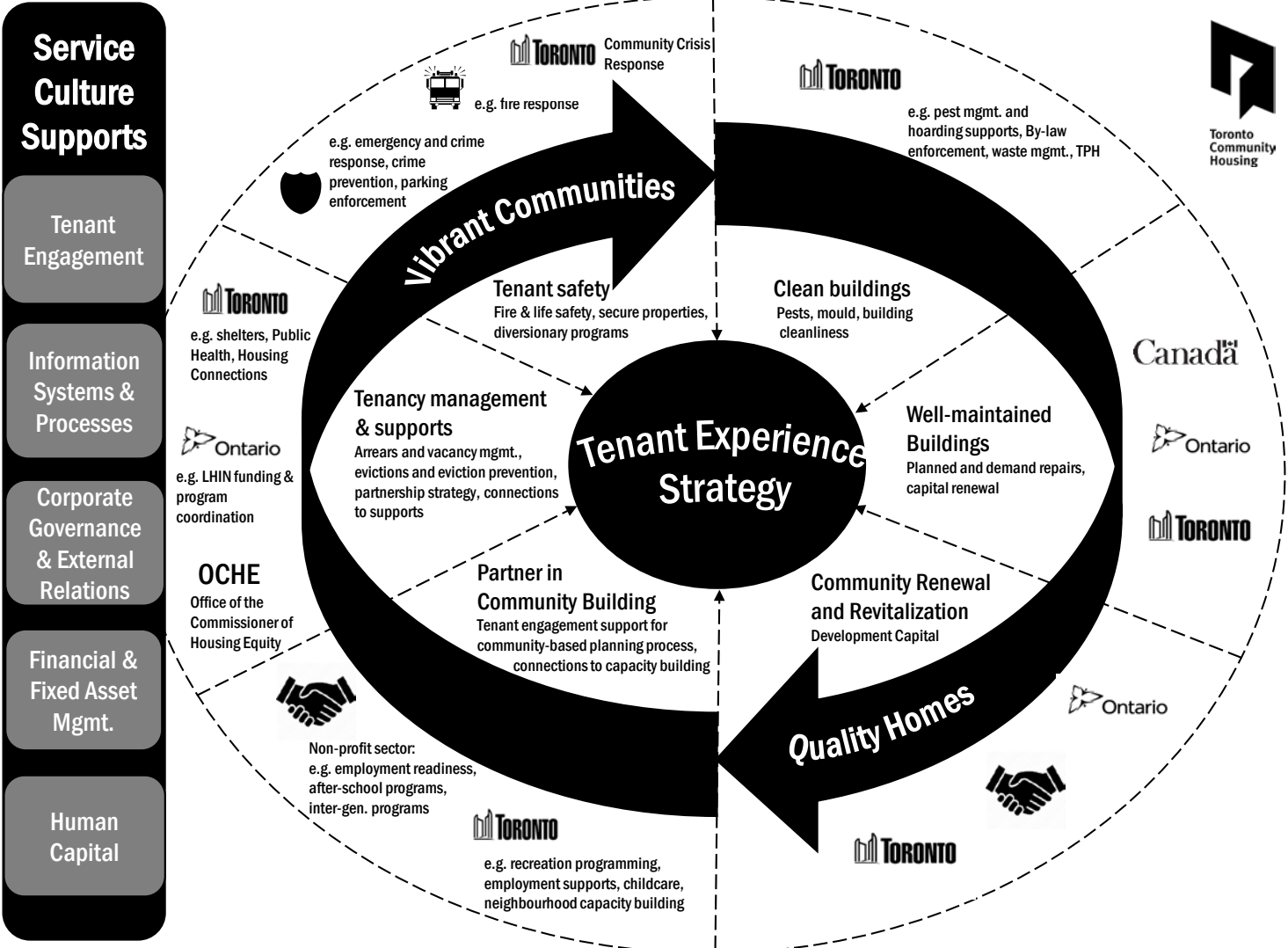


TCHC Mandate



TCHC Mandate December 2017

A Tenant-Centric Service Delivery Model

Inner Circle – TCHC Mandate

The inner circle of Figure 1 provides a snapshot of TCHC’s role as a social housing provider and is divided into TCHC’s six core competencies:

Clean buildings, including working with tenants to keep their homes free of pests, mold and excessive clutter.

