from about two weeks in 2008 to five weeks in 2011.
- ▶ The Agency has also seen slight increases in the time from *the co-op's property inspection to receiving the Agency's inspection report* and from *sending in their capital replacement reserve plan to receiving an approval*.

Table 6: Comparison of actual response times (in weeks)		
<i>For each of the following, please indicate the response time your co-op considers acceptable. If applicable, please select "no experience." Please indicate how long each of the following took on the most recent occasion. If applicable, please select "no experience."</i>		
Time from...	Mean actual response time in weeks	
	2011	2008
Informing the Agency of concern or complaint to receiving the Agency's response	0.8	1.0
Filing Annual Information Return to receiving the Agency's reports about co-op	3.8	4.5
Property inspection to receiving the Agency's inspection report	4.5	3.8
Sending in capital replacement reserve plan to receiving an approval	2.7	2.2
Sending in budget to receiving an approval	4.8	2.3

For three other types of contacts, the Agency is exceeding clients' expectations:

- ▶ Clients, on average, think it is acceptable to wait about a day and half from *an initial response to a voicemail message you left asking the Agency a question and an initial response to an email message you sent to the Agency*. On average, the Agency has been in contact with clients in just over one day.
- ▶ Clients expect to wait almost five days from the time of *asking for approval to spend from their replacement reserve to receiving an approval*. Typically, the Agency has provided a response in three and a half days.

Table 7: Mean acceptable and actual response times (in days)		
<i>For each of the following, please indicate how many days your co-op considers acceptable. Please indicate how long each of the following took on the most recent occasion. If applicable, select "no experience."</i>		
Time from...	Mean response time in days	
	Acceptable	Actual
An initial response to a voicemail message you left asking the Agency a question	1.6	1.1
An initial response to an email message you sent to the Agency	1.6	1.3
Asking for approval to spend from your replacement reserve to receiving an approval	4.8	3.5

As shown in Table 8, the Agency's response to these three areas is virtually unchanged from 2008.

Table 8: Comparison of actual response times (in days)		
<i>For each of the following, please indicate how many days your co-op considers acceptable. Please indicate how long each of the following took on the most recent occasion. If applicable, select "no experience."</i>		
Time from...	Mean actual response time in days	
	2011	2008*
An initial response to a voicemail message you left asking the Agency a question	1.1	1.2
An initial response to an email message you sent to the Agency	1.3	1.3
Asking for approval to spend from your replacement reserve to receiving an approval	3.5	3.2

2.4 Satisfaction with services

Overall, in 2011, clients appear to be satisfied with the three tested aspects of the Agency's service. For each of the three aspects shown in Figure 2, about 6 in 10 are very satisfied.

