

Ontario Tenant Policy Review: Preliminary Findings Through Process Mapping

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***Review articles** are papers that provide a balanced synopsis of the current literature within a specific area of inquiry. These papers summarize the literature comprehensively and also identify outstanding questions and areas for future inquiry.

Abstract

Maintaining good relationships between landlords and tenants helps to resolve conflicts and disputes. Good tenant policies pushed forward created by socially responsible landlords are also crucial to protecting tenants from eviction. This paper uses process mapping to answer the following questions specifically within the Ontario context: 1) Where and how do landlords and tenants interact? What are the common issues and conflicts involved in these interactions? And 2) What can be done to de-escalate these issues and conflicts? In the process map, all the processes of a tenancy lifecycle are described, including the conflict points, possible outcomes and suggested remedies for each process. The process map presented is designed to improve the relationship between landlords and tenants through the collective efforts of stakeholders, such as housing organizations, tenant advisory committees, individual landlords, tenants, and housing providers. Ultimately, the process map provides tools—so socially responsible landlords can address tenants' needs and protect tenants' rights.

Introduction

Adequate housing is a basic human right that has been enshrined in Article 25 of the Universal Declaration of Human Rights (United Nations General Assembly, 1948) and Article 11.1 of the International Covenant on Economic, Social and Cultural Rights (United Nations, 1967). Yet, for many Canadian renters, this right is precarious, with landlords holding a significant power imbalance.

Despite a recent Canadian Housing Survey conducted by Canada Mortgage and Housing Corporation and Statistics Canada showing core housing need rates remained stable between 2018 and 2022, the highest rates continue to be found in British Columbia and Ontario (16.0% and 14.5%, respectively) with renters' rates remaining persistently high across Canada. Renters face greater challenges in meeting their core housing needs than homeowners, with 24.9% of renters in core housing need versus only 6.4% of homeowners (Advocacy Centre for Tenants Ontario, 2023). Advocacy Centre for Tenants Ontario (ACTO), a community legal clinic for low-income tenants, confirmed that the affordable rental housing crisis has grown far worse compared with the report they published in 2018 (Advocacy Centre

for Tenants Ontario, 2023). Ontario remains the province with the highest rate of homelessness in Canada. In 2021, almost 40% of the total homeless population in Canada is in Ontario, the highest in the country (Government of Canada, 2023). Eviction has been a major cause of homelessness (Holl et al., 2016). Other studies have shown that eviction has detrimental impacts on tenants' physical and psychological well-being, including anxiety, post-traumatic stress disorder, depression and even suicide (Benfer et al., 2021; Desmond & Kimbro, 2015; Tsai et al., 2021; Vásquez-Vera et al., 2017). Low-income groups and people of colour are the most susceptible to eviction (Ali et al., 2020; Canadian Centre for Housing Rights, 2023; Kibria, 2021; Lapointe et al., 2004). Recently, the introduction of the "pro-landlord" Ontario Eviction Bill 184, which makes it easier for landlords to evict tenants, has placed renters at greater risk (Kibria, 2021). These changes, alongside the Vacancy Decontrol enacted in Ontario in 1998, have made it easier to evict long-term tenants in order to increase rents with no limits in the guise of renovation (termed as Renoviction) and demolition (termed as Demoviction). In a 2024 Renoviction Report published by the Association of Community Organizations for Reform Now (ACORN), an anti-poverty organization, the number of evictions associated with Renoviction and Demoviction is estimated through the data of the number of N12 and N13 orders¹ filed in Ontario. From 2017 to 2021, there was a 70% increase in the number of N12s filed, and the number of N13s filed in 2022 is almost three times more compared with that in 2017 (ACORN, 2024). It is apparent that in the current climate, most of the power lies with the landlord, and tenants, in general, become more and more vulnerable to eviction, increasing the risk of homelessness (Advocacy Centre for Tenants Ontario, 2024).

Eviction prevention has been considered an effective measure in tackling homelessness (Collins et al., 2022; Dalton, 2016; Holl et al., 2016; Lapointe et al., 2004; Xuereb & Jones, 2023). The approach of individual landlords plays a key role in minimizing eviction and maintaining a good relationship with tenants. Good tenant policies created by socially responsible landlords are crucial to protecting tenants from eviction.

1 N12: Notice to end your tenancy because the landlord, a purchaser or a family member requires the rental unit
N13: Notice to end your tenancy because the landlord wants to demolish the rental unit, repair it or convert it to another use.

