ONE WINDOW RECOMMENDATION REPORT

05 March 2019

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Key Definitions

Agencies

These are supporting and referring social service agencies who help clients find safe, stable and affordable non-market housing rental units, increase their independence and enhance their community integration.

Choice-Based Housing

Choice-based rental housing (or choice-based letting) is an alternative tenant selection process intended to allow prospective tenants of non-market housing providers a greater choice in where they live. In a choice-based process, available housing units are marketed directly to clients, who may indicate an interest in units that meet their needs and preferences, rather than allocated based on the client's position on a waitlist. In the context of this report, choice-based housing is envisioned to be used under One Window primarily as a process to fill near market and hard-to-fill housing units. The ideal functionality would be similar to RentFaster.ca.

Clients

This refers to low- and moderate-income Calgarians who are in need of non-market housing and meet the income qualifications of one or more non-market housing programs.

Community Housing

The Government of Alberta administers the Community Housing program, which provides subsidized rental housing to low-income families, seniors and individuals who cannot afford other housing options due to circumstance. A tenant's rent, which includes heat, water and sewer expenses, is based on 30% of a household's total annual income (non-senior household). Rent does not include electricity, phone, TV and any additional services such as parking.

Housing Management Bodies

In Alberta, Housing Management Bodies (HMBs) are a subset of housing providers that are created by Ministerial Order under the *Alberta Housing Act*. HMBs are responsible for operating and managing applications for social and affordable housing programs that are regulated by the Government of Alberta.

Housing Providers

Housing providers own and/or operate non-market to near market units for a variety of populations including individuals, seniors, persons with disabilities and families in Calgary.

Key Definitions

Near Market Rental Housing	Near market rental housing units are rentals offered at approximately 10% below market rates. These units are available to Calgarians who are almost able to afford current private rental costs and who meet certain income qualifications.
Non-Market Rental Housing	Rental housing provided for income groups not served by the private market. This housing is typically made affordable through public and/or non-profit ownership of housing units.
Rent Supplement Housing	The Government of Alberta administers the Rent Supplement Housing program, which helps households find affordable rental accommodation by providing rent subsidies in eligible rental projects.
Seniors Lodge	The Government of Alberta administers the Seniors Lodge program, which offers rooms, meals, services and recreational opportunities for independent seniors. Community-based services may help offer these amenities and opportunities. A seniors lodge may be appropriate for those whose care needs would not otherwise be appropriately provided for in a healthcare facility.
Seniors Self-Contained	The Government of Alberta administers the Seniors Self-Contained program, which provides apartment-style housing to seniors who are able to live independently with or without assistance of community based services. Applicants must be over 65 years of age. Exceptions may be made for applicants with special circumstances. In addition, applicants must be functionally independent, with or without the assistance of community based services.
Social Housing Accommodation Regulation (SHAR)	The Social Housing Accommodation Regulation under the *Alberta Housing Act* outlines eligibility criteria and a point scoring system that determines the priority of need for tenants to access provincial housing programs including community housing, rent supplement housing, lodge accommodation, and seniors self-contained accommodation in Alberta.

EXECUTIVE SUMMARY

Executive Summary

The need to develop a coordinated intake process for non-market housing has been identified as a key priority by governments and community initiatives in recent years. These include *Making Life Better: Alberta's Provincial Affordable Housing Strategy* (2017)*, Foundations for Home: Calgary's Corporate Affordable Housing Strategy (*2016*),* the Community Housing Affordability Collective's *Prioritized Action Plan* (2016), *Calgary's Updated Plan to End Homelessness* (2015), and *Enough for All: the Calgary Poverty Reduction Initiative* (2013).

Currently, there is no single place where Calgarians can go to find information about, or to apply for, non-market housing. The existing fragmented system presents many barriers to entry for clients. With over 60 independent organizations operating non-market rental housing in Calgary, clients shoulder the burden of navigating a complex system and completing multiple applications with no access to clear information about their housing options.

To address this problem, The City of Calgary (The City) embarked on the One Window project with a vision to create a coordinated intake process across Calgary's non-market housing providers. This will improve the experience for Calgarians needing access to non-market housing and enable more people to be efficiently and successfully housed. One Window is a transformational project that will create a coordinated intake process for up to 60 independent organizations operating non-market rental housing in Calgary.

