



KIWANIS TOWERS
RICHMOND

APRIL 8TH, 2021

Richmond Kiwanis Senior Citizens Housing Society

Resident Feedback Survey 2021

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RESIDENT SURVEY FEEDBACK RESULTS

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Manager's Summary

Kiwanis is a worldwide service organization for individuals who wish to become personally involved in the leadership and improvement of their communities.

Richmond Kiwanis Senior Citizens Housing Society was founded in 1959 and has a vision to provide affordable housing for seniors that qualify. Richmond Kiwanis Towers officially completed this affordable housing project in 2015 through the hard work and efforts of the Richmond Kiwanis Senior Citizens Housing Society board of directors with the co-operation and support from the City of Richmond and BC Housing. Richmond Kiwanis Towers provides 296 affordable homes for seniors that qualify for subsidized housing.

Residents that wish to live at Richmond Kiwanis Towers must meet and verify all the following requirements:

- 60 years or older, capable of living independently without care.
- Income less than \$42,000 for a single person or \$49,000 for a couple.
- Assets must not exceed \$250,000.
- Resided in British Columbia for at least 12 months.

This is the first time Richmond Kiwanis Towers has requested residents to participate by providing feedback on the building's day-to-day operations. The survey provided a forum for residents to express their opinions and suggest recommendations for improvements on their current living conditions. The 2021 survey was delivered to all residents on March 10th, 2021 to evaluate the quality of service provided and to suggest any improvements that might be necessary. This report will highlight the strengths and areas for improvement.

There was an 86% response rate to the survey. The findings from the analysis showed a high tenant satisfaction rate in all 4 key areas of the service. The majority of residents agreed or strongly agreed on all statements implying that the majority of tenants are happy with the housing services provided by Richmond Kiwanis Senior Citizens Housing Society.

This report provides evidence that Richmond Kiwanis Senior Citizens Housing Society is providing quality and efficient service to the majority of residents living at Richmond Kiwanis Towers. Richmond Kiwanis Towers has always maintained a high-quality level of service from the perspective of the residents.

Background

Purpose: The 2021 Survey/Feedback Survey was created to improve the quality of services that we provide residents by assessing their satisfaction with key areas, including resident engagement activities pre-COVID-19, pandemic response, management service, repairs, maintenance and safety.

Prior to COVID-19, residents were very engaged in activities that Richmond Kiwanis Towers implemented since 2015. The multi-purpose room was used throughout the year for special events such as Chinese New Year, pancake breakfasts, Thanksgiving Dinner, Christmas Dinner, soup days and BBQ's. The average attendance for the majority of these events was approximately 110 residents or 29% percent of the residents living at Kiwanis.

Richmond Kiwanis Towers Leadership Team was pro-active in the response to the COVID-19 pandemic from the beginning. The Richmond Kiwanis Senior Citizens Housing Society Board of Directors and the Leadership Team recognized the potential threats of the COVID-19 pandemic and the disruptions of regular activities and engagement of the residents, families, staff and the community. A COVID-19 action plan was implemented prior to any government's direction on restrictions. The COVID-19 Safety Plan has been updated throughout the pandemic based on the minimum standards we must meet based on information provided by the Provincial Health Officer, Ministry of Health, the Province of BC and Worksafe BC.

Throughout the pandemic, Richmond Kiwanis Towers faced some challenges to maintain a high level of service for in-suite maintenance and office support to residents. The Office was closed for in-person meetings and all maintenance calls, BC Safer forms, annual reviews, tenancy agreements and other management duties were communicated either by phone, written communication or by email. The onsite maintenance staff were able to continue with all essential and non-essential maintenance repairs by wearing personal protective equipment and following strict safety protocols.

This report will provide some insight on how management has performed throughout the pandemic through the feedback received from residents in order to move forward to post-pandemic life at Richmond Kiwanis Towers. The main goal for Richmond Kiwanis Towers is to reestablish the community feeling with the residents and to have the residents active within the Richmond Kiwanis Towers as soon as the pandemic is over.

Survey Methodology:

- A paper survey written in both English and Chinese was delivered to all residents by slipping a copy of the survey under each door on March 10th, 2021.
- The deadline for the submission of the survey was March 19th, 2021.
- Following this, a campaign was conducted by the onsite maintenance staff to promote and follow up with residents to complete the survey.
- All 296 suites with a total of 377 residents had an opportunity to participate in providing the necessary feedback to complete this report.
- Participation was voluntary and confidentiality was maintained throughout the whole process.
- The design of the survey had a mixture of questions, divided into four different sections of evaluation:
 - Tenant's activities prior to the COVID-19 pandemic
 - Management's response and handling of the COVID-19 pandemic
 - The quality of service that Management provides
 - The quality of service of maintenance staff and services provided
 - Additional feedback
- Each section was analyzed individually.
- The percentage shown throughout this report are based on those who provided a response to the question. Some residents left some questions blank, therefore, the data to each question is based on all valid responses.
- An Excel spreadsheet was created to record all survey responses. This was later translated into percentages rounded up or down and recorded on charts.
- An Excel spreadsheet used for of all repair data for the year was translated into total amounts of each specific type of repair.
- All the data was carefully reviewed and entered on a spreadsheet for an in-depth analysis to be carried out.
- A total of 323 completed survey responses were returned to the Office with a total percentage of respondents of 86%.

Pre-COVID-19 Survey Results

The health and wellbeing of our residents has always been a priority for Kiwanis with connecting seniors, including the most isolated and helping them feel a part of something bigger. The COVID-19 pandemic has increased the social isolation and loneliness to many of the seniors that relied on the common area amenities rooms for workshops, programs, free-Wi-Fi and social connections with others.

Richmond Kiwanis Towers has built relationships with many community stakeholders such as the Richmond Public Library, RCMP Community Policing, Fire Department and the City of Richmond. These community partners have held workshops for the residents on various topics prior to the pandemic.

The impacts of COVID-19 have resulted in a variety of closures of amenity rooms, programs, workshops and events at Richmond Kiwanis Towers. These closures were done through an abundance of caution in response to the pandemic. Many of the seniors relied on these free services to meet new friends, attend social event functions, workshops and staying physically active.