Based on a systematic search² on the housing organizations in Canada, only eight housing organizations could be found with tenant policies or guidelines. Less than half of these cover step-by-step guidelines for both landlords and tenants throughout the entire tenancy. A comprehensive tenant policy that details every point of interaction between landlords and tenants during the tenancy would address the needs of landlords and tenants in every process of the tenancy lifecycle and is, therefore, very much needed. As the first step, this paper shall focus on investigating the possible conflict points between landlords and tenants through process mapping, in which points of interaction between landlords and tenants in each process of the tenancy will be identified and discussed. This will provide better clues on minimizing the risks of escalating conflicts and disputes to the point of eviction.

This paper is divided into six parts: 1) Introduction with a brief background on the Ontario tenant legislation, namely the Ontario Residential Tenancy Act 2006, 2) Process mapping as an approach in rental market research, 3) Process map of a tenancy, 4) Discussion of results, 5) Impact, and 6) Conclusion. In trying to understand in greater detail the possible conflict points between landlords and tenants, this paper answers/explores the following questions: 1) Where and how do landlords and tenants interact? What are the common issues and conflicts involved in these interactions? and 2) What can be done to de-escalate these issues and conflicts?

Ontario Residential Tenancy Act 2006

The current Ontario Residential Tenancy Act (RTA) was passed in 2006. It is an updated version of the Tenant Protection Act (TPA) passed in 1997. This legislation is intended to protect tenants in Ontario. The Landlord Tenant Tribunal (LTT) was established under the RTA, replacing the Ontario Rental Housing Tribunal set up in 1998 (York Co-op, n.d.). Some say the RTA is the TPA in disguise, as the administrative structure remains unchanged in many aspects (Truemner, 2006).

During the COVID-19 pandemic in 2020, Bill 184—named Protecting Tenants and Strengthening Community Housing Act, was introduced amid wide opposition from the public.

2 A systematic search on Google based on keywords "housing organizations in Canada," "tenant policy in Canada," "housing policy in Canada," and "tenant advisory committee in Canada."

This pro-landlord “eviction bill” shrinks tenants’ rights to dispute an eviction in an official hearing process under the LTB. Tenants can no longer raise issues of disrepair as legitimate reasons for disputing an eviction, nor can they follow through on a repayment plan for arrears in case of a rent increase (Kibria, 2021). This has put a lot of tenants at risk, particularly low-income households, who are the most vulnerable to eviction and homelessness. While the current legislation is inadequate in protecting tenants from eviction and needs constant reviewing and modification, some things can be done from the bottom-up, particularly by landlords, to improve landlord-tenant relationships in times of conflicts and disputes.

Method—Process Mapping

Eviction orders are issued by landlords through the Landlord and Tenant Board when a dispute between the landlord and the tenant cannot be resolved informally. To minimize and prevent eviction, one needs to understand what causes the disputes and disagreements and where the disputes initially arise. In eviction prevention literature, a number of studies pointed out the importance of early intervention in eviction prevention (Abraham et al., 2023; Brennan, 2020; Cimini, 2023; Cohen & Noble, 2020; Dana, 2021). However, there is a lack of studies looking into how process mapping can help identify crises at an earlier stage before being escalated to court processes. In *Conflict Regulation*, Wehr described mapping as the first step in intervening in a particular conflict (Wehr, 1979). Process mapping provides precisely the possible points of interaction (and/or conflicts) throughout the processes of a tenancy, from the landlord putting up an ad to the tenant moving out.

Process mapping is a visual aid to show the work processes and the relationships between inputs, outputs, tasks, as well as people, activities and data (Anjard, 1998; Antonacci et al., 2021; Biazzo, 2002; Curtis et al., 1992; Okrent & Vokurka, 2004). It was originally known as *process modelling* and used in information systems and business management (Anjard, 1998; Biazzo, 2002; Curtis et al., 1992; Okrent & Vokurka, 2004) with the focus on organizational and process improvement (Fiore & Schooler, 2004; Klotz et al., 2008), but in recent years, more widely used in healthcare management as well (Antonacci et al., 2018, 2021). The major benefits of process mapping include the transparency of showing details in each process, the potential for continuous improvement, and, most importantly, the involvement of co-production

and knowledge exchange (Antonacci et al., 2021; Klotz et al., 2008). To our knowledge, it has not been widely applied in rental market research to date. Nevertheless, we see the value of process mapping in improving landlord-tenant relationships, as it helps deconstruct the complexity of the tenancy processes. It has a social function of enhancing communication and building consensus among landlords, tenants and other stakeholders within the processes, which would help in minimizing and resolving conflicts and disputes and, as a result, mitigating risks of eviction (Antonacci et al., 2018). This process map is designed as a starting point for creating a tenant policy that is beneficial to both landlords and tenants.

