

Joint Social and Housing Services Advisory Committee

REPORT JAC2025-14

Meeting Date: July 15, 2025

Meeting Time: 1:00 p.m.

Meeting Place: Electronic Video Meeting

Subject: Housing Services Operational Review Findings and Recommendations

Author Name and Title: Cheryl Faber, Director, Human Services

Recommendation(s):

That Report JAC2025-14, "Housing Services Operational Review Findings and Recommendations" Report, be received.

That the Housing Services Corporation "Housing Operational Review Findings and Recommendations" presentation as presented, be received;

That the findings of the Housing Operational Review be endorsed in order to move forward for approval to City of Kawartha Lakes Council, as the Shareholder for Kawartha Lakes Haliburton Housing Corporation; and

That upon Shareholder approval, staff be appointed to establish an implementation plan with the required resources and budget over the remainder of 2025 and into 2026 in order to follow through on the recommendations outlined in the final Operational Review report.

Director

Other

Background:

This report provides a brief overview of the Housing Services Organizational Review that Housing Services Corporation (HSC) was retained to conduct.

The review included taking a further look at the roles and responsibilities of both the City of Kawartha Lakes as Housing Services Manager (also known as the legislated Consolidated Municipal Service Manager by the province) and the Shareholder for KLHHC, as well as that of KLHHC as the Community Housing Provider. The review included the following components:

- 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.

An attached presentation (Appendix A) with more information will be shared at the July 17, 2025 JAC meeting, along with the attached draft Operations Review Report (Appendix B). The recommendations provide further clarity of the needs and roles as they pertain to the Service Manager for Housing Services and their accountability for KLHHC as the Service Provider, the role of the County of Haliburton as funder / partner and City Council as the funder and the Shareholder for KLHHC.

Rationale:

Leading into this project and as confirmed through the fulsome engagement of this project, clarity around roles and responsibilities was the number one identified need for all parties involved. Confusion, overlap, lack of defined accountabilities, the need for further clarity, duplication, and more had led to inefficient operations between parties and the various roles each were accountable for. Since the 2020 Governance and Operational Review that HSC had delivered for the City at that time, much still needed to be implemented or fully administered given the fact a pandemic hit and all focus became meeting the basic needs of the most vulnerable.

By way of re-engaging HSC to conduct this Operational Review, it provided the platform to fully understand the current state and be able to outline exactly what is needed for the future state, one that is structured and designed to meet the current demands and future capacity challenges in the housing system (today and for tomorrow).

The following six (6) key findings have been identified with recommendations to be implemented in order to help bring structure, collaboration and coordination back to our Housing Services partnership between the Service Manager, KLHHC our largest housing provider, the City as the Shareholder and the County of Haliburton as a partner/funder.



The KLHHC Board met on June 4, 2025 and received the same presentation and update on the recommendations and findings of the Operational Review prepared by HSC. The following motions were put forth:

That the “Housing Services Corporation Housing Operational Review Findings and Recommendations” Report, June 2025”, be received;

That the Housing Services Corporation “Operational Review – Housing Operations: Findings and Recommendations presentation as presented, June 4, 2025” be received;

That the findings of the Operational Review presentation be endorsed in order to move forward for approval to City of Kawartha Lakes Council in Q3 (2025), as the Shareholder for KLHHC; and

That upon City approval, the Interim Chief Executive Officer / Director, Human Services staff will establish an implementation plan with the required resources and budget over the remainder of 2025 and into 2026 through the appropriate channels and will update the Board as required.

Following the KLHHC Board meeting, an update was provided to staff of the County of Haliburton. HSC provided an overview of the findings and recommendations and conversation ensued in relation to needs of the County, the funding model and obligations of the Service Manager to help inform the partnership agreement refresh as outlined in this review.

Engagement of the JAC Committee is a key step to ensure the recommendations outlined in the report align with appropriate direction moving forward. As noted in this report, the recommendation brought before JAC is similar to that brought before the KLHHC Board and would demonstrate alignment to the Shareholder.

In order to execute on these findings, Council as Shareholder needs to accept and approve the findings in order for KLHHC Staff to implement and refresh the appropriate Board By-Laws, Service Level Agreements and ensure the structure moving forward is in alignment with the Articles of Incorporation. A Shareholder meeting for KLHHC is set for July 22, 2025.

Following the discussion at the July 22, 2025 Shareholder meeting, the HSC Housing Operations Review Report will be finalized by HSC and shared accordingly.

Other Alternatives Considered:

Based on the findings and recommendations to date, further detail within an implementation plan will need to be established. This level of detail will inform the alternatives to be considered including any structural changes as required, along with the appropriate governing documentation and corresponding agreements to support the realignment.

Financial Considerations:

The completion of this project in 2025 will conclude the Operational Review special project undertaken within the Human Services Department. Should City Council as Shareholder recommend and provide final approval with the development of an implementation plan, special project financial supports will be required within the 2026 City of Kawartha Lakes budget to further operationalize the work.

Consultations:

Kawartha Lakes Haliburton Housing Corporation Board
Gary Dyke, Chief Administrative Officer, County of Haliburton
Judy Lightbound, Managing Director, Housing Services Corporation
Ron Taylor, Chief Administrative Officer, City of Kawartha Lakes
Sara Beukeboom, Director, Corporate Services, City of Kawartha Lakes

Attachments:

Attachment A Housing Services Corporation Presentation – July 2025
Attachment B HSC DRAFT Housing Operations Review Report – June 23, 2025

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