Phase 1

In February 2016, City Council committed one-time funding of $500,000 to scope and plan solutions for a coordinated intake process. As part of the initial scoping and planning phase of this project, The City conducted an in-depth analysis of the current non-market housing intake processes based on robust stakeholder engagement. This work confirmed that the current siloed non-market housing intake processes are difficult, time intensive, and often frustrating for Calgarians to navigate. The City identified and analyzed options for a future coordinated intake process, and recommended a long-term vision that would centralize all aspects of the housing application, from the initial client screening through to matching that person with a housing unit.

Phase 2

Upon completion of the scoping and planning phase in June 2017, The City proceeded with Phase 2, which kicked off in March 2018. Phase 2 focused on the design of One Window, with the outcome being to advance the project to be ready for implementation in future phases. The project team for Phase 2 was comprised of staff from Calgary Housing, The City's Information Technology (IT) department and external consultants from Deloitte. Phase 2 focused on working collaboratively with a Steering Committee of 14 organizations (comprised of non-profit housing providers, agencies and the Government of Alberta) as well as a Client Advisory Panel (comprised of non-market housing tenants and applicants) to co-design the future state system.

Executive Summary

The highlights of the work done in Phase 2, as well as the recommended model, are presented in this recommendation report. This is the joint recommendation of The City project team and the One Window Steering Committee based on decisions made by consensus.

Recommended Operating Model: A variety of options were investigated, and a model has been proposed. The model which has the support of the Steering Committee is that a One Window organization be established as a newly created non-profit entity. The proposed model will allow for an independent and neutral governance by a Board of Directors that will focus on the mandate of One Window and oversee its strategic growth over time. Housing providers will have representation on the Board, which will help to facilitate continued trust between One Window and its stakeholders. The model was also designed to be scalable for future expansion into other surrounding cities as well as provincially.

Given that many of the participating housing providers are Housing Management Bodies, further work will be required during the implementation phase to determine compliance requirements for government regulated applications for the new One Window entity. This could include the One Window entity being created as a Housing Management Body and/or entering into a service agreement with the Government of Alberta to comply with appropriate sections of the *Alberta Housing Act.* This regulatory compliance work will be completed with the Government of Alberta during the implementation phase.

Staffing and Channels: One Window will have its own employees including an Executive Director to oversee the day to day operations, a System Administrator to handle One Window IT system related issues, a Strategic Business Analyst to handle data analytics, a Communications and Marketing Specialist to promote and market One Window, an Operations Manager to oversee and manage Intake and Client Services staff, Intake staff to assist with applications, and Client Services staff to address queries. During this phase, clients clearly indicated the need to access One Window services through a variety of channels to best meet their individual needs. To address this, One Window will provide multiple access channels to clients including a physical location, a self-service online application form, and through existing agencies currently involved in supporting clients to find housing.

Processes: One Window will act as the central coordinated organization that takes ownership of the application processes which are categorized as: Enter Application, Manage Application, Match to Unit and Other. One Window will rely on a technology system to centralize all aspects of the housing application process across participating housing providers. This system will provide clients with a dynamic application form that ensures that clients are only asked relevant questions based on their answers to previous questions. All submitted application forms will be validated by One Window staff and scored (if applicable) before being added to a master waitlist. The housing providers have access to this waitlist which can be filtered for each housing provider based on their pre-defined requirements. When a vacancy occurs, housing providers would source a client directly from their waitlist. They could then, if required, perform additional screening (i.e. conduct interviews or collect additional information) prior to making a decision on extending an offer to the client. Alternatively, housing providers may choose to advertise vacant near-market and hard-to-fill units to clients directly through a choice-based housing page. If the housing provider extends an offer to a client and the client accepts the offer, then the client's status is updated in the One Window IT system and their file will be transferred to the housing provider.