Results: Tenancy Process Map

We identified in total eight processes throughout the tenancy lifecycle, namely: 1) Listing a rental unit, 2) Tenant selection, 3) Preparation and signing of a lease agreement, 4) Move-in, 5) Tenancy, 6) Notice to end a tenancy, 7) Show unit (viewing), and 8) Move-out (Kalia, 2024; Peake, 2021; Sutton, 2022). In each of these processes, the expectations, motivations and corresponding actions of both landlords and tenants are discussed, and possible points of interaction and conflict points are identified, followed by the possible outcomes resulting from the conflict points and suggestions on the corresponding remedies for landlords. The idea is to promote a trustful and respectful relationship between landlords and tenants through mutual respect and effective communication in resolving the conflicts encountered during the tenancy.

See [Figure 1](#) for processes 1) Listing a rental unit, 2) Tenant Selection and 3) Lease agreement.

1. Listing a rental unit

Before starting a tenancy, landlords put up a unit ad to attract prospective tenants. To find the ideal tenant, landlords might exaggerate the positive qualities, downplay the lesser qualities of the unit in the ad (e.g., putting up old photos that show the best condition), or selectively provide certain types of information to attract certain kinds of tenants based on socio-economic status, ethnicity or immigration status (Adu & Delmelle, 2022; Besbris et al., 2021). Tenants often hope to look for units of their preferences with a reliable and responsive landlord, and to avoid scammers. Hence, tenants might try to get as much information about the unit as possible and might arrange a house viewing to verify the information in the ad. Conflicts may arise regarding the

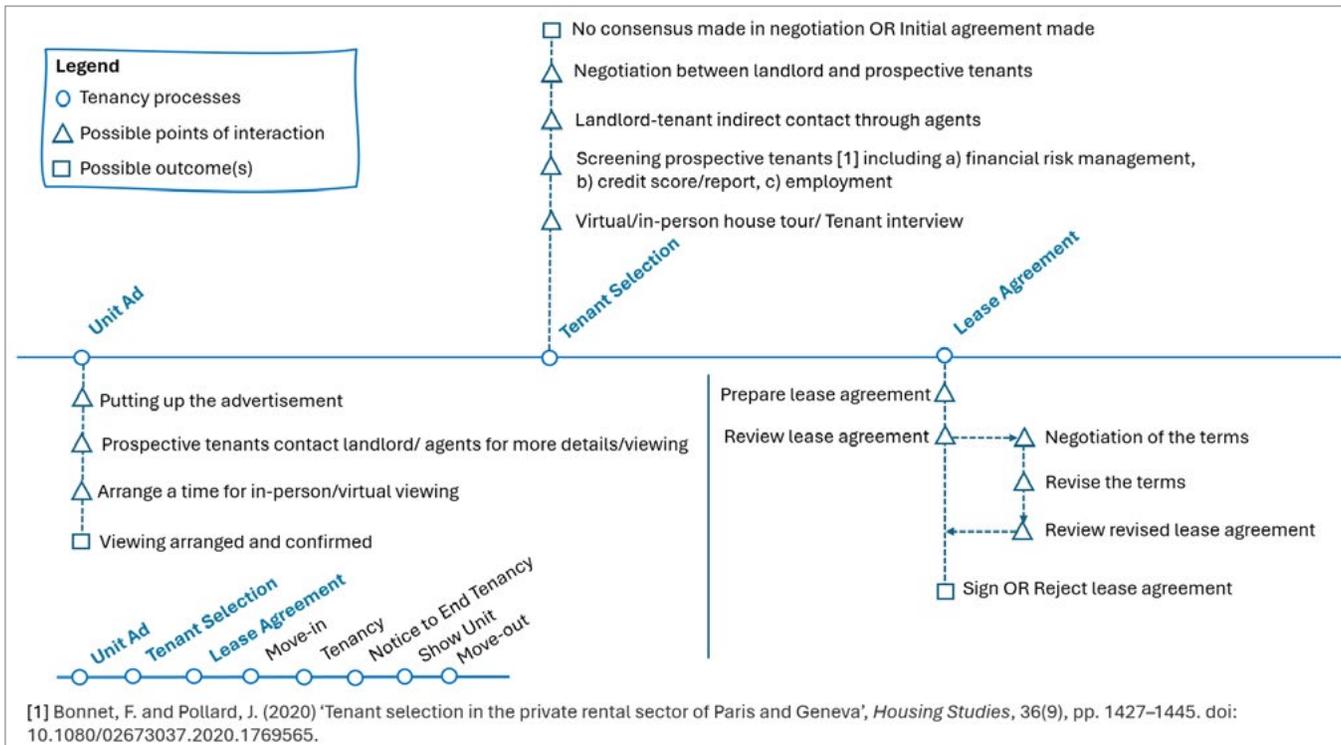


Figure 1. Process Map 1: Unit Ad, Tenant Selection & Lease Agreement.

