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COMPETITION # 47862

HOUSING SERVICES DIRECTOR  
INTERVIEW



Housing

budget

applications

services

delivery

contractors

HOUSING SERVICES

program

inspections

policy

demand

caseworkers

repairs

integrity

consistency

efficiency

icm

service coordination

safety

regional

eligibility

documentation

approvals

funding

waitlists

operations

public

homeowners

compliance

trust

# A Leadership Perspective

“The real voyage of discovery consists not in seeking new landscapes, but in having new eyes.”— Marcel Proust

# Context

- Budget constraints (2 years)
- Regional Variances
  - Program & Service Delivery
  - Eligibility Interpretations
  - Service Levels
  - Approval Processes
  - Client Outcomes
    - Funding Amounts
    - Repairs
- Staff
  - Division & Policy Intent
  - Morale
  - Indecision (Fear Mistakes)
  - Knowledge Gaps
- New Cross-Government Service Coordination

# Steps

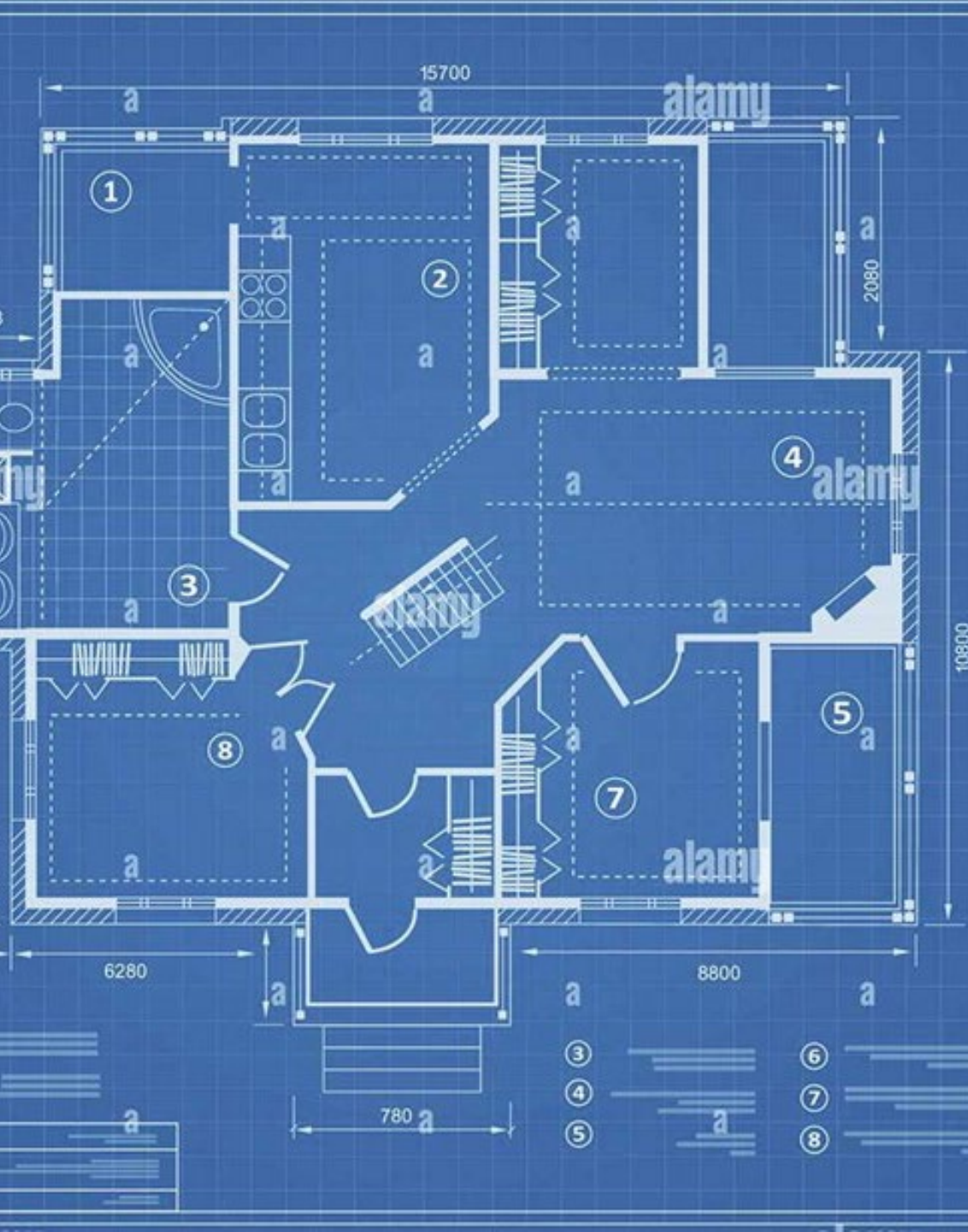
**1** – Assess & Diagnose  
Sources of Inconsistency

**2** – Establish a Provincial Policy  
Interpretation Framework

**3** – Standardize Service Delivery  
Across Regions

**4** – Strengthen Financial  
Oversight & Controls

**5** – Implement, Monitor, &  
Continuously Improve



# Blueprint



Assets &  
Opportunities



Equitable  
Service



Policy  
Alignment



Financial  
Control



Operational  
Feasibility

# From Regional Variance → Provincial Consistency

## **Regional Variance**

- Different interpretations
- Different approval processes
- Regional competition
- Budget pressure locally
- Staff uncertainty

## **Provincial Consistency**

- Shared policy framework
- Standardized service model
- Provincial intake & waitlist
- Financial oversight model
- Housing Services Academy

# A Measure of Success - Reflected in:

- Consistent approval patterns across regions
- Improved staff confidence in policy interpretation
- Equitable client outcomes regardless of location



# Assets & Opportunities

- Staff
  - Committed
  - Empathetic
  - Knowledgeable
  - Willing
  - Program Depth
- Technology Leverage
  - ICM Development
  - Tools in the field
- Budget - Status Quo (2 years)
- New Cross-Government Service Coordination
  - Leverage single client management
  - Reduces duplication
  - Improves efficiency
  - Provides a robust service delivery model
  - Matches individuals with services



# Equitable Service Delivery

- Provincial Budget
  - Single point of focus
  - Simplified
  - Removes regional competition
- Provincial Intake
  - Creates a unified approach to application entry & processing
- Provincial Waitlist
  - Clients receive service in a consistent timeframe



# Policy Aligned

- Housing Services Academy
  - Orientation
  - Performance support
  - Knowledge retention
- Assign Regional Program Managers as Topical Leads
  - Intake
  - Service delivery
  - Inspections
  - Contractor relations
- Policy Interpretation
  - Provide a model for items raised for policy clarification
  - Policy Interpretations
    - Communicate answers to isolated question with all staff
    - Create an FAQ
  - Continuous Improvement
    - Create a framework for policy development
    - Create change documents to record policy evolution
  - Communication



# Financial Control

- Eligible Repairs
  - Define a minimum repair standard for continued safe occupancy
- ICM Updates
  - Capture total repair costs
  - Establish baseline repair cost for bid evaluation
- Compliance & Accountability
- Partnerships & Collaboration
- Long-Term Sustainability



# Operational Feasibility

- Staffing
  - Fill vacancies
  - Improve morale
- Program Redesign
- Monitoring the budget to provide consistent service delivery throughout the fiscal year
- Implement Changes
  - Repairs
  - Correspondence
  - Contractors



Thank You!

Questions?