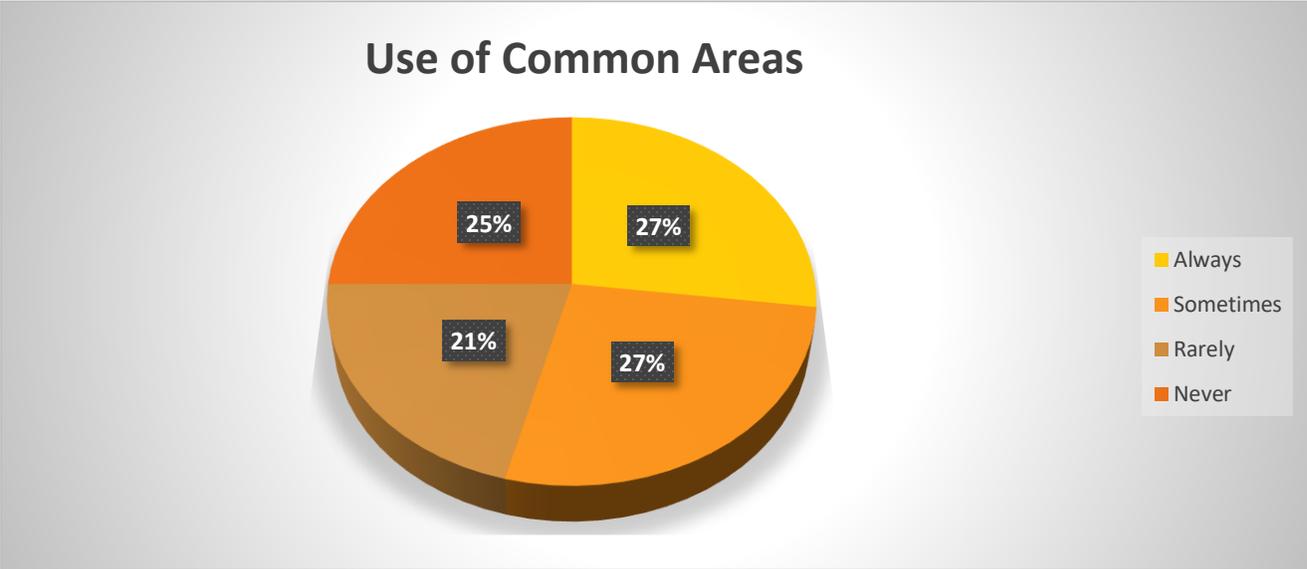
Many of the events that were held over the years were sold out within days of posting notices on the bulletin boards in the lobbies and elevators. The numbers in the survey do not show complete picture of all the residents that were not able to attend these events because Richmond Kiwanis Towers reached seating capacity in the multi-purpose room and other common area rooms.

The numbers in the survey show that majority of the respondents (**73%**) have used the common rooms or have attended special events. The ping pong room, games room and fitness room have been utilized by the residents,

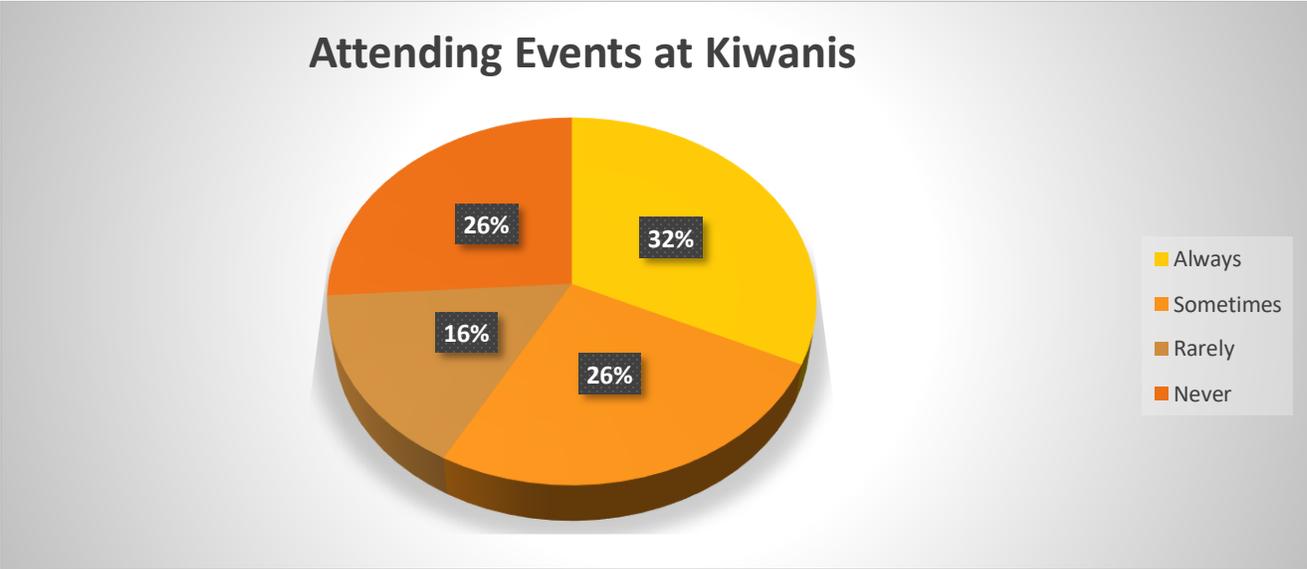
Facility Usage & Events



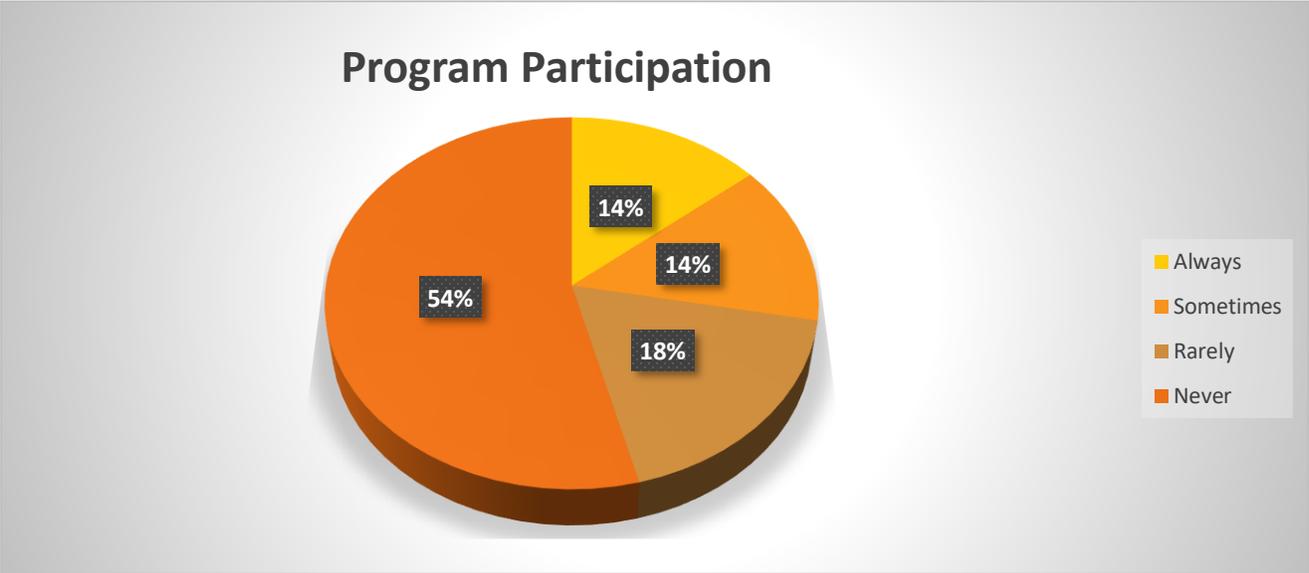
The survey showed the frequency that all the common rooms were being used by the respondents at Richmond Kiwanis Towers prior to the pandemic. The common rooms included the library, 2nd floor amenities lounges, games room, fitness room and multi-purpose room. The data suggest that only **75%** of respondents have previously used the common area amenities rooms.



