

# Joint Social and Housing Services Advisory Committee

## REPORT JAC2025-05

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**Meeting Date:** February 19, 2025

**Meeting Time:** 1:30 p.m.

**Meeting Place:** County of Haliburton Council Chambers, 11 Newcastle Street,  
Minden and Electronic Video Meeting

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**Subject:** Director's Report

**Prepared by:** Cheryl Faber, Director, Human Services

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### Recommendation(s):

**Resolved That** Report JAC2024-09, "Director's Report", be received.

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Director

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Other

**Background:**

This report outlines areas that the Human Services Management Team have been leading forward on related to the operations of all program areas within the Department.

**Matters of Interest:**

Human Services Finance Diagnostic Analysis and Support

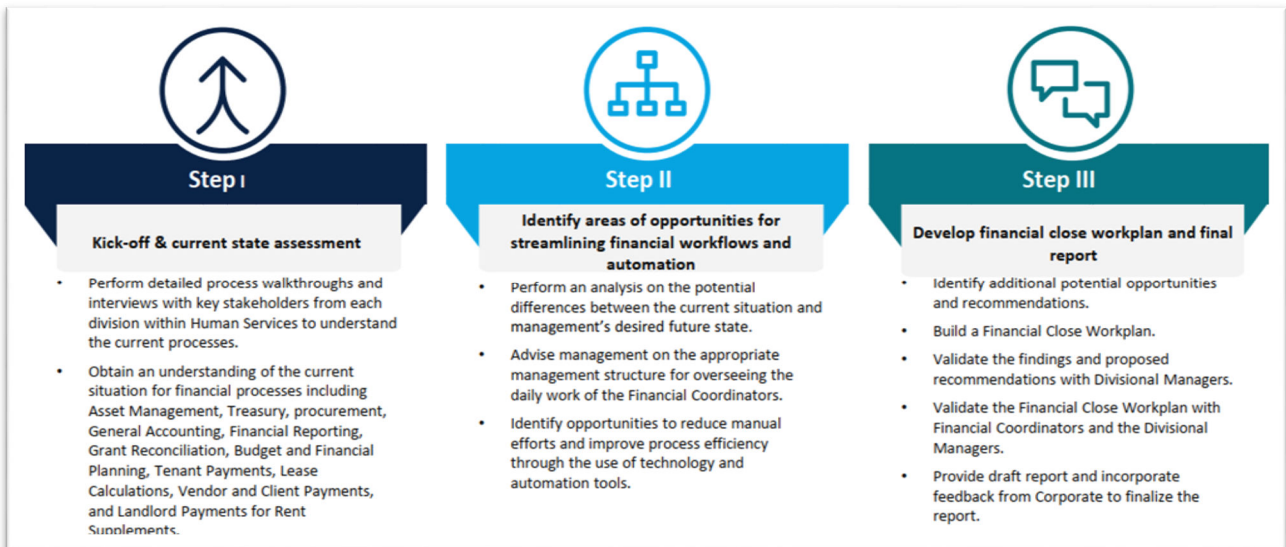
Given the many financial complexities within the five distinct business units of Human Services, it was prudent to take a deep dive into how financial operations are currently operating and where efficiencies and improvements can be found. The complexities include the corresponding alignment to that of the Corporation of the City of Kawartha Lakes, the County of Haliburton whom we serve and the accountability to three different Ministries provincially. The financial operations of Victoria Manor Long-Term Care Home within Human Services was not in scope for this financial analysis work.

Deloitte, currently contracted with the City of Kawartha Lakes to conduct a similar Diagnostic Analysis within Corporate Services, was sub-contracted by Human Services to commence this project in late October, 2024. The timeframe for the project was to run late Q4 and into Q1-Q2.

The purpose of the project is to assist Human Services and the various Divisions in performing a diagnostic review of the finance operations, including: Children's Services, Ontario Works, Housing and Homelessness and the Kawartha Lakes Haliburton Housing Corporation. The key objectives of the review are to:

- Identify pain points / challenges, including gaps, areas of risks and opportunities to streamline financial workflows relating to the Finance process, with a focus on best leveraging processes and technology;
- Develop proposed recommendations and identify opportunities for efficiency and automation for the identified pain points / challenges; and
- Provide Human Services with an actionable list of proposed recommendations to improve the current financial operational state within Human Services.