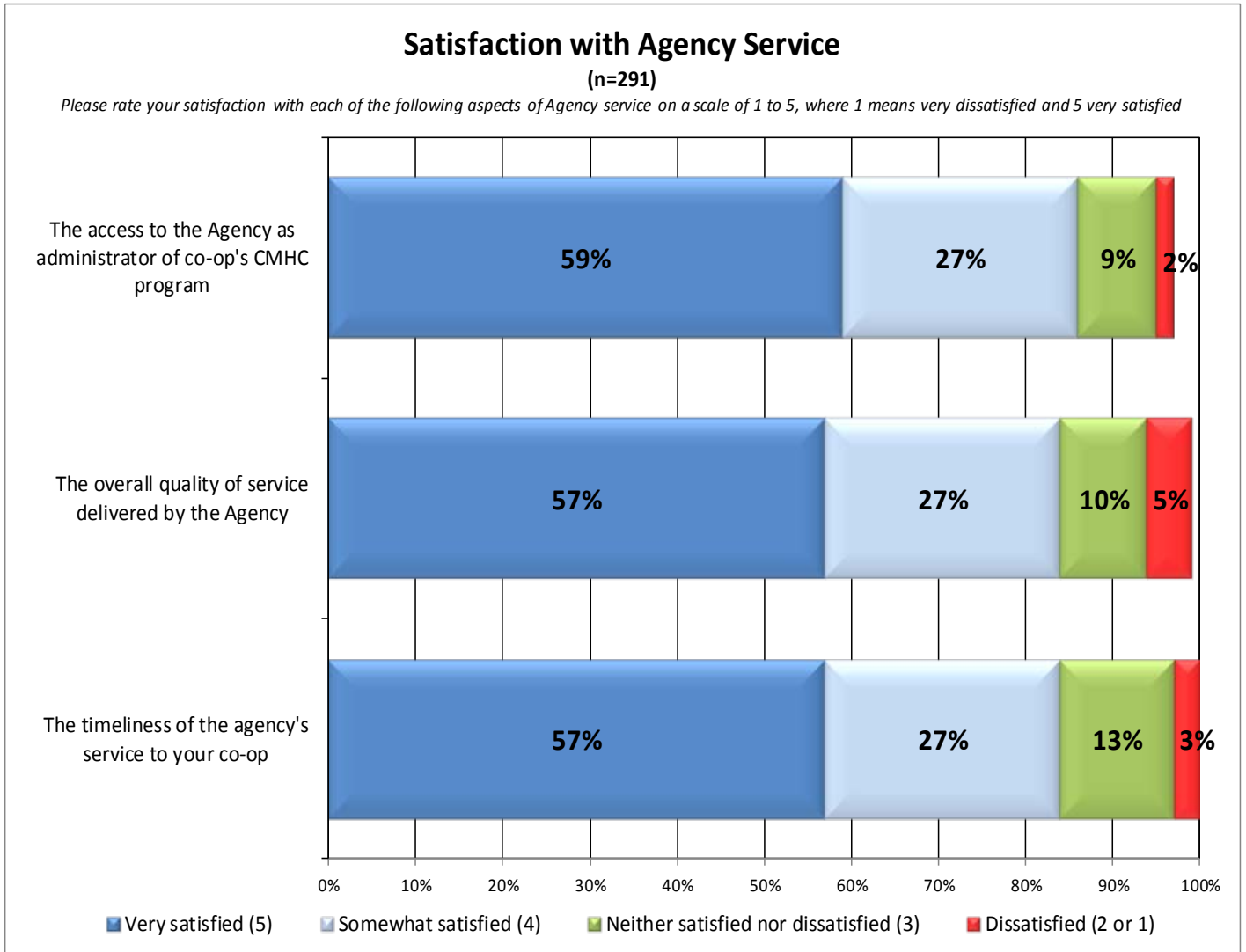


Figure 2⁵

⁵ Clients who answered 'not applicable' to each question are included in the calculation of the proportions shown in Figure 2, but are not shown in Figure 2.

As shown in Table 9, the proportion of clients who are satisfied with the Agency on these three areas is virtually unchanged from 2008.

Table 9: Satisfaction with the Agency's services		
<i>Please rate your satisfaction with each of the following aspects of Agency service on a scale of 1 to 5, where 1 means very dissatisfied and 5 very satisfied.</i>		
	Satisfied (rating of 4 or 5 out of 5)	
	2011 % (n = 291)	2008 % (n ~ 280)
The access your co-op has had to the Agency as administrator of your co-op's CMHC program	86%	85%
The timeliness of the Agency's service to your co-op	83%	84%
The overall quality of service delivered by the Agency	84%	83%

3.0 Agency communications

In this section, we summarize clients' perceptions of and experiences with communications from the Agency.

3.1 Satisfaction with the Agency's communications

Figure 3 shows that clients are generally satisfied with the communication they have received from the Agency.

- ▶ They are most satisfied with *the Agency's email communications*, as 66% say they are very satisfied.
- ▶ They are least satisfied with aspects related to online communication, specifically aspects related to websites, including *the Program guidelines on the public website* (46% very satisfied); *the Agency's E-bulletin* (47%); *the Agency's client website* (47%); and *the Agency's public website* (48%).