Prior to the pandemic, Richmond Kiwanis Towers has held many events that were well attended. The majority of events were sold out within days of posting notices. Each of the events had capacity limits. The survey results showed that **74%** of the respondents have attended at least one event.



The results of the survey show that **54%** of respondents have not participated in any workshops or programs. Some of the programs prior to the pandemic included but not limited to line dancing, yoga or stretch classes. This number could be improved by dedicating additional resources to introduce, implement and maintain new programs that are suited for the demographic at Richmond Kiwanis Towers.



Post pandemic will be a challenge as many residents have been in self-isolation for the past year. With the respect to the health, well-being and social engagements of the seniors that will be a challenge to return to pre-COVID activities and to increase participation. Management will need to access the best way to increase activeness for the residents.

The results of the survey show that **65%** of the respondents never or rarely use the hair salon. This number will most likely stay the same or increase post pandemic.



COVID-19 Response Survey Results

Richmond Kiwanis Towers took a pro-active approach constantly monitoring COVID-19 status with the World Health Organization, the Centre's for Disease Control & Prevention along with the guidance of local, provincial and federal health authorities.

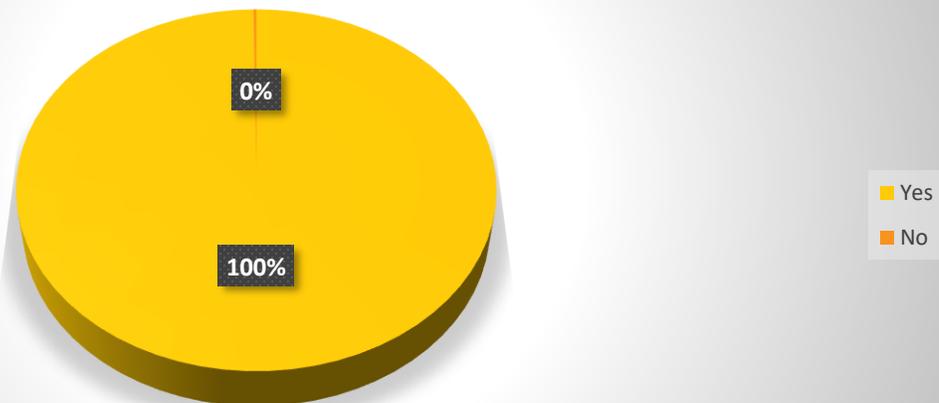
In the midst of the COVID-19 pandemic, it was important to Richmond Kiwanis Towers to provide precautionary steps to the personal safety of staff, tenants, families to minimize the risk of the COVID-19 outbreak entering our facility.

Richmond Kiwanis Towers has a strong focus on the health and wellbeing of the residents. The health and wellbeing questions aim to identify if Richmond Kiwanis Towers took the necessary precautions to prevent an outbreak at the Towers.

Richmond Kiwanis Towers implemented a COVID-19 Safety plan at the beginning of the pandemic. This COVID-19 Safety Plan included an exposure control plan in the common areas and in the Office. Procedures were in place for tenant communication, entering suites, in-person meetings, closing common rooms and outbreak measures. This plan was consulted with a representative from the Richmond Kiwanis Senior Citizens Society's Board, AWM Alliance Real Estate Group and onsite Management Team.

Richmond Kiwanis Towers received an overwhelming positive response of **99.8%** of respondents agreeing that Management has taken the appropriate action during the pandemic.

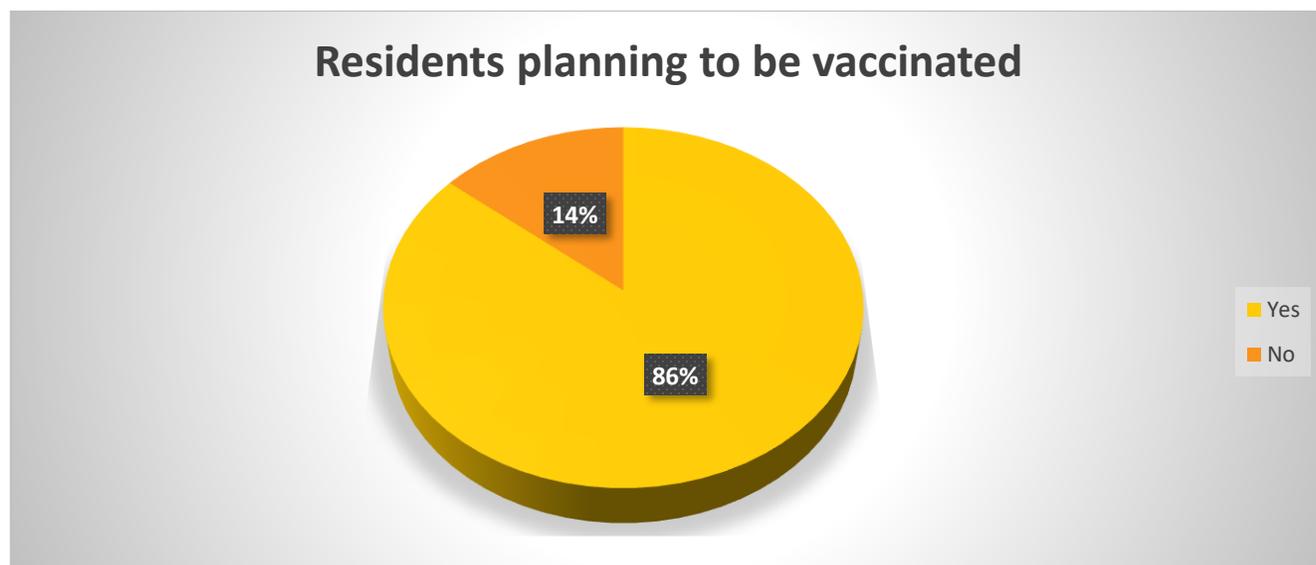
Overall Satisfaction of COVID-19 Response



The COVID-19 Response survey questions were broken down into 4 different areas as per the graph below.