Deloitte's approach and methodology has been a holistic and pragmatic one, utilizing interviews and collaborative workshop activities to conduct a diagnostic on the Human Services processes and to assess the people, process, controls and technology aspects through a series of well-defined and executable steps listed below:



As Deloitte continues to work through the final stages of this work, a final report with recommendations will be brought forth to the Human Services Management Team, partnered with our colleagues in Corporate Services. Recommendations will be reviewed from an operational perspective and a work plan, based on priorities, impact and investment will be crafted by staff. Should there be significant financial or operational improvements from a governance and structure perspective, these will be brought back to the Committee, as they will most likely be related to 2026 budget planning, and/or 2025 adjustments.

The Management and staff within the Department have been supportive, open and welcoming of this work as it was timely, given the complexities of the financial controls and audits for the work that continue to evolve, along with the many stakeholder – client and vendor – transactions.

### Housing Operations – Organizational Review

Based on work that had progressed over 2024 in both the Housing Services Manager Division and with the Kawartha Lakes Haliburton Housing Corporation (KLHHC), I realized that clarity was needed to define roles, responsibilities, accountabilities, terms and conditions related to funding, partnership agreements, shareholder relationship, structure and governance, etc.

Prior to my tenure with the City, Housing Services Corporation (HSC) was engaged by the City in 2020 to undertake a Governance and Operational Review of the then combined model which had one employee as the Service Manager for the Housing Services (Housing and Homelessness) and the Manager for the KLHHC. At this time, HSC was brought in to:

- Review the corporate structure, operations and governance of KLHHC to ensure that the structures were aligned to support the achievement of the corporation's Strategic Plan (2020-2029);
- Ensure KLHHC had the necessary organizational and governance structure to support driving ambitious goals to double the number of units it owns and manages within 10 years; and to diversify and expand its business offerings; and
- Make recommendations based on good practice, policy, process and system improvements.

Since that time, the role was split, now having a Manager, Human Services (Housing and Homelessness) and a Chief Executive Officer, KLHHC, as well, the work which was more integrated at the time, started to split apart accordingly. However, given further analysis and monitoring this year, it became clear that the recommendations that came from the HSC Governance and Operational Review (November 19, 2020) were not fully executed, leaving gaps in the above noted areas where clarity was needed.

Over late Q3 and Q4 2024, I connected with HSC's Managing Director to better understand historical context, as well the current landscape across the province related to operational structures, governance models, development and housing corporation and municipal partnerships (with Service Managers).

As 2025 commences and given significant events have unfolded over the last four years, the City (Human Services) has re-engaged HSC to conduct an Organizational Review:

- Review the results of the implementation of the 2020 Governance and Operational Review recommendations;
- Identify what has worked well and where there have been challenges;
- Review the roles and responsibilities of both the City as Service Manager and KLHHC as Housing Provider, within the new operating framework offered by recent regulatory changes;
- Consider how best to support the strategic goals of both entities through a coordinated and integrated approach; and
- Recommend an operating structure that will best support the goals for both the City and KLHHC.

This opportunity is intended to achieve greater clarity of roles, responsibilities, and accountabilities between the City as Service Manager and KLHHC as Housing Provider. The project will consider best practices and what approach will best support the City and KLHHC (as part of the City) to work in an integrated fashion to achieve housing outcomes into the future.

## Service Manager Partnership Building in the County

The CAO, Haliburton County and the Director, Human Services had a planning session prior to the Christmas break in 2024 to map out opportunities and areas for improvement and further partnership.

Plans are underway to reconnect on this initial thinking and look at how best to integrate staffing and workflow structures into the County operations based on the various service delivery responsibilities of the Service Managers (for all Divisions). Clarity of roles and responsibilities will guide these conversations, leading to better communications, partnership and potential structure improvements being established.

Applicable reporting to members will occur as improvements align to the role of the Joint Social and Housing Services Advisory Committee (JAC).

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**Director: Cheryl Faber**  
**Phone: 705-324-9870 ext. 3206**  
**E-Mail: [cfaber@kawarthalakes.ca](mailto:cfaber@kawarthalakes.ca)**