



## **Work Plan for Comparison of TCHC to Other Social Housing Providers**

Item 2K

October 7, 2021

Board of Directors

**Report: TCHC:2021-62**

**To:** Board of Directors (the “Board”)

**From:** Governance, Communications and Human Resources Committee (“GCHRC”)

**Date:** September 10, 2021

### **PURPOSE:**

The purpose of this report is to provide the Board with an overview of the work plan to compare Toronto Community Housing (“TCHC”) to other social housing providers.

### **RECOMMENDATIONS:**

It is recommended that the Board receive this report for information.

### **GCHRC**

This report was received by the GCHRC on September 10, 2021.

### **REASONS FOR RECOMMENDATIONS:**

At the April 29, 2019 Board of Directors (“Board”) meeting, Management was requested to provide a report that compares TCHC’s staff ratios to other housing providers. Additionally, at the December 12, 2019 Board meeting, the Board requested Management to compare TCHC’s operating and financial costs to other housing providers.

At the June 29, 2021 GCHRC meeting, Management was requested to provide an overview of the plan for the final report that compares TCHC to other housing providers that will come forward in Q1 2022, including:

- How the information will be collected;
- Who will be collecting the information, and
- What the plan is that the consultant will be asked to action.

### **BACKGROUND:**

To undertake a review that will compare TCHC to other social housing providers, it will be essential to establish an appropriate scope and methodology that will form the basis of a comprehensive comparative review to account for varying organizational structures and service models.

To support the development and implementation of a comparative review, Management will be securing a third-party vendor (“consultant”). Through the consultant, a work plan will be established, which will be informed through consideration of the following areas:

1. Methodology: adoption of standardized methodology for a consistent measure of metrics and information across varying housing providers;
2. Tenant Profile: understanding of tenant profile that is served by varying housing providers and how they drive resource and service allocation;
3. Municipal Profile: understanding of the socio-economic profile for each municipality and how they drive resource allocation; and
4. Service Model: understanding of the varying organizational structures and service models, including the identification of operations and corporate services and departments.

The consultant work plan would include the following key deliverables:

- Outline and understand the current TCHC operating model (e.g. structure, service model, staffing model and service level standards);
- Compare TCHC operating model to other housing providers in terms of facilities condition index, unit cost, rent per unit, and income per unit;
- Establish a framework to analyze tenant demographics and resources required to deliver services to support successful tenancies; and

- Establish clear definitions for a consistent measure of metrics and information across varying housing providers.

**SIGNATURE:**

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