	Yes	No
Kiwanis has taken the appropriate action in response to the pandemic in reducing the risk and prevention of COVID-19 at the Towers.	100%	0%
Systems are in place for reducing the risk of transmission at Kiwanis? Examples are Hand Sanitizer stations, COVID-19 Information Signs, Social Distancing Signs.	100%	0%
Management and Staff have been wearing protective personal equipment (PPE) when entering your suite? Examples are masks, gloves and social distancing.	99.7%	.3%
Management’s leadership team made the right decisions to manage through the crisis to have no outbreaks of COVID-19 with the safety precautions implemented.	99.4%	.6%

With the roll-out of the vaccinations for seniors in BC, management asked the question if residents are planning on receiving the vaccination. The survey results showed that **86%** of the respondents are planning to be vaccinated.

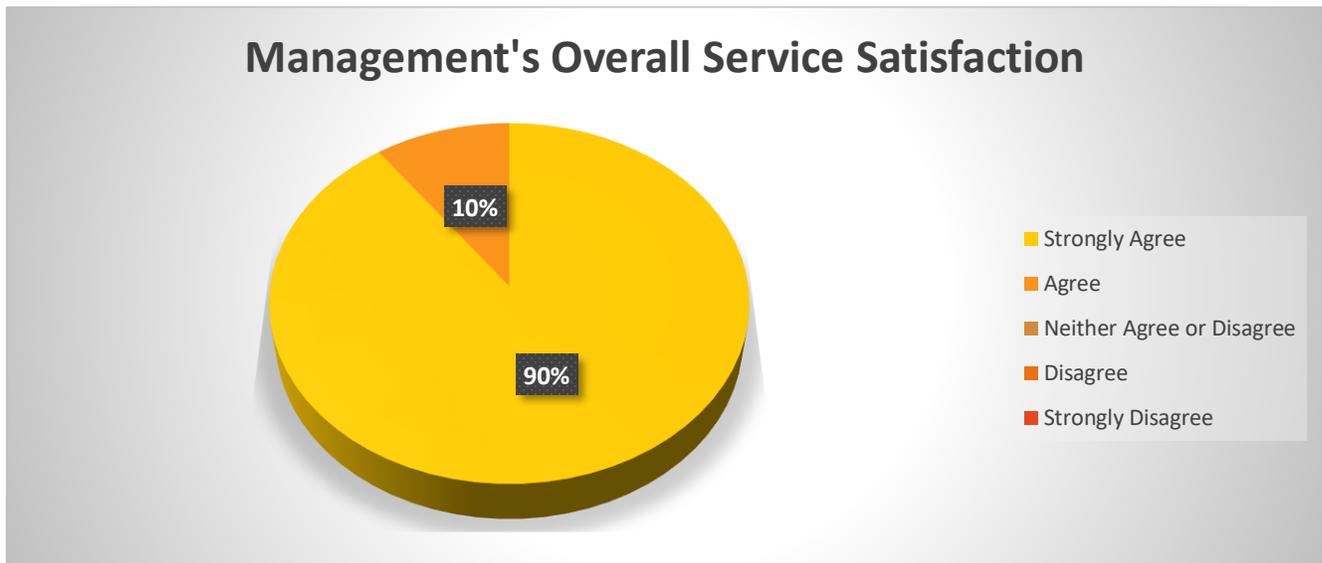


Management Service Survey Results

Customer service is the heartbeat of Richmond Kiwanis Towers and management thrives to provide the residents with an excellent customer service experience prior to COVID-19, through the pandemic and post pandemic. To achieve good customer service, management listens to the residents needs and offers solutions.

Richmond Kiwanis Towers received a high rating of satisfaction because of the clear communication to the residents, listening to the resident needs, providing empathy, and resolving any issues quickly. We take residents feedback seriously and review all feedback, complaints or service requests thoroughly.

The survey shows that **99.8%** of the respondents agree or strongly agree that management is doing a good job with the day-to-day operations.



The Richmond Kiwanis Senior Citizens Housing Society board of directors' continued support of management's leadership contributed to the high satisfaction rate. The board of directors coordinated through other organizations, donations of approximately 50,000 masks for the residents living at Richmond Kiwanis Towers. The constant communication between management and the board of directors maneuvering through the pandemic creating a safe environment for the residents and minimized the risk of an COVID-19 outbreak. Prior and throughout the pandemic, the board of directors and management have received many letters of appreciation for the quality of management service and maintenance service.

The survey shows that Management is capable of providing five-star customer service to all the residents living at Richmond Kiwanis Towers. **99%** of the respondents agree that the onsite Manager is courteous, informative, prompt and efficient.



The Office Manager onsite is:	Yes	No
Courteous	100%	0%
Informative	100%	0%
Prompt and efficient	98%	2%

The survey on management service was broken down into 6 different questions on the quality of customer service and their experience when communicating with management.

	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Agree or Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>
<i>You receive quality service from management.</i>	0%	0%	1%	10%	89%
<i>You feel management makes themselves available to help you and answer questions.</i>	0%	0%	1%	10%	89%
<i>Management is responsive when I have a problem or question.</i>	0%	0%	2%	10%	88%
<i>Management is efficient in resolving outstanding issues or problems.</i>	0%	0%	3%	9%	88%
<i>There's a good line of communication between you and management.</i>	0%	0%	1%	12%	87%
<i>Management is polite, friendly, and helpful.</i>	0%	0%	0%	4%	96%