Executive Summary

Expected Benefits for Clients and Housing Providers: Based on the work conducted in this phase, the future One Window system is expected to achieve many of the requirements and needs expressed by clients and housing providers. The primary expected benefits include:

- **Improved Customer Service**: One Window will transform the customer experience for Calgarians who are looking for non-market housing. Clients will be able to fill out a single, dynamic application form, either through a self-serve web portal that could be accessed anywhere, or with assistance from One Window staff either in-person or over the phone. One Window could potentially contract a translation, interpreter and Text Telephone (TTY) service to provide better assistance to clients. The clients will have a single point of contact for inquiries and a single source of up-to-date information about their options and eligibility.

- **Improved Outcomes**: One Window will enable clients to be more efficiently matched with the most appropriate housing unit for their needs across all of the non-market housing supply in Calgary. Future processes include a choice-based rental system for vacant near market and hard to fill units, which is expected to make it easier for housing providers to market these units and to empower clients to make informed decisions about where they would like to live.

- **Increased Transparency:** More transparent information will be provided to clients who are waiting for housing, including real-time analytics about their likelihood of being housed and average wait time based on their particular circumstances. The application process will be more consistent and transparent, ensuring that all applications will go through the same intake and verification process.

- **Improved Sector Collaboration:** Siloed intake practices will be replaced with a formalized common process across the non-market housing sector. A shared intake process will encourage continued dialogue and better collaboration that will ultimately benefit the client.

- **New Technology:** A shared IT system will replace a number of outdated, paper-based and manual intake processes which will reduce errors and create efficiencies.

- **Increased Efficiencies:** While the primary goal of One Window is to improve the client experience, there may also be efficiencies to housing providers and agencies. Some staff of housing providers and agencies who are currently focused on intake might eventually free up time to focus on other key priorities.

- **Improved Data and Analytics:** The future One Window system will contain a wealth of new data on housing need, housing supply, preferences and outcomes for different groups of clients. This information could inform evidence-based policy, programs and investment decisions from all orders of government.

Funding: Government funding for both implementation and ongoing operations is needed to ensure the success of One Window. One Window is expected to require a total of $7.5M over three years (2019-2021) for implementation costs and annual average operating costs of $3M beginning in 2022. Implementation costs include any expenses related to establishing One Window as an entity, going through a Request for Proposal (RFP) process to select an IT system vendor, conducting detailed process reviews to identify key requirements, and the recruitment and training of staff. Ongoing operating expenses include annual salary costs for all One Window employees, system maintenance and licensing fees, system upgrades, rent, and other administrative expenses.

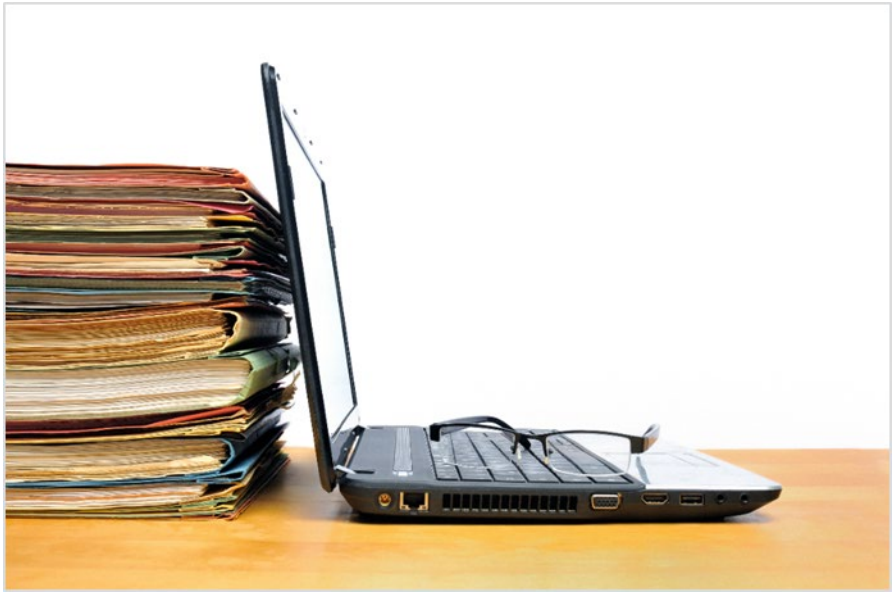
Implementation Plan: If implementation funding is secured, the One Window project team recommends that Phase 3 (implementation) begin in early April 2019 to leverage the momentum that has been developed in Phase 2 with the various stakeholders. From 2019 to 2021, most of the work revolves around establishing One Window as an entity, transitioning the project governance from The City to the new entity, selecting and retrofitting the One Window location, developing the IT system, recruiting staff, and conducting change management activities. One Window will be rolled out in stages to ensure optimal functionality of the IT system and to minimize the impact to all stakeholders.