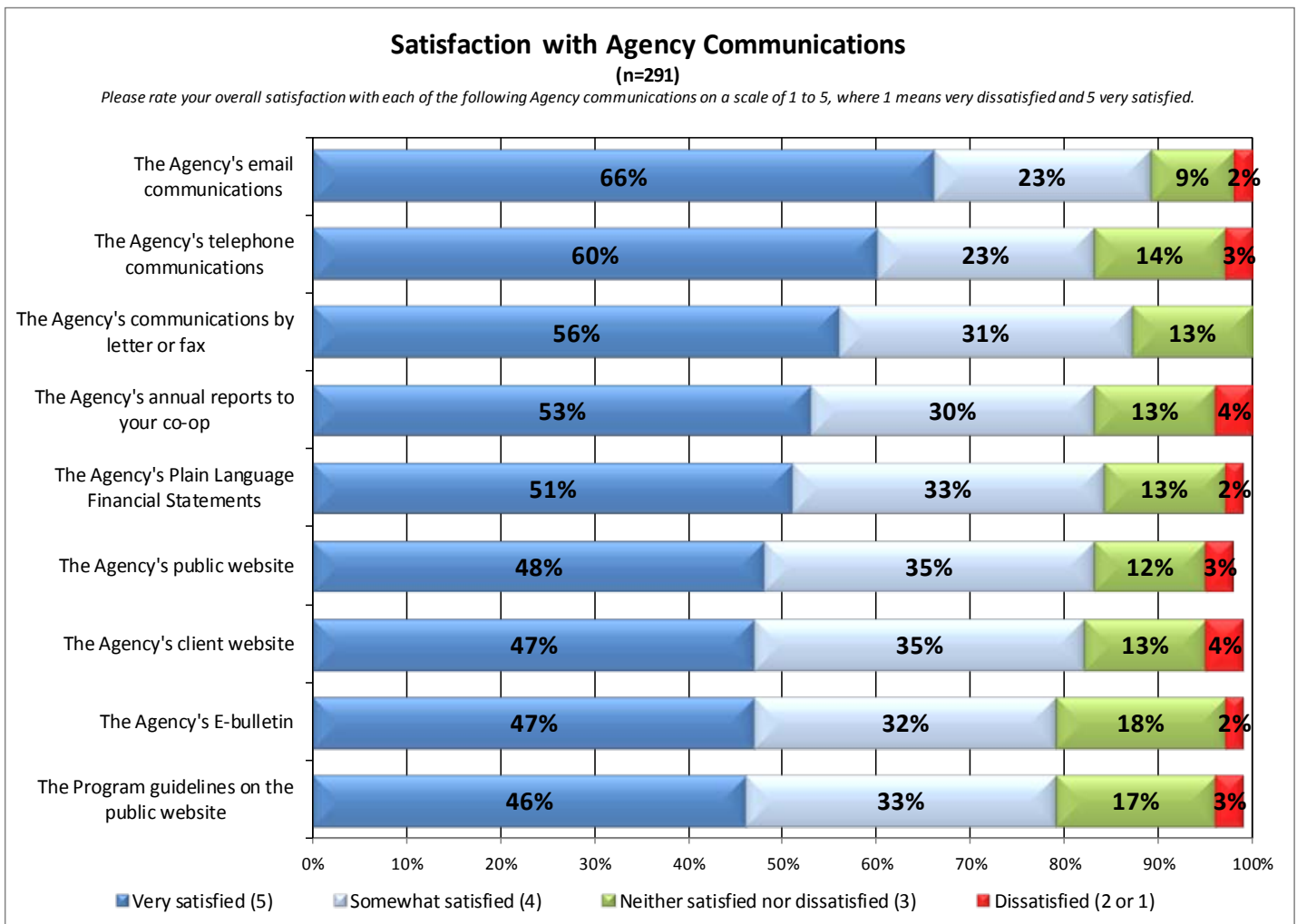


Figure 3⁶

⁶ Between 1% and 32% of clients say these aspects were 'not applicable.' The proportions shown in the figure have removed 'not applicable' responses from the calculations.

Looking at the type of communication the Agency produces, we find that after removing those who answered ‘not applicable,’ clients’ satisfaction with these communications are very similar in 2011 and 2008. The only exception is satisfaction with the *Program Guidelines on the public website*, which is down 6 percentage points from 2008. However, the change may be due to a significant decrease in the proportion who rated this piece of communication as ‘not applicable.’ In 2008, 48% said it was ‘not applicable’ compared to 32% in 2011.

Table 10: Comparison of satisfaction with the Agency’s communications (excluding not applicable)		
<i>Please rate your overall satisfaction with each of the following Agency communications on a scale of 1 to 5, where 1 means very dissatisfied and 5 very satisfied. Please choose not applicable if you have not used or seen that particular means of communication.</i>		
	Satisfied (4 or 5 out of 5)	
	2011 % (n = 291)	2008 % (n ~ 280)
The Agency’s public website	83%	82%
The Agency’s client website	82%	84%
The Agency’s E-bulletin	79%	80%
The Program Guidelines on the public website	79%	85%

3.2 Giving feedback to the Agency

About 7 in 10 clients say they complete the Agency’s online questionnaires. Among this group, about 3 in 4 say they are satisfied with this method of giving feedback, including 42% who say they are very satisfied. About 1 in 5 are neutral about this method, that is, they are neither satisfied nor dissatisfied, while slightly less than 1 in 10 are dissatisfied (including 3% who are very dissatisfied).

Table 11: Feedback	
<i>Since 2007 the Agency has been collecting your feedback on its service through service-specific online questionnaires. Do you complete the Agency’s online questionnaires? How satisfied are you with this way of giving feedback?</i>	
	2011 % (n = 291)
Complete online questionnaires	
Yes	70%
No	12%
Not sure	19%
Satisfaction with feedback	(n = 203)
Very satisfied	42%
Satisfied	32%
Neither satisfied nor dissatisfied	18%
Dissatisfied	4%
Very dissatisfied	3%

When asked why they do not complete the online questionnaire, for the most part, it is because clients have not been given opportunity, they do not think they have ever been asked (29%), they believe someone else completes them on behalf of their co-op (29%), or they do not have Internet access (12%). See Table 12.

Table 12: Reasons for not completing the Agency's online questionnaires	
<i>Why do you not complete the Agency's online questionnaires?</i>	
	2011 % (n = 34)*
I have never been asked to do so before	29%
Someone else answers them for our co-op/it's not part of my job	29%
Did not have Internet	12%
Did not have time	12%
Other	15%
Don't know/no response	3%
Note: Respondents could give more than one way of giving feedback; proportions for this question will sum to more than 100%.	
* Small sample size. Interpret results with caution.	

Clients have few suggestions about other ways to provide feedback. In fact, just 13% of clients provide at least one suggestion; however, no single method is mentioned by more than 3% of clients. See Table 13.

Table 13: Other ways of giving feedback to the Agency	
<i>Would you prefer to give feedback in another way?</i>	
	2011 % (n = 291)
In person or with a person	3%
Written or on paper	3%
Telephone	2%
Other	5%
No other ways	87%
No response	<1%
Note: Respondents could give more than one way of giving feedback; proportions for this question will sum to more than 100%.	

3.3 Co-op Data Report

Almost all co-ops (95%) say they have reviewed the Co-op Data Report at some time, including 83% who say they review it every year.

Table 14: How often your co-op reviews the Co-op Data Report	
<i>How often does your co-op review the Co-op Data Report?</i>	
	2011 % (n = 291)
Every year	83%
Most years	5%
Some years	7%
Never	6%

When rating their agreement with statements about the Co-op Data Report, we see that:

- ▶ About 7 in 10 agree that their *co-op would like to learn from the success of other co-ops by reading or viewing videos about their best practices*, including 40% who strongly agree.
- ▶ About 2 in 3 agree that *the Co-op Data Report inspires us to try to do better* (35% strongly agree) and *their co-op would like to compare its results against a variety of different peer groups* (35% strongly agree).