description of the ad and the arrangement of the house viewing.

a. Conflict points

Conflicts may arise between landlords and tenants at the following conflict points: 1) when prospective tenants find the ad contains discriminatory language (Ontario Human Rights Commission, n.d.), 2) when landlords/agents are not responsive to prospective tenants' inquiries and 3) when existing tenants are not cooperative in arranging the house viewing.

b. Possible outcomes

Prospective tenants may lose interest in the units because of either or both of the above-mentioned reasons, form a negative impression of the landlords and may not apply as a result. Landlords may not get enough good prospective tenants to choose from.

c. Remedies

To tackle these issues, landlords should ensure accurate information about the unit (Rattanaprichavej, 2023). They should provide clear directions on the application requirements and avoid using discriminatory language.

Landlords should also find a communication channel that is most convenient to landlords/agents and prospective and existing tenants.

2. Tenant selection

After landlords receive a decent number of tenant applications, they start screening prospective tenants. As part of the criteria, landlords aim to find tenants with a stable income/job who would maintain the unit well. Landlords/agents would then arrange with prospective tenants a virtual/in-house tour or a virtual/in-person interview if there is no house viewing to get the chance to meet and talk with prospective tenants to learn more about their background, including marital status, family structure, employment, residency status, ethnicity, etc. (Canadian Centre for Housing Rights, 2022).

a. Conflict points

There could be several conflict points regarding the arrangement of the viewing, during the viewing itself and negotiation/inquiries after the viewing. Interested prospective tenants might reach out to landlords for more information and/or ask to arrange a house viewing, but sometimes, landlords might not be helpful and/or responsive to their

inquiries. This could be a red flag to prospective tenants that they are not reliable landlords in handling tenants' requests and complaints if they are to rent the units. During the viewing, tenants might find the description of the unit on the ad inaccurate and not up to standard. Potential tenants might also identify any forms of discriminatory practices from landlords in the tenant selection process (Canadian Centre for Housing Rights, 2022), including, for example, asking prospective tenants questions regarding age, sexual orientation, religion, or having/planning to have children (City of Toronto, 2020).

b. Possible outcomes

If prospective tenants do not find the landlords reliable, trustworthy or respectful, they may simply look for units elsewhere and may not even consider applying. Another possible outcome is either an initial agreement is made, or no consensus is reached in negotiations after the tenant is selected.

c. Remedies

It is important to develop the initial trust between prospective tenants and landlords at this stage. Both landlords and tenants would leave an impression on each other based on the interaction during the physical interview, as well as other encounters, such as phone calls or email conversations. For both individual landlords and corporate/social landlords, it is crucial to make sure that the person in direct contact with potential tenants stays communicative and friendly at initial contact. It is equally important to provide assistance in negotiation through "trading-off requirements," meaning some advantages of the offer can make up for disadvantages that are not up to tenants' expectations (Rattanaprichavej, 2023).

3. Preparation and signing of lease agreement

After landlords and tenants agree on starting the tenancy, they have to prepare the lease agreement for both the landlord and tenant to sign. From landlords' perspectives, they usually draft lease agreements that can protect their rights and meet their needs as much as possible while making sure to abide by the regulations in terms of protecting tenants' rights. From tenants' perspectives, tenants need to carefully review the lease terms to ensure their rights are being protected under the lease agreements.

a. Conflict points

When preparing lease agreements, there are several points where conflicts may arise. For example, landlords might draft lease terms that include illegal conditions, such as rent deposits, which are prohibited in Ontario, as well as unclear and/or unreasonable rules and regulations. There might also be risks of disputes between landlords and tenants if tenants misunderstand some of the lease terms and fail to reach a consensus upon the negotiation of lease terms.

b. Possible outcomes

If landlords and tenants cannot agree on the lease terms, tenants might reject the lease agreement. Landlords would then have to repeat the whole process of house viewing and tenant selection.

c. Remedies

When drafting the lease terms, landlords need to ensure clear and accurate information about the units (Rattanaprichavej, 2023) by referring to the guide provided by the Ontario government (Ministry of Municipal Affairs and Housing, 2021). They have to make sure that all terms, regulations and responsibilities are clear and understood by both the landlord and tenant to avoid future conflicts. During the process of negotiation, landlords and tenants should remain patient and respectful.