If Phase 3 were to begin in April 2019, it is anticipated that core operations for One Window could begin in early 2021 and be fully functional by 2022.

BACKGROUND

Description of the Problem

Calgary currently does not have a single place where individuals and families can go to find information about and to apply for non-market housing. Clients need to contact each housing provider to find out information about their housing services, and are required to submit a separate application to each housing provider. Furthermore, housing providers have different procedures, application forms and waiting lists. This makes the process more complex, and causes frustration and additional stress for clients.



Based on research and engagement with key stakeholders during the first phase of the One Window project, five key findings were noted regarding the current landscape of non-market housing intake processes in Calgary:

1. **Burdensome to Clients:** The current application process requires clients to apply to multiple organizations and navigate a complex system without transparent access to information, placing a burden on those in need.

2. **Inconsistent Service Delivery:** Housing providers are faced with multiple barriers including funding limitations, non-integrated processes, and insufficient systems, which impede their ability to provide consistent service delivery.

3. **Siloed and Misaligned Processes:** The current state has multiple application processes and waitlists that vary from organization to organization. This has led to an increased burden on clients and housing providers.

4. **Inadequate Systems and Tools:** The existing tools and systems do not meet the requirements of clients or housing providers due to outdated (manual or paper-based), inadequate, and siloed systems across various organizations that provide limited functionality.

5. **Complicated Legislative Framework:** There is a variety of legislation and guidelines from all levels of government that clients and housing providers must comply with, including funding conditions, eligibility criteria, and privacy requirements, all of which add significant complexity to the application process.

Taken together, these findings confirm that the current processes are not meeting the needs of either the clients or the housing providers.

Description of the Problem

Multiple sources have identified similar challenges with Calgary's non-market housing intake process and have identified the need to create a coordinated intake process for the non-market housing sector as a priority. These include:

- The 2013 *Calgary Poverty Reduction Initiative (CPRI): Enough for All Poverty Reduction Strategy* proposes the creation of "a coordinated housing registry service that would serve all populations seeking non-market housing."[1]
- The Calgary Homeless Foundation's *Updated Plan to End Homelessness* released in 2015 calls for "coordinated access to non-market housing units and rent supports for those in need of affordable housing."[2]
- One of the outcomes of the Community Housing Affordability Collective's (CHAC) *Prioritized Action Plan* (2016) is "to create a consistent, centralized housing intake process that is coordinated across providers."[3]
- The City of Calgary (The City) adopted the *Foundations for Home: Calgary's Corporate Affordable Housing Strategy 2016-2025*[4] (the Strategy) and accompanying Implementation Plan[5]. As stated in the *Strategy*, The City commits to "fostering a collaborative system where agencies and organizations work together to seamlessly deliver services, address challenges, and ensure that all residents access the housing and programs that best meet their needs."
- The Government of Alberta's *Provincial Affordable Strategy* (2017) has recognized the need to support the development of a 'one-stop' community pilot where Albertans can more easily access affordable housing.[6]

In response to the identified need, The City is leading the One Window project.

One Window's goal is to develop a coordinated intake solution for up to 60 independent organizations operating non-market rental housing in Calgary. This solution will address the problems around the intake process and improve the experience for Calgarians in need of non-market housing.