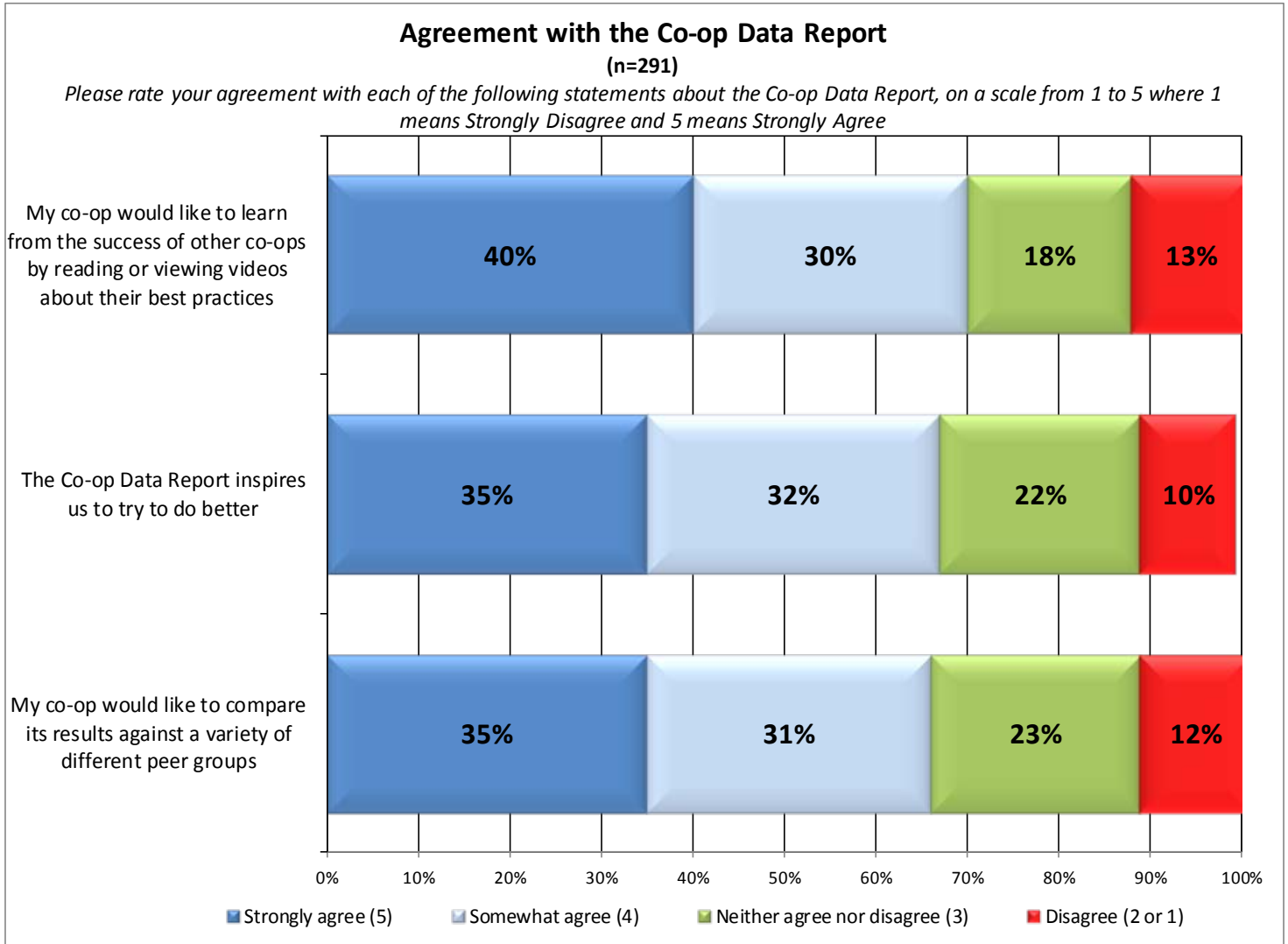


Figure 4⁷

⁷ Between 8% and 11% of clients say these aspects were ‘not applicable.’ The proportions shown in the figure have removed ‘not applicable’ responses from the calculations.

3.4 Reserve-fund study (Alberta, Ontario, and Prince Edward Island)

About 6 in 10 co-op respondents in Alberta, Ontario, and Prince Edward Island indicated they have an up-to-date reserve-fund study. Among those who reported that they do not have one, or are not sure if they have one, about 4 in 10 plan on doing or updating a study this year. About 1 in 5 does not plan to, while 4 in 10 are undecided. See Table 15.

Table 15: Reserve-fund study updates	
<i>Does your co-op have an up-to-date reserve-fund study?</i>	
<i>Does your co-op plan to do or update a reserve-fund study this year?</i>	
	2011 %
Does your co-op have an up-to-date reserve-fund study?	(n = 207)
Yes	59%
No	31%
Not sure	11%
Does your co-op plan to do or update a reserve-fund study this year?	(n = 86)
Yes	38%
No	22%
Not sure	40%

As Figure 5 shows, there is mixed interest among co-ops and their capital-reserve plan.

- ▶ About 4 in 10 clients are interested in *updating their capital-reserve plan*, including 20% who are very interested. However, just as many are not interested, and 30% are not at all interested. Almost 1 in 4 are unsure or neither interested nor uninterested, as shown by their rating of 3 out of 5.
- ▶ About 3 in 10 are interested in *developing a capital-reserve plan*, including 18% who are very interested. However, almost half are not interested, including 34% who are not at all interested. Another 1 in 4 are in the middle (rating of 3 out of 5).