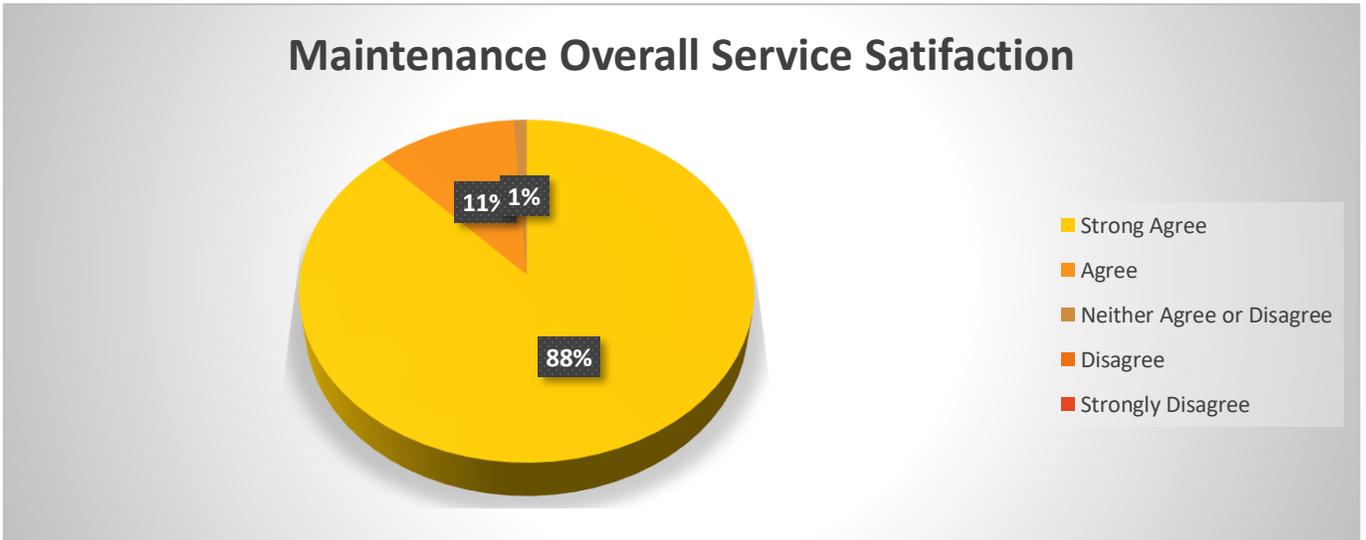
The onsite manager's overall role has evolved since Richmond Kiwanis Towers opened in 2015. Some of the other functions or duties that the onsite manager provides at Richmond Kiwanis Towers include but not limited to:

- Carrying out a wide range of work and management activities to maintain, repair, upgrade and manage day to day operations of the building and property.
- Arranging for the operation and maintenance of common facilities and services including regular inspections of the building, grounds and gardens.
- Responsible for the health and wellbeing of the seniors throughout the pandemic implementing preventative measures throughout the COVID-19 pandemic
- Provide risk assessment for minimizing the risk of transmission of COVID-19, injury prevention and safety assessments.
- Reviewing security cameras for suspicious activity and providing recommendations for security upgrades.
- Reporting to the Society's President on a regular basis on all management activities.
- Liaised with Kiwanis board of directors and key stakeholders to develop, implement, and coordinate a variety of programs, projects, policies and special events.
- Receiving and handling complaints or requests from residents.
- Responsible for scheduling and supervision of duties and functions of building staff, contracted maintenance, landscaping or other personnel on the premises.
- Ensure all policies, procedures and operations are conducted effectively.
- Responding to emails, answering calls and general administrative duties.
- Obtaining quotations for maintenance and repair work.
- Provide consultative services to residents.
- Reviewing applications for potential tenants.
- Reviewing the eligibility of current tenants each year,
- Notices and violation letters to residents.
- After-hours emergencies.
- Assuming other responsibilities as designated by Kiwanis.

The survey results show that Management is very committed and passionate on providing excellent customer service to the residents and maintaining the building to a 5-star rating.

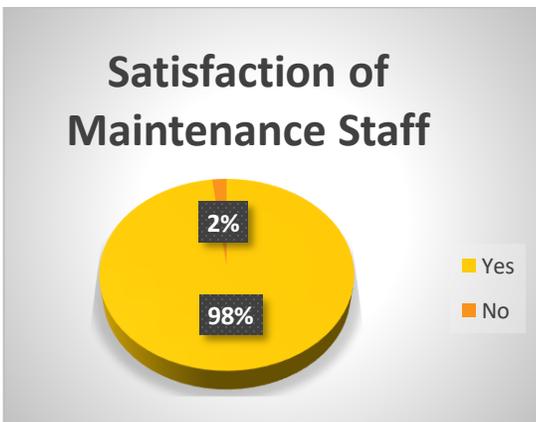
Maintenance Service Survey Results

The survey shows that **99%** of respondents agree or strongly agree that they were extremely satisfied with the overall maintenance requests experience from submitting service requests, workmanship of repairs and timeframes for having work orders completed.



Approximately, 98 percent of work orders are completed during the same day by the onsite maintenance staff. Richmond Kiwanis Towers has inventory of various parts that are used for in-suite repairs reducing the timeframe of having repairs done quickly and efficiently.

The survey shows that Maintenance Staff are capable of providing five-star customer service to all the residents living at Kiwanis Towers. **99%** of the respondents agree that the onsite Maintenance Staff are courteous, informative, prompt and efficient.

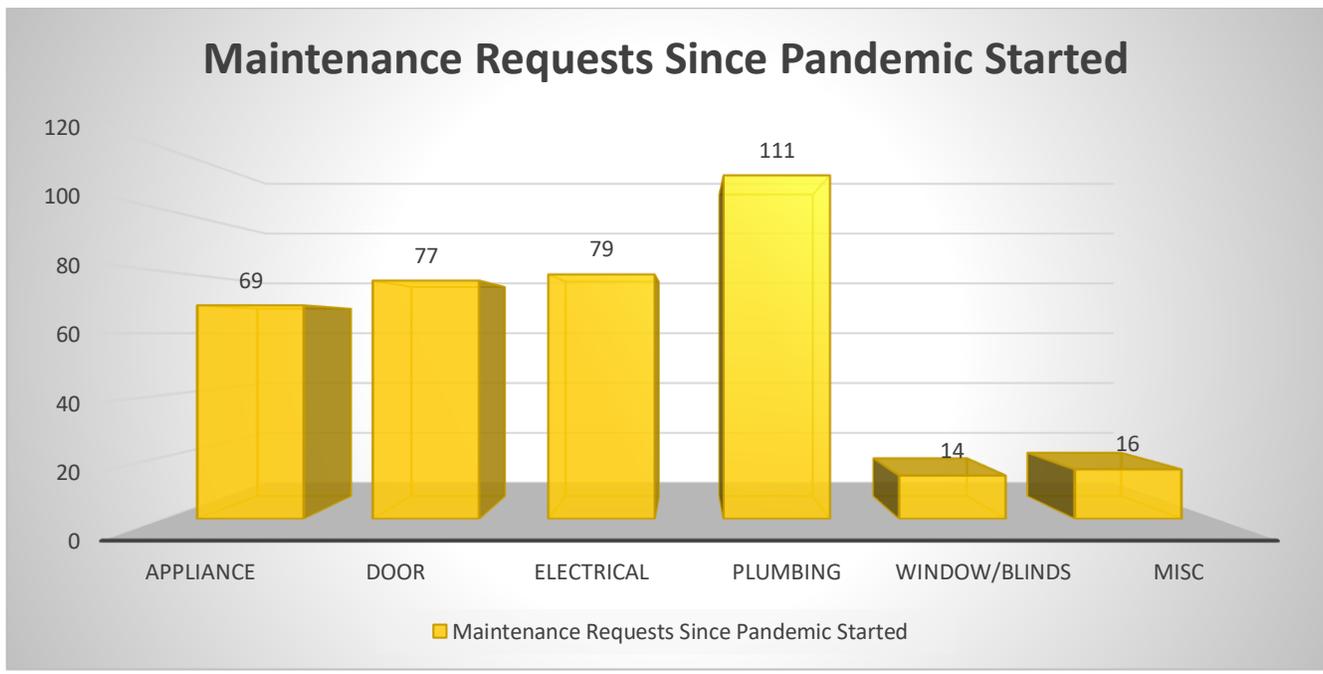


The maintenance staff onsite are:	Yes	No
Courteous	100%	0%
Informative	100%	0%
Prompt and efficient	99%	1%