See [Figure 2](#) for processes of 4) Move-in and 5) Tenancy.

4. Move-in

On move-in day, landlords might be present or arrange for an agent to be present to show the tenants around the unit and go through the inventory list with the tenants. For tenants, they would expect everything in the unit to be functioning. Within seven days, tenants are expected to complete the inspection report. (Tenant Resource & Advisory Centre, 2024).

a. Conflict points

Conflicts may easily arise when tenants are not satisfied with the condition of the unit. For example, poor hygiene conditions and electrical appliances not working.

b. Possible outcomes

If tenants are not happy with the condition of the unit, they may reject the inventory list or even refuse to move in until all the identified problems are fixed.

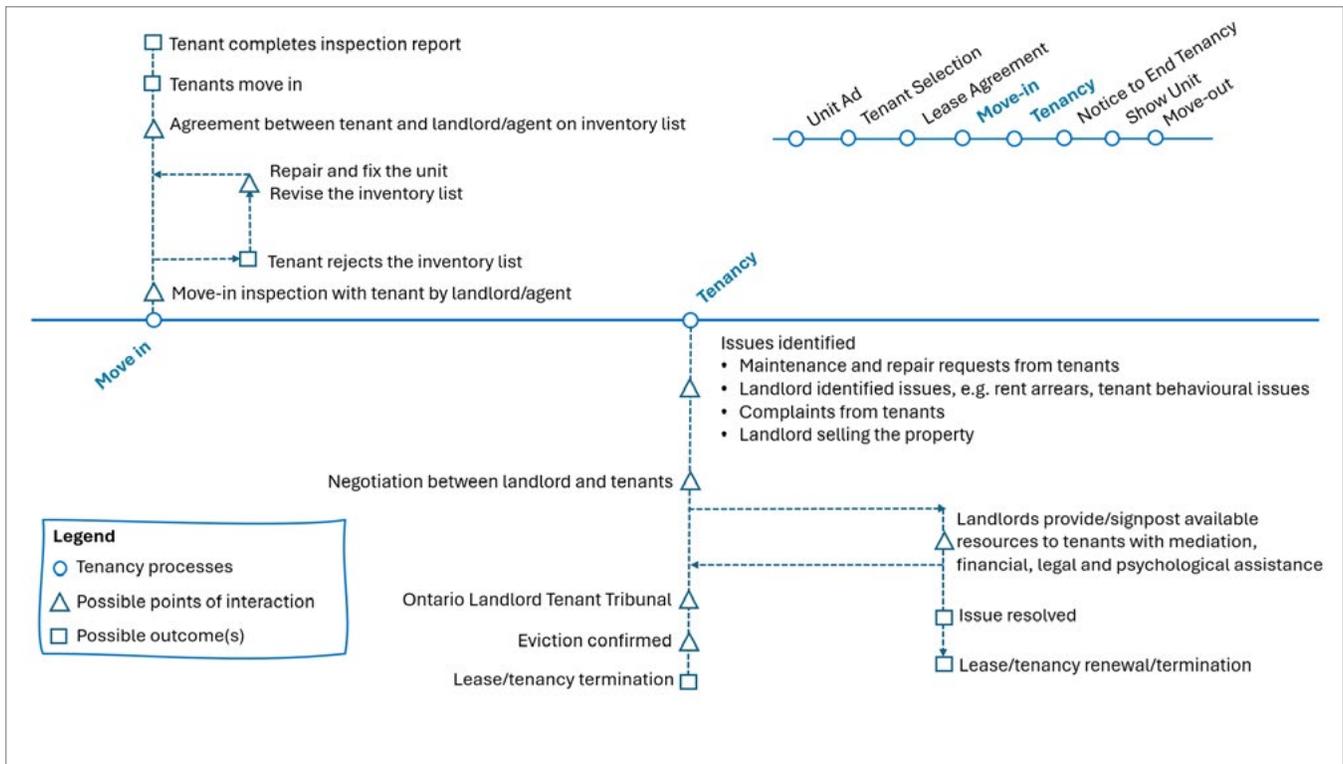


Figure 2. Process Map 2: Move-in & Tenancy.

c. Remedies

Landlords can be more transparent with the tenants about the condition of the unit. Landlords and tenants can agree and sign a pre-inspection form to note any items/issues that need repairs/maintenance (Canada Mortgage and Housing Corporation, n.d.). Landlords should also be open to discussing with tenants if some repairs might take a bit more time to complete and negotiate with tenants with forms of compensation if possible. Landlords should allow tenants time to inspect the unit and complete an inventory list upon move-in. Landlords should also make sure that any issues identified by tenants are properly addressed. Lastly, it is strongly suggested that landlords prepare a tenant welcoming package for new tenants to foster a trustful relationship (Bay Property Management Group, 2020).