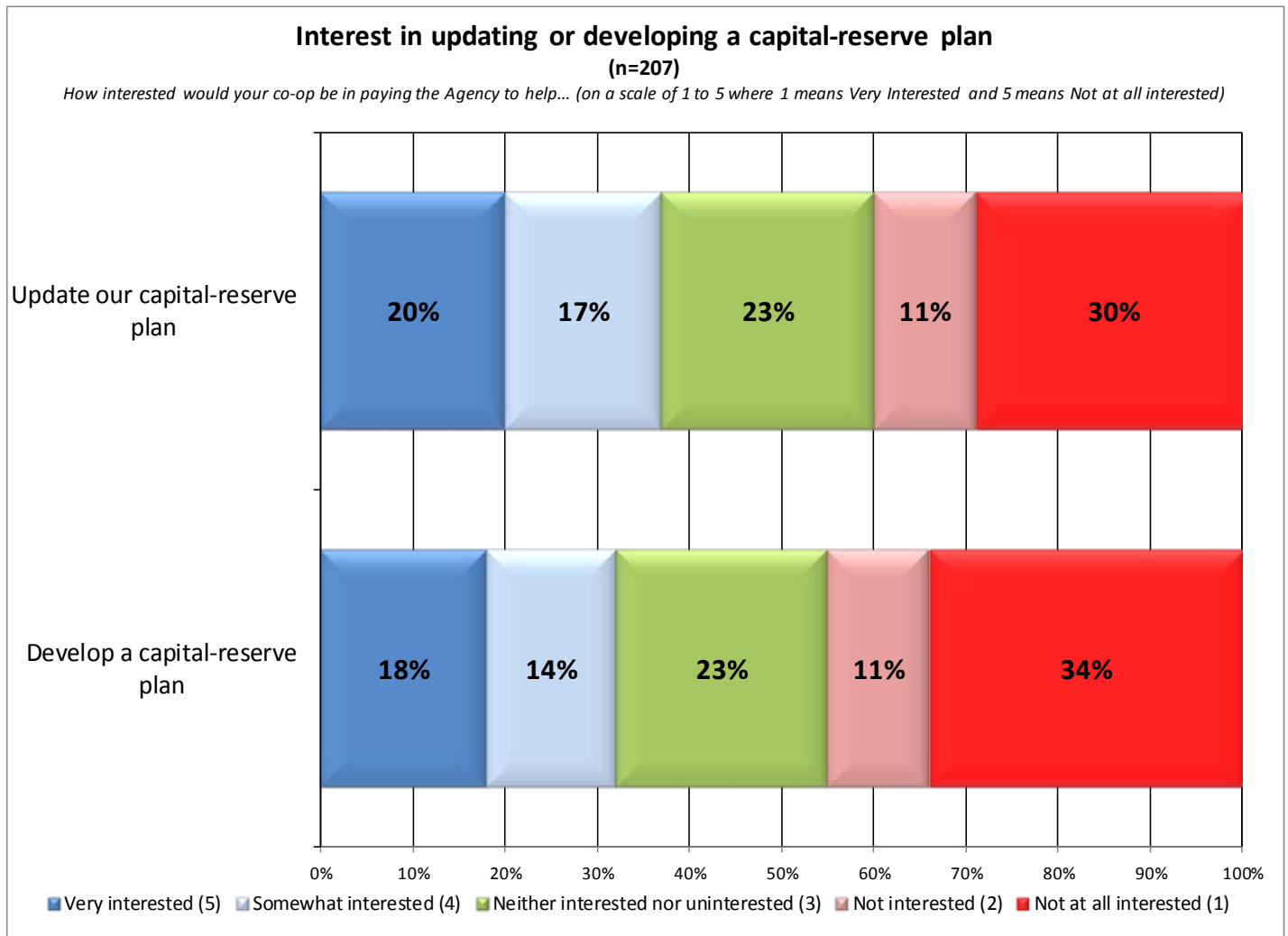


Figure 5

4.0 Provincial difference

Responses from co-ops in Ontario and Prince Edward Island were compared to responses from co-ops in British Columbia and Alberta. Overall, there was only one statistically significant difference between these two provincial groupings, which was that those who responded from co-ops in the east (96%) were more likely than those in the west (84%) to indicate that they were the main contact for their co-op.

This difference likely explains other noticeable, but not statistically significant, differences for other questions. For example, those in Alberta and British Columbia were less likely than those in Ontario and Prince Edward Island to provide responses to questions relating to the Agency's communications (specially its website) and the Co-op Data Reports. This may have been due to the fact that respondents in the west may not be familiar enough to provide a rating because they are not the main contact for their co-op. When non-responses were removed, there was very little difference in ratings between the two provinces.

In terms of satisfaction with services, the two provincial groupings provided very similar results, differing only by a few percentage points on each question.

5.0 Meeting Client Service Standards for co-ops

In this section, we compare responses from this survey that address the Agency’s Client Service Standards related to standards for dealing with co-ops.