The Maintenance Staff survey questions were broken down into 4 different questions. The majority of respondents agree or strongly agree that they are receiving excellent service on the for-service calls.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
<i>I'm able to submit maintenance requests with ease.</i>	0%	1%	2%	10%	87%
<i>Maintenance and work orders are handled with good quality.</i>	0%	0%	2%	12%	86%
<i>Maintenance and work orders are completed in a timely manner.</i>	0%	0%	1%	12%	87%
<i>I am satisfied with the overall condition of the property.</i>	0%	0%	0%	6%	94%

The maintenance staff were busy throughout the pandemic completing essential and non-essential repairs. Staff were under strict safety protocols when entering suites for repairs wearing protective personal equipment as per the COVID-19 Safety Plan. A total of **366** service requests were completed from March 1st, 2020 to February 28th, 2021.



Property Maintenance

Residents have the ease of booking a service request by contacting the Office by phone, email, or by visiting the Office during business hours. Once a request is made by a resident, a paper work order form is filled out and then given to the assigned maintenance staff member(s). The maintenance staff will call the resident prior to attending the suite as per our COVID-19 Safety Plan. Staff will enter the suite wearing their personal protective equipment and keep 6 ft apart from residents. Generally, all service requests are completed on the same day as Richmond Kiwanis Towers when parts in stock. Once the service request is complete, (pre-covid) residents sign the work service request form and the maintenance staff would submit the completed work order with the description of the work completed to the Office.

Maintenance staff are involved in a lot of personal interactions with residents as many residents rely and depend on their services. The maintenance staff also have regular interactions with resident's family members, contractors, couriers and RCMP. All the interactions are incorporated with the COVID-19 safety protocols.

The Maintenance staff competently perform common area routine maintenance and preventative maintenance.

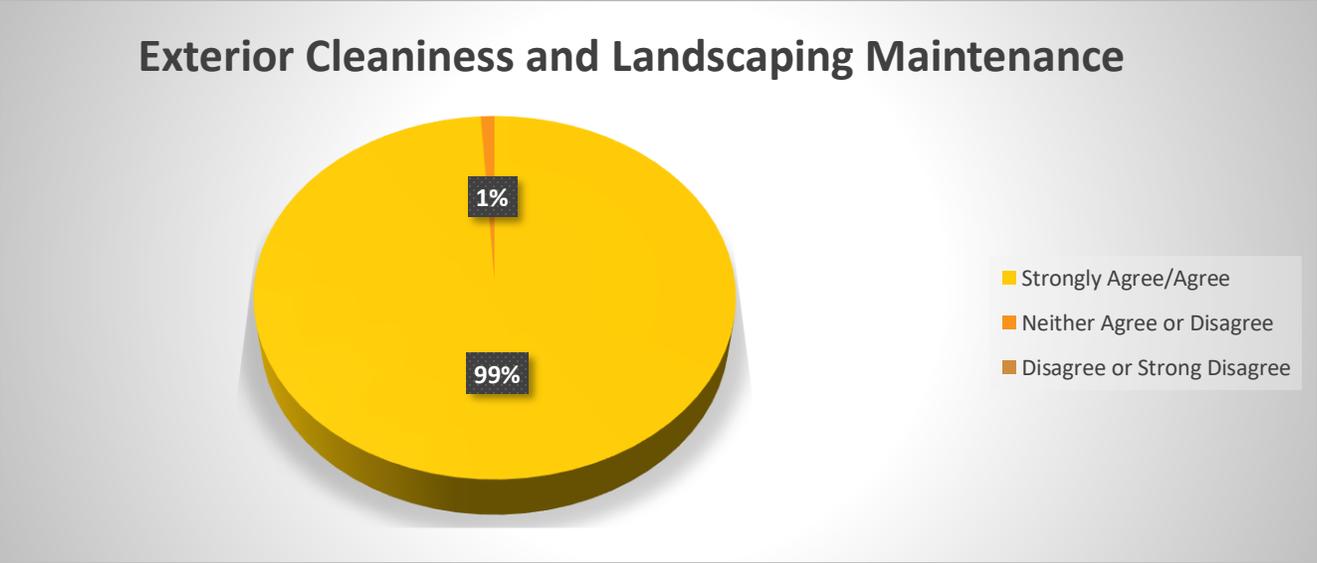
Some of these other duties included but are not limited:

- Making daily inspections of the common property (interior/exterior), noting areas needing repairs or new deficiencies.
- Daily reviewing security cameras and any reporting suspicious activity to the Manager and RCMP.
- Painting all of the common area amenities rooms the past year.
- Spot painting on any common area hallway walls.
- During winter season, maintenance staff are required to clear and salt sidewalks and stairwells to prevent any potential injuries.
- Daily boiler room checks inspecting for deficiencies.
- Monthly testing of the back-up generator.
- Report any violations of rules or regulations to the Office.
- Responsible for authorizing the towing of illegally parked vehicles.
- Power washing the property.
- After-Hours calls including giving access to paramedics and the fire department.
- Administrative duties as assigned by the manager.