1 http://enoughforall.ca/wp-content/uploads/2016/03/Enough-for-All-Strategy.pdf
2 http://calgaryhomeless.com/content/uploads/10-Year-Plan-Update.pdf
3 http://www.chacollective.com/action/
4 http://www.calgary.ca/_layouts/cocis/DirectDownload.aspx?target=http%3a%2f%2fwww.calgary.ca%2fCS%2fOLSH%2fDocuments%2fAffordable-housing%2fCorporate-Affordable-Housing-Strategy.pdf&noredirect=1&sf=1
5 http://www.calgary.ca/CS/OLSH/Documents/Affordable-housing/Corporate-Affordable-Housing-Implementation-Plan.pdf
6 https://www.alberta.ca/affordable-housing-strategy.aspx

Addressing the Problem

Phase 1: Scoping and Planning
In February 2016, The City Council committed one-time funding of $500,000 to scope and plan solutions for a coordinated intake process. As part of the initial scoping and planning phase of this project, The City conducted an in-depth analysis of the current state of non-market housing intake processes based on robust stakeholder engagement. The project team worked with approximately 45 organizations, over 100 staff from non-market housing providers, other social service agencies, as well as the provincial and federal governments. There were also seven workshops held with tenants and applicants. Phase 1 found that there is a significant opportunity to transform how low- and moderate-income Calgarians access the affordable homes they need. The overall deliverable from this phase was a high-level recommended vision for the future One Window. In June 2017, City Council approved the project team to proceed with the second phase of this project.

For ease of implementation, The City recommended that the current scope of One Window be limited to certain segments and types of housing available. It will cover non-market rental housing operated by non-profit organizations and will not include shelter beds, emergency beds, transitional housing or affordable homeownership. If One Window is successfully implemented, there is potential to expand the scope of the program in future years. A detailed list of the types of housing, programs and sectors that are in scope for One Window is provided in Appendix B.

Phase 2: Design
Upon completion of the first scoping and planning phase in June 2017, The City proceeded with Phase 2: the design phase of the One Window project. This second phase is jointly funded by the Government of Alberta (through a $450,000 grant from Alberta Seniors and Housing), and The City (through a commitment of $420,000 of one-time operating funding). Both funding sources expire upon completion of this phase of work which is anticipated to end by March 2019.

The project team for Phase 2 is comprised of staff from The City's Calgary Housing and Information Technology business units, and external consultants from Deloitte. The work of the project team is being guided by a Steering Committee comprised of 14 non-profit housing providers, agencies, and the Government of Alberta in the design and development of the One Window model. The project team also formed a Client Advisory Panel of non-market housing tenants and applicants to co-design the future state system. One Window incorporated Indigenous perspectives and feedback through the One Window Indigenous Collaboration (OWIC), a sub-committee of the Aboriginal Standing Committee on Housing and Homelessness (ASCHH), which was created at the request of ASCHH and is led by the Indigenous community. See Appendix C for more information on OWIC and the work conducted and refer to Appendix D for a list of stakeholders involved in the design of One Window. Furthermore, The City is a member of the Community Housing Affordability Collective (CHAC), and the One Window project forms a part of CHAC's Action Plan.

Addressing the Problem

Phase 2: Methodology
The One Window recommended model was designed and developed based on detailed research, focus groups and workshops conducted with stakeholders including:

- Five business process review (BPR) workshops were held with subject matter experts from 16 housing providers and agencies and was led by process experts from The City's IT department. The major deliverable from the BPR work was to define the future end-to-end processes under One Window and to ensure that all future processes integrate into housing providers' and agencies' existing processes.
- Technical, business, and functional requirements gathering was done through the BPR and operating model workshops. The requirements gathered formed the basis of a Request for Information (RFI), which better informed us of what appropriate systems are available in the marketplace, as well as one-time and recurring technology costs.
- Eight workshops were held with the 14 Steering Committee organizations to develop a future operating, funding, and governance model that best satisfies the needs of the clients as well as the housing providers.
- Four Client Advisory Panel meetings were held with clients from 11 Steering Committee organizations to provide feedback on One Window including the recommended model, location considerations and the marketing plan.
- The One Window Indigenous Collaboration (OWIC), a sub-committee of the Aboriginal Standing Committee on Housing and Homelessness (ASCHH), acted as an advisory body for this phase of the One Window project, and conducted its own engagement with Indigenous housing providers, clients and other community members. The results of this engagement were submitted to the project team and the Steering Committee to inform decision making.
- Research was conducted into best practices from other jurisdictions in Canada that have a coordinated intake system. Specifically, The City of Toronto (City-owned), BC Housing (provincially-owned), and the Social Housing Registry of Ottawa (non-profit owned). See Appendix D for a comparison of the One Window recommended model against these other jurisdictions.
- A knowledge exchange trip was organized with five One Window Steering Committee members to visit the Social Housing Registry of Ottawa (the Registry). They met with staff from the Registry, participating housing providers, and Board of Directors of the Registry to gain an better understanding of how the registry operates today and gain insight into best practices.

