

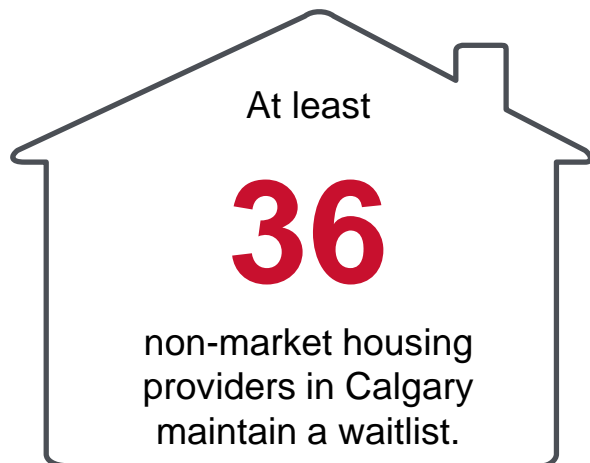
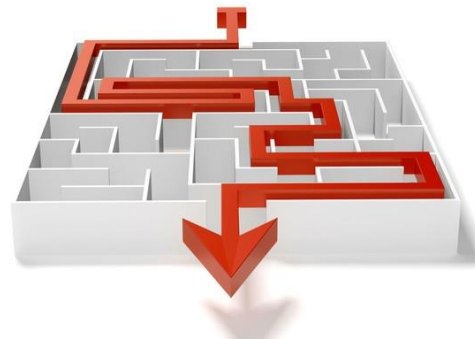


One Window

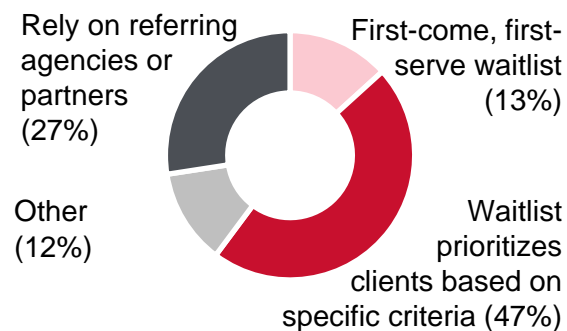
Background: Housing Intake in Calgary

Current State Analysis Findings

1. Burdensome on clients
2. Inconsistent service delivery
3. Siloed and misaligned processes
4. Inadequate systems and tools
5. Complicated legislative framework



Intake Process for Non-Market Properties (excluding CHC)



Recap of Phase One and Phase Two



Phase One – Completed June 2017

- Engaged with housing providers social service agencies, and clients (100+ staff members and 40+ clients from 45+ organizations)
- Completed current state assessment of intake processes and technology systems
- Researched best practices in Canada and abroad
- Analyzed options for future state and recommended a high-level future state vision
- Secured City Council approval to move forward with Phase Two (Design)

Phase Two – Completed December 2018

- Engaged with housing providers (Steering Committee) and clients (Client Panel) to design a recommended solution
- Researched best practices within BC, Toronto, and Ottawa
- Completed mapping of business processes required for the recommended model
- Developed a recommended model for One Window
- Investigated potential IT solutions through a Request for Information (RFI)
- Met with the Government of Alberta (GOA) to discuss funding request
- Completed a recommendation report to be submitted to The City Policies and Finance Committee on March 5, 2019