5. Tenancy

During the tenancy, landlords expect their tenants to pay rent on time and maintain their units in good condition. Tenants expect their landlords to be responsive, especially to their requests and complaints, such as noise complaints and repair requests. This is where the most conflicts arise among all the processes, whether there is an issue coming from the landlord's side or the tenant's side.

a. Conflict points

Most issues that arise during the tenancy are either landlord-identified issues or complaints and requests from tenants. Issues identified by landlords include rent arrears and tenant behavioural issues such as hoarding, poor hygiene, damages, overcrowding, illegal acts and unsolicited guests (Dalton, 2016). Other common issues may include complaints from tenants, such as noise issues, conflicts between tenants, hygiene issues, nuisances from other tenants, as well as requests for unit maintenance and repair. Any uncooperative or irresponsible behaviours from either or both landlords and tenants and failure to reach an agreement or consensus might escalate the disputes to a point where a third party is needed to resolve the conflicts. One other possible conflict point might be the landlords' intention to end tenancy to reclaim the property for personal use but inability to reach an agreement with tenants to vacate the unit.

b. Possible outcomes

When issues cannot be resolved between landlords and tenants, the conflicts might be escalated to the Ontario Landlord Tenant Board (LTB). If the application for an eviction order is successful, the LTB will issue an eviction order, and tenants must move out by the date specified.

c. Remedies

There are a number of remedies that can be explored before issues are escalated to the LTB. There are resources and support available in Ontario, including legal advice, financial assistance, and other support that landlords could signpost to tenants in possibly resolving conflicts or disputes between landlords and tenants and among tenants. In cases of landlords issuing N12/N13s, landlords could explore options of relocating tenants to other properties instead of issuing eviction orders. Landlords could also make use of community resources that provide mediating services and landlord support in tackling disputes with tenants.

See [Figure 3](#) for processes 6) Notice to end tenancy, 7) Show unit and 8) Move-out.

6. Notice to end tenancy

A notice to end tenancy can come from landlords or tenants. If it is from the landlord's side, the landlord would expect the tenant to vacate the unit by a certain date, depending on the reason to end the tenancy. Landlords might issue N12/N13s to inform tenants of the end of their tenancy if an agreement cannot be made between them. Tenants may expect to stay in the unit as long as possible, and if this is not possible, at least

negotiate with landlords on the move-out date and/or dispute the order issued by landlords through the Landlord Tenants Board. In case of eviction, tenants would hope to find the next accommodation before the move-out date.

a. Conflict points

Conflict may arise when landlords inform tenants to end the tenancy and tenants refuse to move out.

b. Possible outcomes

In the case of ending tenancy, there are generally two possible outcomes: either landlords and tenants agree to end tenancy, or tenants refuse, and landlords are forced to issue an eviction order. In the latter case, the LTB will make a decision to confirm or dismiss the eviction application. If an eviction order is confirmed, tenants will be informed of the eviction date. The Course Enforcement Office would attend and remove tenants on the scheduled date if tenants have not moved out by then.

c. Remedies

A number of preventive measures could be taken before any eviction orders are issued. Different forms of negotiation can be made between landlords and tenants. For example,