Addressing the Problem

Approach
The project team used a 7-layer approach to guide the development of the One Window operating model. This approach ensured an end-to-end view of all the components necessary to make One Window successful. Each of these layers is explained in more detail in the next few pages.

Vision	What is our vision for One Window?
Organization	What management, operational and governance structures will One Window have in place?
Processes	What processes will One Window have and how will information and services flow?
Channels	How will One Window interact with clients?
Location	Where will the processes and people be based to support the delivery of One Window?
People	What skills and behaviours will people require to support the delivery of One Window services?
Technology	What system will be used to provide the functionality required to effectively serve clients and the non-market housing providers?

ONE WINDOW RECOMMENDED MODEL

One Window – Vision

The One Window vision was used to guide this project and support the development of the recommended model.

In designing the recommended model, it was important to address the following key areas identified in the vision.

Create a Coordinated Intake Process

- **Centralized Application Form:** A centralized application form will ensure all clients consistently apply through the same mechanism and point of entry. This ensures that there is a coordinated process across participating non-market housing providers.

Improve the Client Experience

- **Multiple Access Points and Locations**: Clients can complete their applications through multiple channels (online, with support from an agency, and at a One Window intake counter). Support is also available over the phone through a central phone line.
- **In-Person Support:** Clients indicated that it is critical for to them to have someone to assist them throughout the intake process. One Window will have dedicated staff who will be well-versed in housing programs and services offered across Calgary. They will be available to assist clients with their applications and answer their enquiries in-person at the One Window location.

More Efficiently and Successfully House Clients

- **One Application, Multiple Housing Providers:** Clients will complete only one application form which enables them to apply to multiple housing providers based on their preferences, needs, and eligibility. This increases their chances of being housed successfully in housing units that meet their needs.
- **Choice-Based Rental Housing:** Choice-based rental listings will enable clients to apply directly for a vacant near-market or hard-to-fill unit that has been posted, is available for occupancy, and meets their needs and preferences (regardless of their position on the waitlists). This innovative solution is currently being adopted by other leading Canadian jurisdictions that have centralized housing waitlists, and will make One Window a leader in the housing community.
- **Best Practices Framework:** One Window and the participating housing providers will follow an agreed upon framework based on sector wide best practices to ensure fair and equitable treatment of clients.

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 will provide easier, uniform and straightforward access to housing."

Bohdan
One Window, Client Advisory Panel Member

One Window – Organization

It is recommended that One Window be incorporated as a separate non-profit entity. This will allow for independent and neutral governance by a Board of Directors that will focus on the mandate of One Window and oversee its strategic growth over time. The composition and type of the Board will be decided in the implementation phase; the Board should consist of representatives from non-market housing providers, agencies, Indigenous community organizations and clients. A diverse and multifaceted Board of Directors is important because:

- It ensures proper direction, authority, oversight and control over the organization.
- It reflects current and future needs and perspectives of the many different users of One Window.
- It allows access to resources, a broader skillset and a larger variety of programs.
- It enables collective sharing of sector knowledge, current and emerging trends, and regulatory changes to inform decisions.

The One Window Board of Directors will have the following profile:

Role

- Establish and implement the mission and vision of the organization
- Secure community support for the organization's objectives, vision, mission and long-term direction
- Set the rate of progress that the organization will take to reach its mission and vision
- Ensure the One Window organization follows through on its mission and vision