One Window Recommendation

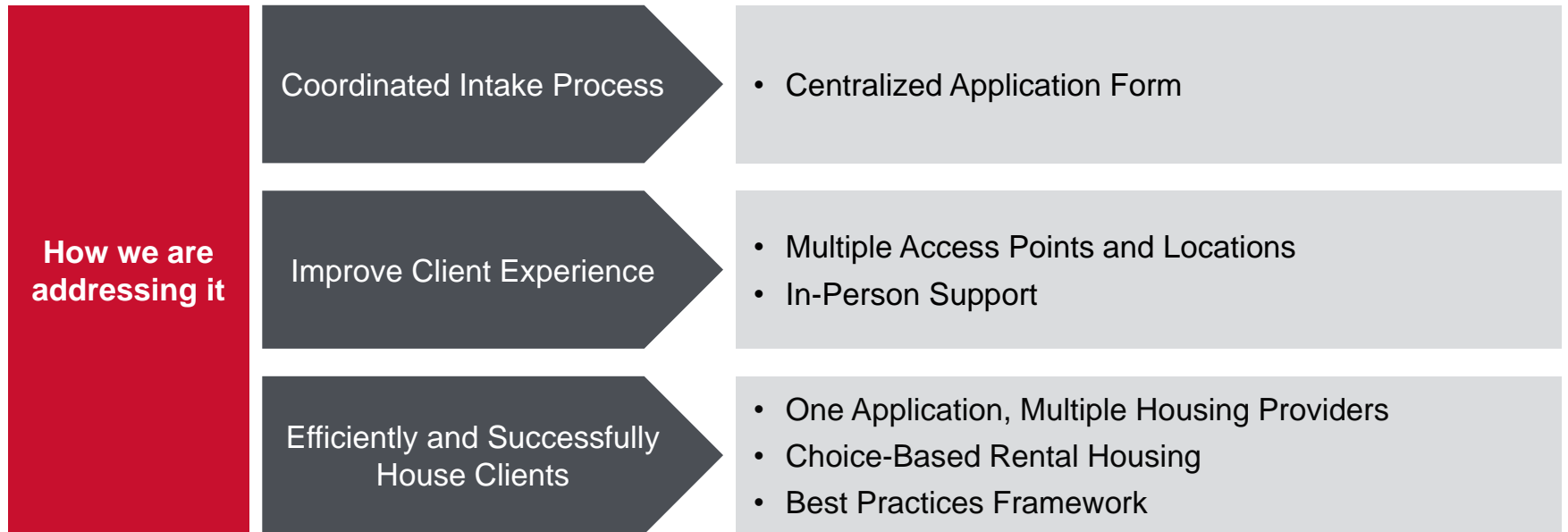
In developing our recommendation, we looked at 7 components which we believed would lay the foundation for the success of One Window.



One Window Recommendation

1. One Window Vision

To create a **coordinated intake process** across Calgary's non-market housing providers that will **improve the experience** for Calgarians needing access to non-market housing and enable more people to be **efficiently and successfully housed**.