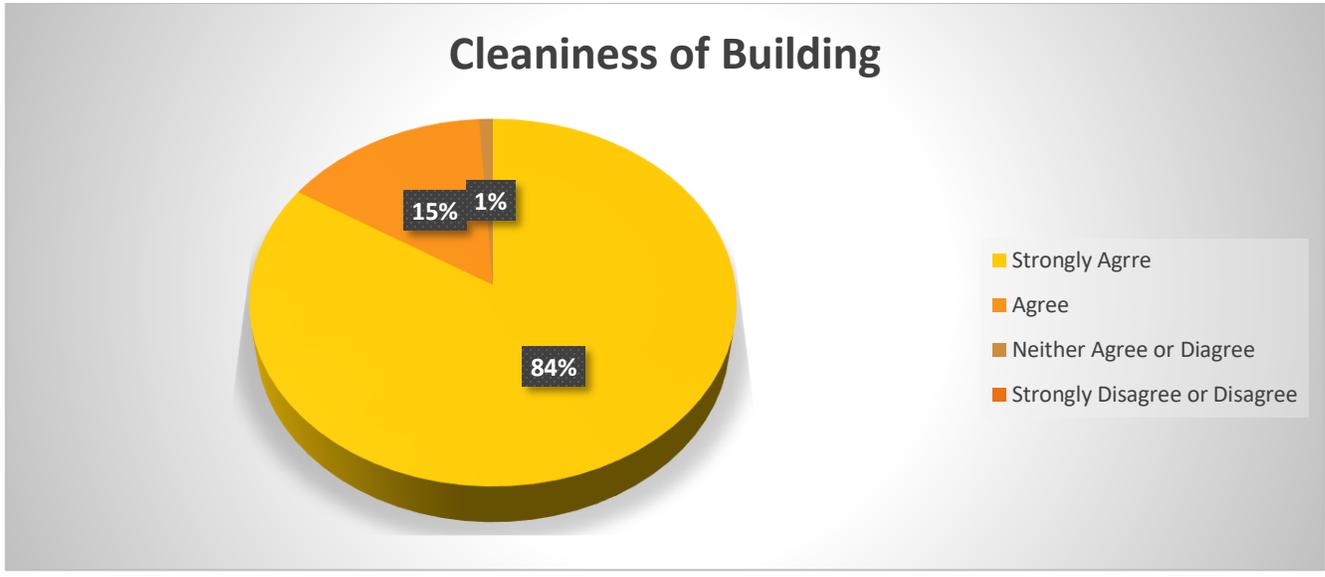
During the COVID-19 pandemic, management received 13 notices to terminate tenancy agreements. The process of turning over a suite from one tenant to another one requires about 40 hours of work involving the maintenance staff and the onsite cleaner. The maintenance staff look for any damage or any wear and tear throughout the suite. The maintenance staff then paint every vacant suite, complete minor repairs to cabinets or closets, replace light bulbs, check appliances and clean the light fixtures. Then, the onsite cleaner spends approximately 8 hours cleaning and sanitizing the suite. As the maintenance staff are on a tight schedule, our goal is not to lose any rent. Maintenance staff usually has a few days prior to the new tenant moving in to prep up the suite back to the original condition as the previous tenant usually moves out prior to the end of month. The majority of residents that move out of Richmond Kiwanis Towers are transitioned to assisted living or long-term care. Moving into a new home can be stressful and we strive to make the experience unique by bringing the condition of the suite to 5-star quality prior to the move-in of the new tenant.

With consultation with the maintenance staff and the property manager, management has purchased a tablet to move to an electronic document maintenance system. There are many benefits to digitizing documents which include improved data quality, increased efficiency, real time data, better data access, improved collaboration and environmentally friendly. The maintenance staff would be able to in real time to take pictures of issues or deficiencies, complete work orders, translate Notices to residents in Chinese, write detailed investigative reports on incidents and plan their day accordingly. Since the beginning of the pandemic, management has realized that digitalizing would be more efficient as re-entering data from paper form to digital is time consuming and insufficient.

The survey results show the **99%** of respondents strongly agree or agree that the exterior of the building is well maintained, clean, and well landscaped.



The survey shows that **99%** of respondents agree or strongly agree that the common area including the lobbies, laundry rooms, hallways and washrooms are clean.



Richmond Kiwanis Towers currently contracts out cleaning services to a third party, called Cleantech. There is a Cleantech staff member working Monday to Friday from 8:00 AM to 4:30 PM and 4 hours on Saturday and Sunday.

Throughout the pandemic, the cleaning and janitorial work was a priority as Richmond Kiwanis Towers closed amenities rooms to concentrate more of the high touch areas (ex. Elevator buttons/railings, laundry facilities, door handles etc). Other daily tasks are for the cleaner to wash the lobby and bathroom floors, clean common area washrooms, stairwells and ensure garbage room is tidy.

As more residents are being vaccinated, management is hopeful to re-open all the amenities' rooms including the ping-pong room, games room, library, fitness room and the 2nd floor lounge rooms. All these rooms will be open with guidance from health authorities and in accordance to the COVID-19 Safety Plan.

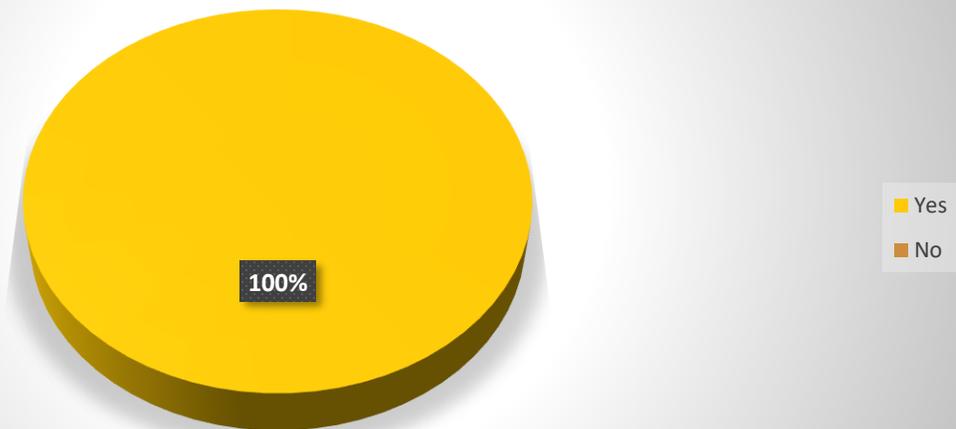
The introduction of programs, workshops and events will be delayed until the pandemic is considered over and Richmond Kiwanis Towers can provide a safe environment with a low risk of transmission of COVID-19.

Security & Safety Survey Results

The security and safety of the residents have always been a priority for the residents. Richmond Kiwanis Towers is a highly secured building creating a safe environment for all seniors living at both towers.

All respondents were satisfied with the safety and security living at Richmond Kiwanis Towers. There was an overwhelming response that all respondents feel safe including when walking on the 2nd level podium where they can walk safely outside day or night.

Residents feel safe and secure on the property



Management has been pro-active since 2015 upgrading the security system at both buildings. Richmond Kiwanis Towers has had a few attempted break-ins over the last few years but these criminals were not able to force entry into the building. The budget for security upgrades each year and the residents being vigilant on suspicious activity has contributed to the success of Richmond Kiwanis Towers being a safe place to live for seniors.

Some of the improvements include but not limited to:

- Increased lighting in the visitor parking lot by installing lamp posts.
- Increased lighting (LED) in the loading bays.
- Additional cameras and signs.
- Alarming outdoor perimeter Fire Doors.
- Upgrading security features on perimeter doors.
- Communicating with residents by providing regular updates on suspicious activities.