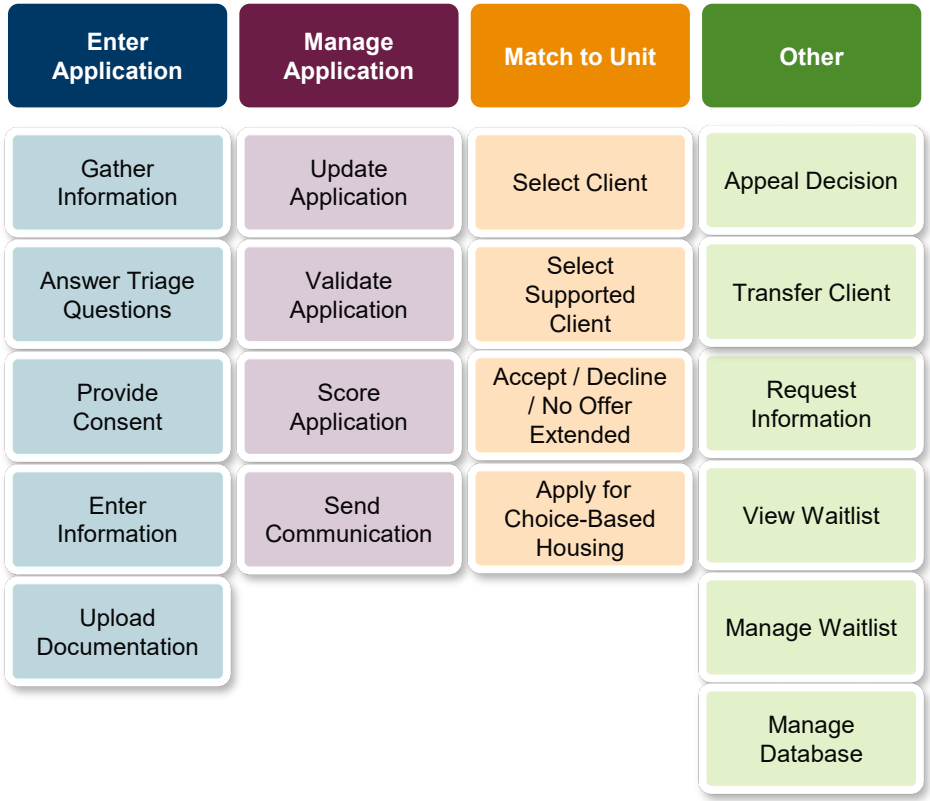
Operational Scope

- Oversee the development of the One Window strategic plan
- Hire and manage the Executive Director
- Determine the Executive Director's role and responsibilities and conduct performance reviews
- Provide oversight on management, financial, program and legal matters
- Responsible for organizational planning and decision making
- Determine and monitor the organization's programs and services
- Provide financial oversight by setting and approving the annual budget and ensuring that the organization remains financially solvent by evaluating financial policies, and reviewing financial reports
- Provide legal oversight to ensure that the organization is operating in accordance with its mission and vision
- Ensure legal and ethical integrity and maintain accountability to stakeholders

One Window – Processes

The project team, which was lead by process experts from The City's IT department, held five BPR sessions with resources from 16 different non-profit housing providers and agencies to understand current processes, and map out future state processes. The output of the sessions were detailed process maps for the future One Window organization. The processes combined the best practices of all organizations and the needs previously identified for the new organization.

The key processes supporting One Window are: Enter Application, Manage Application, Match to Unit, and Other, which are further broken down into sub-processes. The diagram to the right illustrates these key processes. A more detailed description of each process and sub-process is provided in the next few pages.



Enter Application: This process starts when the client makes enquiries or submits an application with One Window. The application is completed through a dynamic form (online or in-person) and all required documentation is uploaded with the application into the system.

Note: Clients who are not eligible for any housing within One Window will be provided with information about other supports available to best meet their needs.

Manage Application: This process relates to any steps required in managing the application, including updating and validating the application to ensure that the information is accurate and current. Once the application has been validated by One Window staff, it will be scored (if required) and added to the master database and waitlist.

Match to Unit: This process outlines how a client is selected from the waitlist by a housing provider and ultimately housed. During this process the client may also have the opportunity to apply for choice-based housing. To ensure a fair process, there is also a process mapped for extending an offer to the client and managing the client accepting, or declining the offer.

Other: The other processes cover requests for information, transfers, managing waitlists and managing the master database.