Well-maintained buildings, including prompt responses to on-demand maintenance requests from tenants regarding their units and buildings.

Revitalization and renewal, including ongoing engagement and communication with tenants in communities undergoing full-scale revitalization and in buildings where large-scale capital renewal projects are undertaken.

Community building partner, including engagement and collaboration with tenants and community organizations on local community planning.

Tenancy management and supports, including active management of arrears and vacancies, and working to connect vulnerable tenants to supports to help them meet the terms of their lease and maintain their tenancies.

Tenant safety, including prompt and appropriate responses to community safety issues, ensuring all necessary fire and life safety measures are in place, and tenants are aware of these measures and how they can contribute to their own safety and wellbeing.

Outer Circle - Partnerships

The outer circle of the diagram represents the partners that support TCHC’s tenants. These partners deliver programs and services that are complementary to each TCHC’s core competencies but are not part of TCHC’s mandate as a social housing provider.

Historically, TCHC often stepped in to meet the needs of tenants in ways that go beyond the core competencies of a social housing provider. This has sometimes occurred when tenants’ needs cannot be met due to a lack of funding, capacity, or appropriate geographic distribution in the social services sector. This consumed resources that TCHC could have otherwise used to deliver on its mandate.

In order to have tenants be able to seamlessly access programs and services from the inner circle (delivered directly by TCHC) and the outer circle (delivered by partners), TCHC, with support from the City of Toronto, must move towards a more strategic approach to partnerships, and do so in a way that truly enhances the wellbeing of TCHC tenants. There might still be areas where TCHC is best positioned to serve tenants directly, either because it is more cost-effective or because the needs of tenants require a place-based approach. Decisions in this regard will be made in consultation with the City of Toronto and the appropriate service delivery partners.

Centre of Diagram - Tenant Experience Framework

At the centre of the diagram is the depiction of TCHC's Tenant Experience Framework. This framework is essential for TCHC to successfully deliver on its core competencies. The implementation of the Tenant Experience Framework is one of the most important drivers in the development of TCHC's 2018 Business Plan.

TCHC's Tenant Experience Framework

Working together, TCHC and City officials defined TCHC's mandate to enable TCHC to provide a safe, clean, well-maintained home for every tenant within vibrant, healthy communities. In brief, TCHC must consistently:

- provide clean, safe, well-maintained homes for tenants;
- manage tenancies well;
- serve as a partner in community-building with the City, other orders of government, and related organizations in the non-profit sector; and
- provide tenants with excellent services that meets their needs within the bounds of TCHC's role as a social housing provider.

The Tenant Experience Framework has four principles, which are outlined below:

Understand by listening to tenants and employees:

- Tenants and staff will experience clear, two way communication from TCHC and will see that their needs are reflected in TCHC's responses to issues raised;
- Tenants will experience improved engagement mechanisms; and,
- Employee engagement will be prioritized.

Transform the organization's tools and business processes to enable a tenant-centric vision

- Through the development and revision of standard operating procedures and service standards, employees will have a clear understanding of the expectations and scope of their work;

Employees will have the tools and information they need to quickly and appropriately respond to tenants' needs.

Empower employees to put tenants first:

- As the Tenant Charter is implemented through a comprehensive training and change management program, tenants will consistently experience respectful and responsive customer service from employees;
- The results from service delivery pilots will be used to inform changes to the service delivery model;
- Employees will be encouraged toward ownership, accountability, continuous improvement and team work

Measure and Manage progress to standards and focus on continuous improvement:

- The results of tenant satisfaction surveys, community town-halls, complaints data, and employee engagement surveys will be used to develop and implement action plans to improve tenants' experiences with TCHC staff.

While the Tenant Experience Framework is in the early stages of implementation, the partnership strategy requires further development and consultations with tenants, employees and stakeholders, with the active support of the City. Building strategic and effective partnerships takes time and resources, and partners able and willing to work with TCHC to create positive change. The City of Toronto's continued support for TCHC through the Tenants First transformation will be integral to a successful outcome for tenants.