Comments & Additional Feedback from Residents

In Their Own Words

- Milan, John & Kaven gets excellent mark. We are thankful to live here in Kiwanis Tower. We wish you all good health and success. Kudos!!!
- Milan is a gem.
- I think management has done a terrific job of handling everything this last year. I am very grateful to all of you for all you do for us.
- I feel management has shown the tenants they care and are 100 % committed to our well being during this pandemic. Mr. Kljajic is an excellent manager.
- I appreciate all that the management and caretakers are doing particular now with COVID. Thank you.
- I think I live in one of the safest secured places in Richmond and proud to live at Kiwanis Towers. I will recommend this place to anyone.
- I don't see how anybody can complain about this management team. It is polite, friendly and extremely efficient.
- I am very happy and satisfied living here.
- As the measure taken to prevent the spread of COVID-19 was necessary and efficient, hope we can open up the common area rooms to exercise.
- I am very please with the manager's work. Two staff are very friendly and providing excellent customer service.
- Manager and your two staff, you guys working hard, honest, passionate, very appreciated!!!
- Thank you and your staff for your hard work to keep the building safe and ensure no cases in the building.
- Good job overall! We have very good leadership in Milan & a wonderful team with him!
- Awesome, awesome, awesome Team.
- I am very satisfied with management's response to all my concerns. I have no complaints directed towards management or the staff. Landscaping is excellent! Both maintenance staff are pleasant to me! This is a great place to live.
- Thanks a lot for the outstanding management staff stationed at Kiwanis Towers. It is a benefaction for all residents. Thanks again.
- Kiwanis management done excellent job in doing all necessary reducing risks. Job well done.

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- We have been fortunate to have been gifted with an abundance of masks to ensure our safety. We also received a large bag of rice.
 - I am grateful for the hard job of the management and the staff to keep all of us safe. I always feel safe and well in the building. Thank you.
 - So far been a perfect place for an older person. All the necessities I have and enjoyed this place. Perfect managers!
 - Any problems are dealt with promptly, courteously and efficiently. Staff and management have maintained a very safe and friendly atmosphere with the building.
 - Overall, I think management staff are doing a fantastic job. Milan always takes time to listen and to follow up those concerns. Thank you. Enjoy living at Kiwanis.
 - Management and staff deserve the highest score for decisions and implementations throughout the crisis and before it.
 - I am a new tenant in the building. I have only lived here for 3 months and finding the building is very clean and management staff was very helpful.
 - Thank you so much.
 - Management is doing a good job (no comments required)
 - I consider Kiwanis Seniors Resident Towers the heavenly place and those living in this care and worry-free place. Will have health 5 to 10 years of prolonged life span.
 - John is a responsible, prompt and efficient employee.
 - Appreciated that the building is well serviced with good management and office people.

Conclusion

This report is based upon the direct feedback that we have received from the residents living at Richmond Kiwanis Towers through our feedback analysis process.

There is a positive and powerful connection between involving seniors in the activities at Richmond Kiwanis Towers and the increased overall community vitality and engagement that occurs when seniors are involved. Seniors bring energy, excitement and community to Richmond Kiwanis Towers, often with a “different” new perspective. The overall goal with the demographic within the Kiwanis Community to bring back energy to any setting that sparks liveliness and rejuvenation needed in any community setting.

Richmond Kiwanis Towers will need to reestablish their relationships with stakeholders and build a foundation to where the seniors can feel and have a place specifically made for them to have support, congregate and be recognized. Some of the community stakeholders are Vancouver Coastal Health, Richmond Fire and Rescue, Community Policing, Richmond Public Library and others. This can be achieved by expanding our service provided by these stakeholders and the free workshops that they provide. These workshops include but are not limited to fire prevention, fall prevention, crime prevention, fraud, filing tax returns, blood pressure testing, living healthy and active lifestyle and other workshops suited for seniors. We know the once lively, senior filled common area rooms will be reestablished, continue and prosper again.

Richmond Kiwanis Towers will need to start to reestablish senior programs & workshops. Consistent senior programs and workshops will be a great way starting senior involvement and getting the residents resident’s active again. Structured programs are the foundation to Kiwanis Community involvement, offering multiple programs/activities that cater to different interests and personalities from the demographic that is living at Richmond Kiwanis Towers. We are hoping that the residents will provide ideas and programs, specifically suggested by themselves which can be implemented and maintained. These programs will provide consistent access to skill training. The restarting is complex and must be done carefully and must be done accordingly to health standards.

Richmond Kiwanis Towers will need to reestablish the Social Committee and give the residents here the opportunity to provide information or input on the different type of events, plan activities, building relationships and having fun. The importance of the Social Committee is providing residents options of joining activities, outings, discussions, reflections and events of their choice. Richmond Kiwanis Towers stress the importance of the participation of the seniors with a goal to be engaging and bringing vitality to the Kiwanis community. This gives seniors the opportunity to raise their opinions and suggestions.

When the hair salon first opened in 2015, there was high hopes that the hair salon would be successful. The percentage numbers in the survey show that the majority of the residents rarely or never use the hair salon. Being an independent senior's facility, many residents visit their own hair stylists that they have been using for years. Other reasons for a low percentage of residents using the hair salon could be any of the following reasons: no regular hours of operation, no interact/credit card transactions, pricing and lack of promotion of the business.

The Kiwanis Management is committed to exceptional service to the residents living within the two towers. To achieve this, management is very open, transparent and communicates regularly with residents on a variety of matters. Regular interaction with residents helped achieve the high satisfaction to inform and educate them on ongoing events, safety matters or rules of the building. Prior to COVID-19, the Office had an "OPEN DOOR" policy in which the resident(s) would be able to come to the office without an appointment to discuss matters confidentially.

Maintenance staff are capable, knowledgeable in the building daily operation and are very helpful to the tenant's requirements. The survey shows that the staff are passionate with their job providing professional customer service, being efficient and having good quality workmanship. They take pride maintaining the building rating at 5 stars. The only improvement was the purchase of a tablet to digitalize the paperwork that's involved carrying out various tasks. The benefits to digitizing documents include improved data quality with real time data and increased efficiency.

The survey showed an overwhelming response from the residents that they feel safe living at Richmond Kiwanis Towers. The security upgrades each year as well as communicating to the residents by notice on security advice has contributed to preventing criminals accessing the buildings.

Overall, the residents at Richmond Kiwanis Towers were extremely satisfied with most aspects in the day-to-day operations of the building. With hard work, diligence, passion, care and dedication, truly anything can be possible and put into action. Richmond Kiwanis Senior Citizens Housing Society looks forward to decades of continued success in the operations of Richmond Kiwanis Towers and other Low End Market Rental Units for the good of the community. We thank the Kiwanis Board of Directors, Management and the residents for their continued support and involvement.