5.1 Service requests

As part of its Client Service Standards, the timelines in which the Agency will respond to the following requests from client co-operatives are:

- ▶ Final response to request for approval to spend replacement reserve funds: five business days
- ▶ Response to request for approval of capital-replacement reserve plan: four weeks
- ▶ Response to information request (by mail, voice mail, email, or personal contact): two business days
- ▶ Response to receipt of complete request for approval of budget: four weeks

When assessing the Agency’s ability to respond to clients, we see that, on average, it responds within its standard for all areas, with the exception of approval of the co-op’s budget, which it missed the standard by almost one full week on average.

Table 16: Assessing the Agency’s service request timelines		
	Mean actual response time 2011	Standard
Request for approval to spend replacement reserve funds		
Time from asking for approval to spend from your replacement reserve to receiving an approval	3.5 days	5 business days
Response to request for approval of capital-replacement reserve plan		
Time from sending in your capital replacement reserve plan to receiving an approval	2.7 weeks	4 weeks
Response to information request		
Time for an initial response to a voicemail message you left asking the Agency a question	1.1 days	2 business days
Time for an initial response to an email message you sent to the Agency	1.3 days	2 business days
Response to receipt of complete request for approval of budget		
Time from sending in your budget to receiving an approval	4.8 weeks	4 weeks

Although results in Table 16 are representative of the Agency’s ability to meet their standards, when looking at the proportion of clients who report that the Agency did or did not meet its standard for responding, we see that even though the Agency was within its standard for four of the five requests, we still see that between 10% and 28% of clients received a response beyond the Agency’s standard.

- ▶ Although the Agency performed very well on meeting its standard for responding to the time from when clients sent in their capital-replacement reserve plan to when they received approval, about 1 in 5 clients report that the Agency responded beyond its standard timelines.
- ▶ The area with the highest proportion of clients reporting that the Agency went beyond its standard timelines is from the time when they sent in their budget to when they received approval.

Table 17: Proportion receiving response within or beyond service requests timelines			
	Standard	Clients reported receiving response...	
		Within standard timelines	Beyond standard timelines*
Request for approval to spend replacement reserve funds			
Time from asking for approval to spend from your replacement reserve to receiving an approval	5 business days	86%	14%
Response to request for approval of capital-replacement reserve plan			
Time from sending in your capital-replacement reserve plan to receiving an approval	4 weeks	81%	19%
Response to information request			
Time for an initial response to a voicemail message you left asking the Agency a question	2 business days	90%	10%
Time for an initial response to an email message you sent to the Agency	2 business days	89%	11%
Response to receipt of complete request for approval of budget			
Time from sending in your budget to receiving an approval	4 weeks	72%	28%
Note: The proportions shown in this table include only those who say their co-op had experience. * Proportion includes those who said they did not receive a response from the Agency.			

5.2 Satisfaction standards

As part of its work with client housing co-operatives, the Agency strives to achieve the following satisfaction standards:

- ▶ 90% of co-ops responding to a survey identify the Agency's *staff courtesy* as satisfactory or better.
- ▶ 90% of co-ops responding to a survey confirm they *received service in the official language of their choice*.
- ▶ 80% of co-ops responding to a survey identify Agency service as satisfactory or better in its *timeliness; staff knowledge and competence; fair treatment; and outcome* (meaning they got results they can live with).

In calculating the per cent satisfied, the Agency's standard is to include scores 3 or higher on a 5-point scale.

In 2011, the Agency exceeds its standard for all questions related to satisfaction standards. In fact, even using more stringent criteria of defining satisfaction as only those who gave a rating on the top 2 points of the 5-point scale (that is, a rating of 4 or 5 out of 5), the Agency would still exceed its satisfaction standards. This is shown on Table 19 on the next page.

Table 18: Assessing the Agency's satisfaction standards		
	Satisfied (rating of 3 or higher out of 5)	
	2011 % (n = 291)	Standard
Staff courtesy		
Staff were courteous	96%	90%
Received service in the official language of choice		
We were served in the official language we prefer	98%	90%
Timeliness		
The timeliness of the Agency's service to your co-op	97%	80%
Staff knowledge and competence		
Agency staff were knowledgeable and competent	96%	80%
Fair treatment		
My co-op was treated fairly	95%	80%
Outcome		
The Agency provided information and advice that helped us manage our co-op	96%	80%
The overall quality of service delivered by the Agency	95%	80%
Note: Results for the 2011 Survey are out of those who rated their satisfaction. Those who said it was 'not applicable' are not included in the calculation.		

Table 19: Assessing the Agency's satisfaction standards (rating of 4 or 5 out of 5)		
	Satisfied (rating of 4 or 5 out of 5)	
	2011 % (n = 291)	Standard
Staff courtesy		
Staff were courteous	94%	90%
Received service in the official language of choice		
We were served in the official language we prefer	95%	90%
Timeliness		
The timeliness of the Agency's service to your co-op	84%	80%
Staff knowledge and competence		
Agency staff were knowledgeable and competent	91%	80%
Fair treatment		
My co-op was treated fairly	89%	80%
Outcome		
The Agency provided information and advice that helped us manage our co-op	87%	80%
The overall quality of service delivered by the Agency	85%	80%
Note: Results for the 2011 Survey are out of those who rated their satisfaction. Those who said it was 'not applicable' are not included in the calculation.		

6.0 Conclusion and recommendations

Overall, co-op clients are generally satisfied with the contact it has with the Agency. In fact, there were no major drops in satisfaction among clients from 2008 to 2011, but there were significant gains in clients' perceptions about being treated fairly, getting information and advice that helped them manage their co-op, and making it clear what they should do if they had a problem.