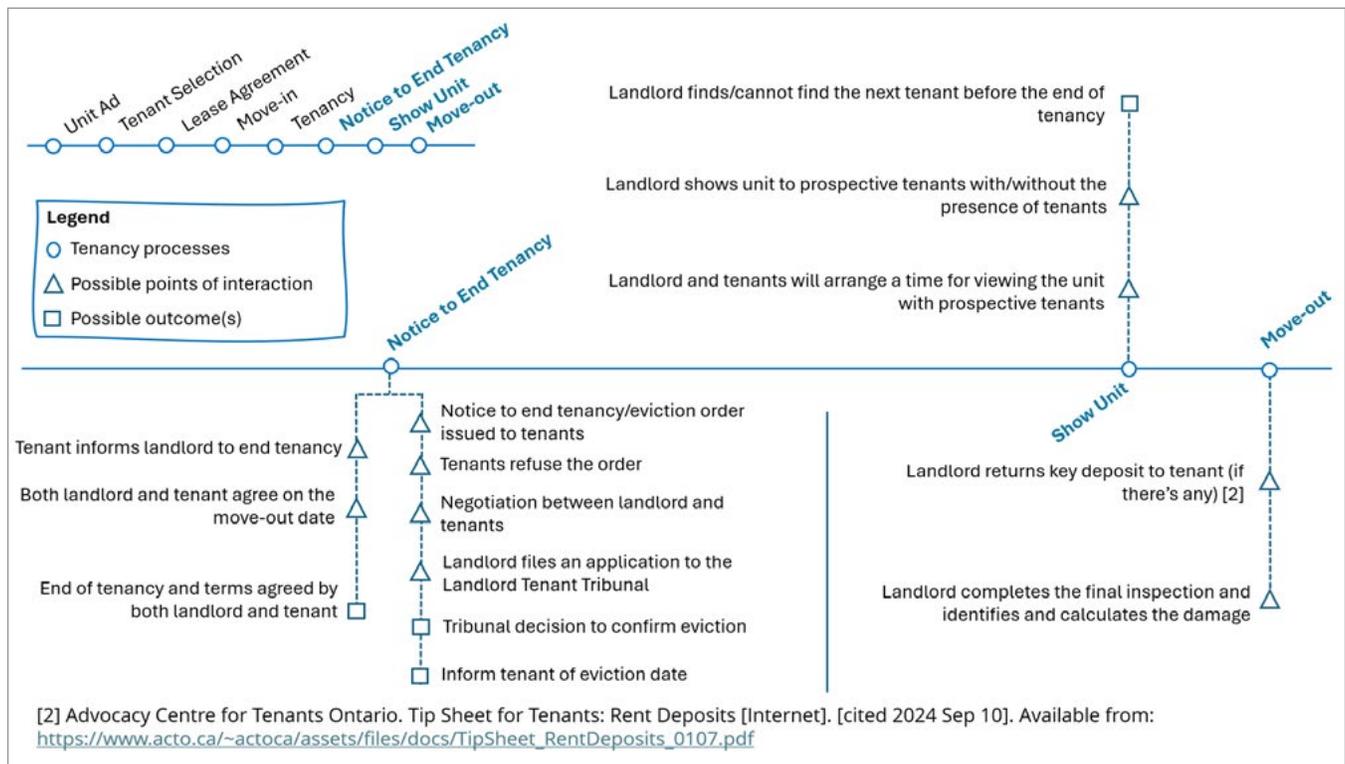


Figure 3. Process Map 3: Notice to End Tenancy, Show Unit & Move-out.

landlords could give a reasonable notice period, i.e. two to four months, to make sure tenants have ample time to look for other units. Landlords can also provide incentives for tenants to move out. For example, they can offer to relocate tenants to other properties or provide compensation for ending the tenancy early. In terms of resources, landlords can also refer tenants to local non-profit organizations and housing organizations for possible resources and support, including legal assistance and/or financial aid, depending on the needs of tenants. Landlords can also consider conflict resolution through a third-party mediator, which can be a member of a housing organization or a legal mediator.

7. Show unit

In cases of agreement on the end of tenancy, landlords might expect to find a new tenant before the end of tenancy by putting up an ad and arranging house viewings for prospective tenants. For existing tenants, their expectation may be to ensure as little disturbance to their lives as possible while arranging the house viewing.

a. Conflict points

When arranging a house viewing for the next tenants, conflict may arise when existing tenants are not being cooperative, e.g., they refuse to open the unit for viewing if they are in the unit at the scheduled viewing time. Another possible conflict point is that the condition of the unit is not suitable and/or unfavourable for viewing. Disputes may also occur if landlords enter the rental unit without giving tenants 24-hour written notice to enter the unit (City of Toronto, 2020; Landlord and Tenant Board, 2018).

b. Possible outcomes

One possible outcome is prospective tenants are not pleased with the condition of the unit after the house viewing and will not apply to the unit. This would make it difficult for landlords to find the next tenants before the end of the current tenancy.

c. Remedies

If it is the tenants who initiate to end the tenancy, they should try to inform their landlords of their move-out date at least one to two months in advance so as to allow enough time for landlords to find the next tenants before the end of the current tenancy. Regarding house viewing arrangements, landlords should communicate well with tenants on arranging the days, e.g., to arrange viewings on certain days of the week or multiple viewings within a day, to minimize the disturbance

to tenants. Prior to the viewings, tenants should make sure to maintain the unit in a reasonable and “viewable” condition. All in all, both landlords and tenants should try to be responsive and cooperative in arranging house viewings.