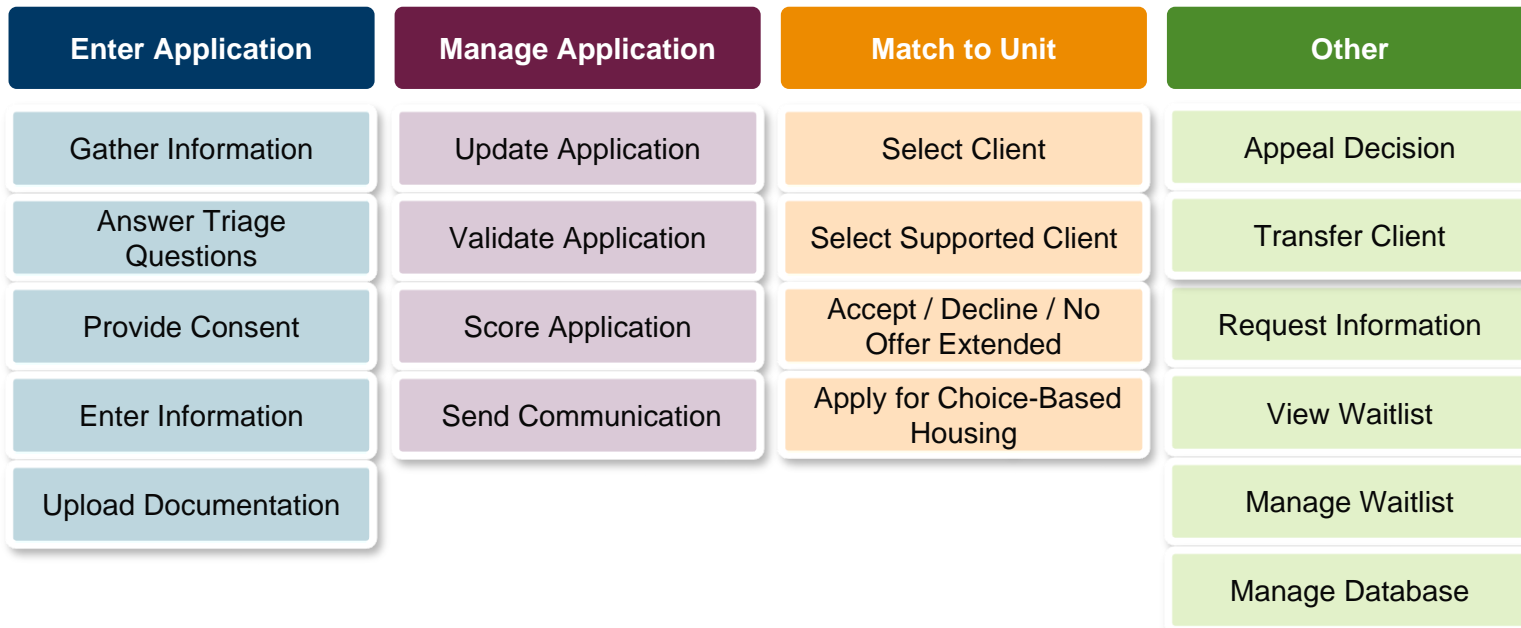
One Window Recommendation

2. Organization

One Window will be a separate non-profit organization governed by an independent and neutral Board of Directors (to be chosen in Phase 3). Potential members of the Board will include: representatives from the non-market housing providers, agencies, Indigenous community organizations and clients.



3. Processes



One Window Recommendation

4. Channels

- Clients will be able to access One Window to apply for housing, ask questions, and get updates on the status of their application via multiple access channels.

5. Location

- One Window will have one physical office location that is centrally located. (Exact location will be decided in Phase 3)
- When choosing the central location, we will consider:
 - Extended office hours to be open 7 days a week, with opportunity for both appointments and walk-in hours.
 - Downtown location near transit (especially the C-Train line) or other support services.
 - Accessibility for all clients. This includes being accessible at street level, have elevators and ramps, etc.
 - Appropriate facilities including washrooms, a play area for young children, snack area, etc.
 - Proximity to resources with photocopiers, computers and printers (e.g. library), or have these available at One Window offices.
 - Privacy to discuss sensitive information. This might include private areas within the office for client conversations.
 - Co-location with other services for Calgarians in an existing location



Opening hours and days:
Flexible, non-standard hours /
6 days a week

One Window Recommendation

6. People

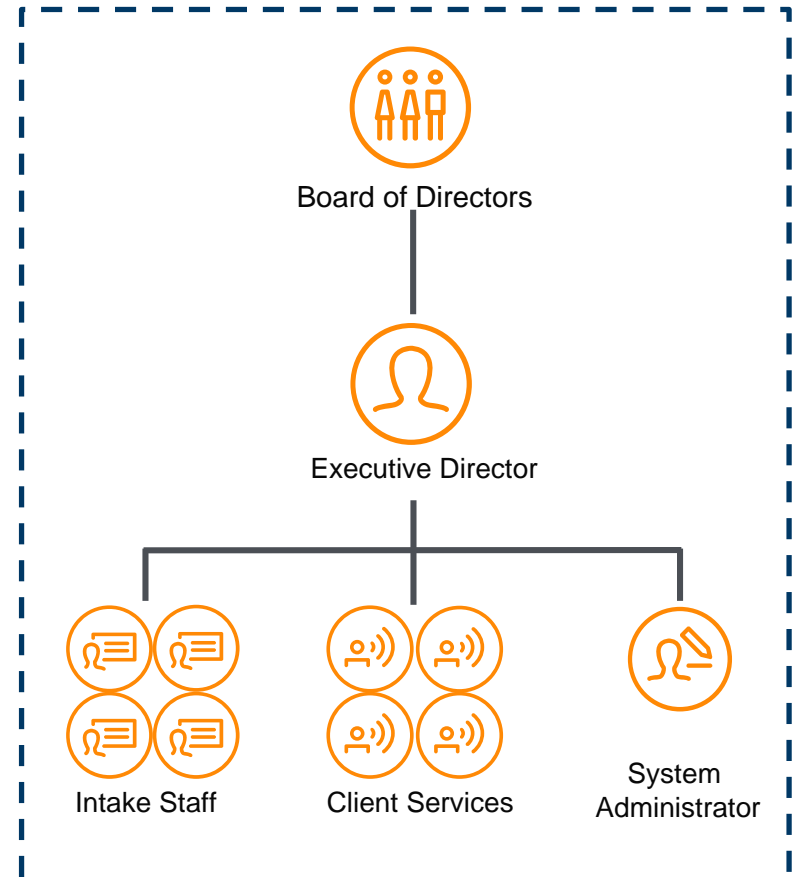
Full Time Employees

One Window will have 10 full time employees including:

- **Executive Director (1)** to lead the organization
- **Intake staff (4)** to help clients with applications
- **Client Services staff (4)** to answer questions
- **System Administrator (1)** to support the IT system

Contractors

- Legal
- Part-time accountant
- Payroll
- Other contract resources, as required



One Window Recommendation

7. Technology

- The IT system will need to handle application process, storing client data, scoring applications and adding them to the database and waitlist.
- We found 28 business requirements for the IT system. Below are a few examples.



Triage applicant



Upload supporting documentation



Validation of application



Score application



Send communications and notifications



Virtual waitlists



Match and select an applicant for housing



Provide choice-based rental housing



Manage waitlists



Manage agency profile








Produce standard reports



View Analytics

Expected Benefits for Clients & Providers

-  Improved customer service
-  Improved outcomes
-  Increased transparency
-  Improved sector collaboration
-  New technology
-  Increased efficiencies
-  Improved data and analytics



“More people will likely apply and the process will be more efficient since they only have to complete one application.”

John

One Window, Client
Advisory Panel Member

Anticipated Costing

The total anticipated cost for One Window is presented below:

- The total implementation costs (Capital Funding) including the operating costs for 2021 is **\$7M**
- The average annual operating costs from 2021 to 2029 is **\$2.5M**

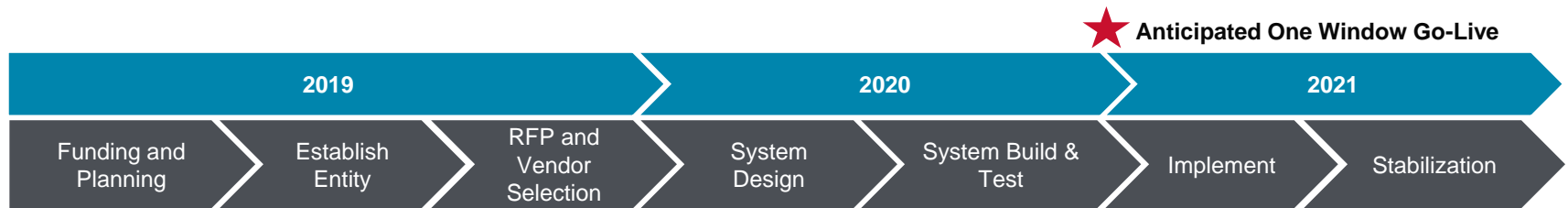
Costs	2019	2020	2021*	2022	2023	2024	2025	2026	2027	2028	2029
IT Implementation Costs	684,000	1,793,000	709,000	-	-	-	-	-	-	-	-
Non-IT Implementation Costs	520,000	533,000	81,000	-	-	-	-	-	-	-	-
Annual IT Operating Costs	-	-	770,000	770,000	770,000	1,445,000	797,000	770,000	770,000	770,000	1,472,000
Non-IT Operating Costs	108,000	467,000	1,381,000	1,411,000	1,442,000	1,474,000	1,506,000	1,539,000	1,573,000	1,608,000	1,643,000
Rounded Total	1,312,000	2,793,000	2,941,000	2,181,000	2,212,000	2,919,000	2,303,000	2,309,000	2,343,000	2,378,000	3,115,000

Implementation Costs: \$7M

Average annual operating costs: \$2.5M

Note: These are Class 3 estimates which were prepared based on preliminary design information. At this stage, project assumptions and constraints have been defined and a high-level project scope has been established.