The Agency's response times were virtually unchanged from 2008, although comparison in some cases was difficult because results in 2008 were not reported to a decimal place. The Agency appears to have expedited the process for *filing their Annual Information Return to receiving the Agency's reports about their co-op*, cutting more than one full week off the response time from 2008.

However, it did appear to take longer for the Agency to *send the inspection report and approve the budget*. For the latter, the Agency's response time more than doubled since 2008, from 2 to nearly 5 weeks.

Although results in 2011 are generally very positive, there are some areas the Agency may be able to focus on in the coming year(s):

- ▶ **Reducing the time between when clients send in their budget to when the Agency sends its approval.** The time for the Agency to approve clients' budgets more than doubled from 2008, and falls below its Client Service Standards. In 2011, clients report the Agency took almost 5 weeks to approve the budget, which is about one week longer than its standard, and about 27% received their budget beyond four weeks. With that being said, the current time the Agency is taking matches clients' expectations for how long the process should take.
- ▶ **Improving access to the Agency's online survey.** Although many clients say they complete the Agency's online questionnaires, there is a substantial group that do not. Mainly, the reasons appear to be due to access, either they are not receiving the information about completing it or cannot access it. Indeed, this survey may over represent those who complete the survey, as those who are already completing other surveys for the Agency would generally be more likely to complete the 2011 Client Satisfaction Survey. This may mean the proportion of those not completing it may be larger than reported on the 2011 survey. The Agency may want to consider ways of increasing access to these surveys if clients' feedback is important.
- ▶ **Improving aspects related to the Agency's website and e-bulletin.** Although many clients are satisfied with areas relating to the Agency's website, these areas generally had the lowest levels of satisfaction among questions asked. In addition, there were also very high rates of non-response (i.e., not applicable) to questions relating to the website, meaning there is a large group among clients that are not accessing them. The Agency may want to review further with its clients about sources of dissatisfaction with the websites (e.g., functionality, speed, ability to find information) and ways to improve them.

Although there are areas for the Agency to focus, it should ensure that focusing on these areas does not alter service in others. It may not be possible for the Agency to focus on all these areas, but rather, to prioritize one or two. PRA would recommend focusing on budget approval, since it had the most significant change in response times from 2008, and is one of the only areas where the Agency is not currently meeting its Client Service Standards.

Appendix A – 2011 Client Satisfaction Questionnaire

The Agency for Co-operative Housing Client Satisfaction Survey

Thank you for taking the time to complete this survey. All individual responses will be kept strictly confidential.

Background Information:

1. Your co-op's name _____ .66
2. How many housing units make up your co-op? _____ .66
3. What province is your co-op in? _____ .66
[CAN ONLY BE IN ALBERTA, BRITISH COLUMBIA OR ONTARIO]
4. Are you the co-op's main contact for Agency?
₁ Yes ₂ No ₈ Not sure
5. What is your position in the co-op? *(Select all that apply)*
₀₁ Staff person or contract property manager ₀₂ Member of Board of Directors
₆₆ Other *(Specify)* _____
6. Which funding program(s) does your co-op operate under? *(Select all that apply)*
₁ Section 27 (formerly 15.1)/ Section 61 (formerly 34.18) ₂ Section 95 (formerly 56.1)
₃ FCHP (the ILM program) ₄ Urban Native Program (Pre-86 or Post-85)
₅ Post-85 Non-Profit (PEI)

Agency Service: In answering these questions, think about your co-op's most **recent** contact with the Agency.

7. When was your co-op last in touch with the Agency?
₁ Within the last six months ₂ Between six months and one year ago ₃ More than one year ago
8. What was the **main** reason for the contact?
₀₁ Annual budget approval (co-ops with workouts or under Urban Native or PEI Non-profit program)
₀₂ Agency inspection of your co-op's property
₀₃ Annual Information Return and year-end financial statements
₀₄ Agency annual reports to your co-op (compliance, risk assessment, or co-op data)
₀₅ Request for approval of replacement-reserve spending or plan
₀₆ Plain Language Financial Statements
₀₇ Post-year 15 federal assistance review (ILM co-ops)
₀₈ Accessing the client website (e.g., asking for login password)
₀₉ Administration of financial workout (e.g., workout advancing, financial reporting)
₆₆ Other *(Specify)* _____

INSTRUCTIONS: Please read each question carefully and check (✓) or write in the appropriate response.
Return your completed questionnaire by toll-free fax (1-800-717-5456).

Think about the service your co-op received during its most **recent** contact with the Agency. Please rate your level of agreement with each of the following statements on a scale of 1 to 5, where 1 means strongly disagree and 5 strongly agree.

	Strongly disagree				Strongly agree	Not applicable
9. Staff were courteous.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
10. The Agency provided information and advice that helped us manage our co-op.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
11. My co-op was treated fairly.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
12. Agency staff went the extra mile to make sure we got what we needed.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
13. We were told everything we needed to do to deal with the situation.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
14. Agency staff were knowledgeable and competent.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
15. We were able to get through to the right Agency staff person without difficulty.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
16. It was clear what we should do if we had a problem.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
17. We were served in the official language we prefer.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
18. Overall, we were satisfied with the amount of time it took to get the service.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7

For each of the following, please indicate the response time your co-op considers acceptable.