8. Move-out

At move-out, landlords expect tenants to move out within the agreed times to complete the final inspection and expect tenants to either pay for/fix the damages identified within the unit. Tenants expect to vacate the unit without having to pay for/fix any possible damages identified by landlords and to get the full key deposit refund (if there is any) after moving out.

a. Conflict points

Upon move-out, conflicts may arise when tenants and landlords cannot agree on the damages identified in the final inspection and/or tenants refuse to pay for all/part of the damages. In cases where a key deposit was collected at the start of the tenancy, disputes may also occur if tenants do not receive the key deposit by the end of the tenancy.

b. Possible outcomes

In both cases mentioned above, if the disputes cannot be resolved between landlords and tenants, the issues could be escalated to the LTB.

c. Remedies

If tenants cannot afford the payment of damages, there are a few things landlords can do to provide support. For example, landlords can refer tenants to non-profit organizations and community organizations for financial assistance and resources. If no agreement can be made between landlords and tenants, landlords can again resort to third-party mediators from community organizations or a legal mediating company for dispute resolution.

Discussion

Discussion section should elaborate on the significance of the The above process map attempts to provide details about the kind of disputes and conflicts between landlords and tenants through compartmentalizing and dissecting these conflicts within different stages of a tenancy, and within different interaction points in each stage of the tenancy. The process map answered our first question of where and how landlords and tenants interact by providing details about the point at which there may be potential landlord-tenant interaction

throughout the tenancy lifecycle. We also identified some of the common issues and conflicts involved in these interactions. More importantly, we provided suggestions for landlords on the possible remedies for de-escalating conflicts, which answered the second question about the coping measures. All of these are important details that have not been widely discussed under a process mapping framework.

There are also several limitations in this study. First, there is limited knowledge of the nuances of landlord-tenant interactions during a tenancy. Even though a process map provides more details on the potential points of interaction in each process of the tenancy, there might still be gaps that could only be filled in by inputs from stakeholders, including landlords, tenants, housing organizations, etc. Moreover, this paper takes the perspective of landlords in handling landlord-tenant conflicts, which could be biased. In reality, a comprehensive tenant policy should incorporate views from different stakeholders. The purpose of this paper is to highlight the reality of skewed power dynamics in favour of landlords and promote the need for a stronger role played by landlords in resolving disputes and minimizing eviction.

Impact

We believe the process map created is a starting point in taking a step-by-step approach to deconstructing landlord-tenant conflicts. More often than not, cases escalated to the point of eviction are the result of a prolonged hostile relationship between landlords and tenants rather than one single incident. Our approach to taking preventive measures in every possible conflict point not only helps in resolving a particular conflict; it also helps improve the overall relationship between landlords and tenants, fostering better communication between the two sides so that things would not easily be escalated to LTB. We hope to share these preliminary findings with housing organizations, landlords and tenants alike and work towards creating a comprehensive tenant policy that protects both the rights of landlords and tenants.

Five specific recommendations will improve tenant-landlord relations. 1) When advertising units, landlords should take extra care to ensure accurate information is provided. 2) The lease terms should be clear, accurate, and written. 3) Written pre-inspection forms should be completed and signed by tenants and landlords before a tenant moves into a new unit.

4) Landlords should attempt alternative measures promptly when problems occur before issuing eviction orders. 5) Tenants should provide notice promptly and in writing when they decide to vacate the property.

Conclusion

While housing is considered a human right, Ontario is still struggling to provide adequate and affordable housing for all, as the eviction rate is still worryingly high compared to other provinces in Canada. As a first step in designing a good tenant policy, we proposed to look in detail at the conflict points encountered by both landlords and tenants through process mapping. This paper attempted to provide a process map of a tenancy in order to shed light on the possible conflict points between landlords and tenants. It is important to note that what we presented in this paper are only preliminary findings. As explained above, the benefits of process mapping are to engage different stakeholders, enhance their communication and encourage collective efforts in reducing and minimizing the risk of any conflicts or disputes. The process map presented in this paper is expected to be reviewed and improved through the collective efforts of stakeholders, such as housing organizations, tenant advisory committees, individual landlords, tenants, housing providers, etc. The next step, we propose, is to engage different stakeholders in improving this process map. In the long term, the process map would help inform which particular process requires more interventions in mitigating risks of conflicts and disputes so landlords would not be left with no choice but eviction. The ultimate goal is to promote a desire for being socially responsible landlords who would address tenants' needs, protect tenants' rights and build a strong network of landlords and tenants in the form of a co-operative.

Conflict of Interest

No conflicts of interest exist for the authors.

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