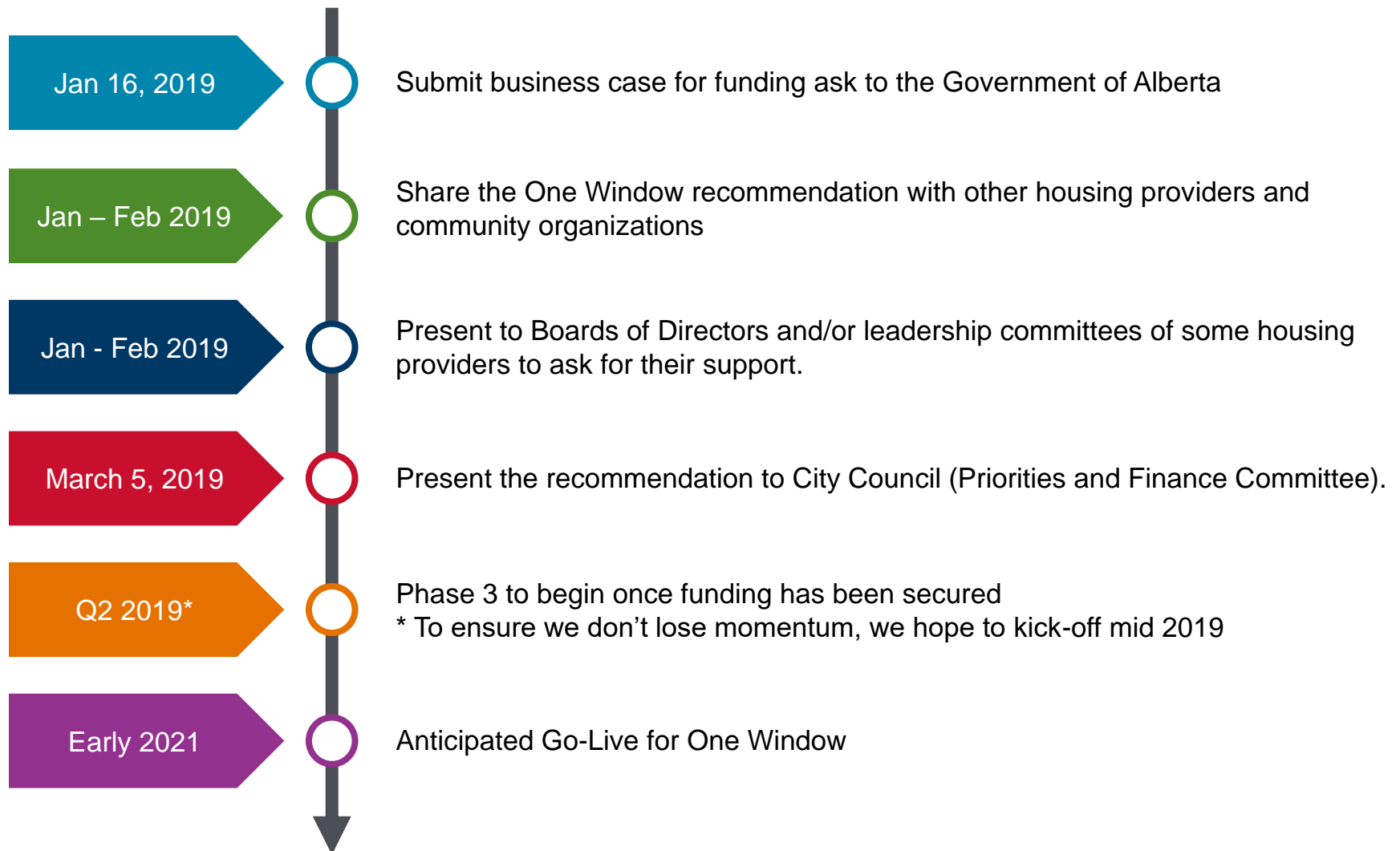
Phase 3 Timeline



Phase 3 will focus on:

- **Securing Funding and Project Planning:** One Window will need funding before any work can commence. A detailed project plan will need to be built.
- **Establishing the New Entity:** The One Window entity will need to be established as soon as possible to ensure a proper governance structure will be in place to allow for decision making
- **RFP Request and Vendor Selection:** Work will be required to capture detailed system requirements, publish an RFP, evaluate the responses, find a suitable vendor, and negotiate a contract.
- **System Design, Build and Test:** The IT system will need to be designed, built and tested thoroughly prior to implementation.
- **Implementation:** For a successful implementation, there are three key areas of focus:
 - **System Rollout:** One Window will become operational once the IT system is implemented. However, it is recommended that the system functionalities are rolled out in stages.
 - **Change Management Strategy:** A strong change management plan will be necessary to manage change across all stakeholders
 - **Stabilization:** This is necessary to ensure successful monitoring, evaluation, and issue resolution for One Window.

Next Steps for the Project



Discussion: Wrap-Up

Questions?