	Number of weeks	Less than one week	Not applicable
19. Time from filing your Annual Information Return to receiving the Agency's reports about your co-op.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00
20. Time from property inspection to receiving the Agency's inspection report.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00
21. Time from sending in your budget to receiving an approval.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00
22. Time from sending in your capital replacement reserve plan to receiving an approval.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00
23. Time from informing the Agency of your concern or complaint to receiving the Agency's response.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00

Please indicate how long each of the following took on the most recent occasion. If applicable, please select "no experience."

	Number of weeks	Less than one week	No experience	Did not receive a response
24. Time from filing your Annual Information Return to receiving the Agency's reports about your co-op.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00	<input type="checkbox"/> 888
25. Time from property inspection to receiving the Agency's inspection report.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00	<input type="checkbox"/> 888
26. Time from sending in your budget to receiving an approval.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00	<input type="checkbox"/> 888
27. Time from sending in your capital replacement reserve plan to receiving an approval.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00	<input type="checkbox"/> 888
28. Time from informing the Agency of your concern or complaint to receiving the Agency's response.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00	<input type="checkbox"/> 888

For each of the following, please indicate how many days your co-op considers acceptable.

	Number of days	Less than one day	Not applicable
29. Time from asking for approval to spend from your replacement reserve to receiving an approval.	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00
30. Time for an initial response to a voicemail message you left asking the Agency a question.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00
31. Time for an initial response to an e-mail message you sent to the Agency.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00

INSTRUCTIONS: Please read each question carefully and check (✓) or write in the appropriate response. Return your completed questionnaire by toll-free fax (1-800-717-5456).

Please indicate how long each of the following took on the most recent occasion. If applicable, select "no experience."

	Number of days	Less than one day	No experience	Did not receive a response
32. Time from asking for approval to spend from your replacement reserve to receiving an approval.....	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00	<input type="checkbox"/> 888
33. Time for an initial response to a voicemail message you left asking the Agency a question	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00	<input type="checkbox"/> 888
34. Time for an initial response to an e-mail message you sent to the Agency	_____	<input type="checkbox"/> 77	<input type="checkbox"/> 00	<input type="checkbox"/> 888

Please rate your satisfaction with each of the following aspects of Agency service on a on a scale of 1 to 5, where 1 means very dissatisfied and 5 very satisfied.

	Very dissatisfied			Very satisfied		Not applicable
35. The timeliness of the Agency's service to your co-op	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
36. The access your co-op has had to the Agency as administrator of your co-op's CMHC program	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
37. The overall quality of service delivered by the Agency.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7

Agency Communications

Please rate your overall satisfaction with each of the following Agency communications on a scale of 1 to 5, where 1 means very dissatisfied and 5 very satisfied. Please choose not applicable if you have not used or seen that particular means of communication.

	Very dissatisfied			Very satisfied		Not applicable
38. The Agency's communications by letter or fax.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
39. The Agency's email communications	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
40. The Agency's telephone communications	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
41. The Agency's E-bulletin	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
42. The Agency's annual reports to your co-op (risk, compliance, co-op data)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
43. The Agency's client website.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
44. The Agency's Plain Language Financial Statements	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
45. The Agency's public website.....	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7
46. The Program Guidelines on the public website	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 7

47. Since 2007 the Agency has been collecting your feedback on its service through service-specific on-line questionnaires. Do you complete the Agency's on-line questionnaires?

1 Yes 2 No 8 Not sure

48. **[IF Q47 = Yes]** How satisfied are you with this way of giving feedback?

Very dissatisfied				Very satisfied
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

49. **[IF Q47 = No]** Why do you not complete the Agency's on-line questionnaires?

50. Would you prefer to give feedback in another way?

01 Yes (*Specify*) _____

02 No

INSTRUCTIONS: Please read each question carefully and check (✓) or write in the appropriate response. Return your completed questionnaire by toll-free fax (1-800-717-5456).

Part of the original vision for the Agency was to offer a benchmarking and best-practices service for housing co-ops. Such a service would build on the information in the Co-op Data Report.

51. How often does your co-op review the Co-op Data Report?

- ₁ Every year ₂ Most years ₃ Some years ₀ Never

Please rate your agreement with each of the following statements about the Co-op Data Report, on a scale from 1 to 5 where 1 means Strongly Disagree and 5 means Strongly Agree.

	Strongly disagree					Strongly agree	Not applicable
52. The Co-op Data Report inspires us to try to do better.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₇	
53. My co-op would like to compare its results against a variety of different peer groups.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₇	
54. My co-op would like to learn from the success of other co-ops by reading or viewing videos about their best practices.....	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₇	

[ASK Q55 TO 58 IF Q3 = Ontario, PEI, or Alberta] Many co-ops have asked the Agency to help them with building condition assessments and reserve-fund studies.

55. Does your co-op have an up-to-date reserve-fund study?

- ₁ Yes **(SKIP TO Q57)** ₂ No ₈ Not sure

56. Does your co-op plan to do or update a reserve-fund study this year?

- ₁ Yes ₂ No ₈ Not sure

How interested would your co-op be in paying the Agency to help...

	Not at all interested				Very interested
57. develop a capital-reserve plan	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
58. update our capital-reserve plan	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

59. Do you have any other comments or suggestions about the Agency's service to your co-op?

₀₀ No other comments

**Thank you for taking the time to complete the survey.
The Agency appreciates your feedback.**