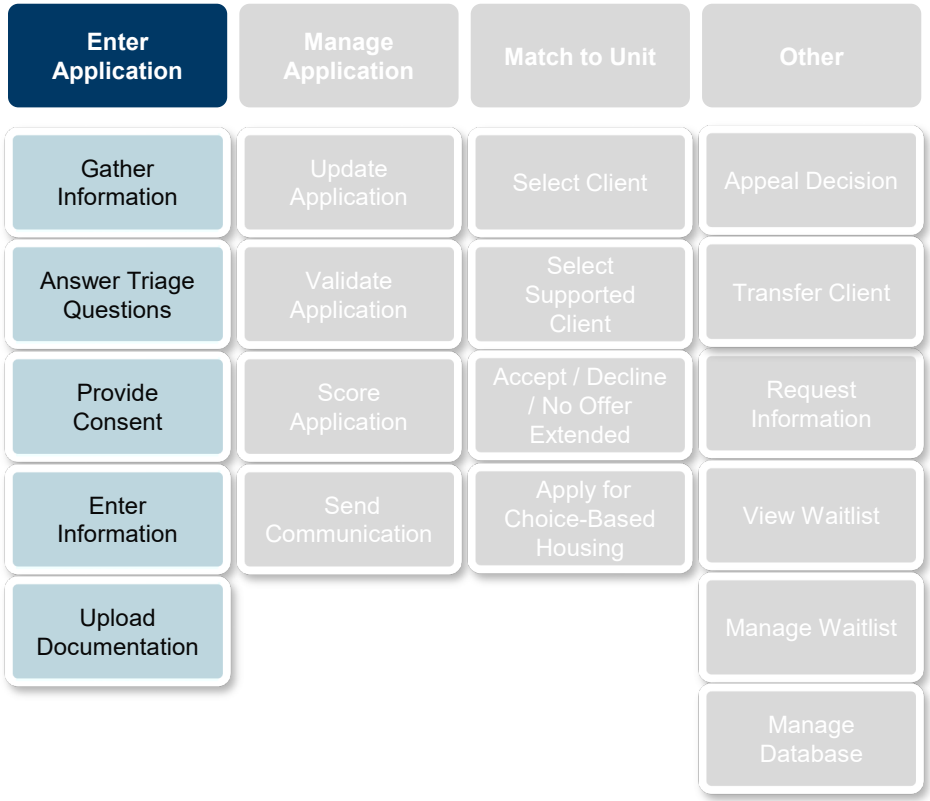
One Window – Processes (Enter Application)

Gather Information: The One Window website will host all information related to the application process and the supporting documentation needed for clients to review in advance. It will also provide information on the various One Window access channels.

Answer Triage Questions: A robust triage step will determine the clients' eligibility for non-market housing and initial path through the application form. The triage questions will allow for multiple scenarios (e.g. a client who is aged 64 could answer questions for both non-seniors and seniors-only housing).

In addition to determining eligibility for One Window, the triage step may determine other options that are appropriate for each client. For example, some clients may be eligible for housing or programs offered as part of the homeless serving system of care, which are not part of One Window. These clients will be notified of their option to access these programs through the Coordinated Access and Assessment (CAA) process.

Provide Consent: Consent to collect, use, and disclose personal information will be requested as per the Personal Information Protection Act (PIPA Act), and/or the Freedom of Information and Protection of Privacy Act (FOIP Act).



Enter Information: All information required to be housed through One Window will be entered directly into the online application form that dynamically builds as information is entered. Clients will be able to enter preferences (e.g. location, housing provider) and see how their preferences impact their housing options. Clients can submit their application through multiple channels on their own or they can go to a One Window counter, a housing provider or an agency for assistance. No matter which channel is used to submit the application, the process will be the same.

Upload Documentation: Any required supporting documentation (e.g. Notice of Assessment) will need to be scanned (if required) and uploaded to the One Window IT system. Robust system security and privacy policies will be required to protect personal information collected as part of One Window. This is especially critical for some client groups where confidentiality is paramount such as clients fleeing domestic violence.

Note: If a client is ineligible for One Window, the Intake staff will need to determine the most suitable option(s) to refer them to. This will ensure that clients are able to find the most suitable option(s) that meet their needs.

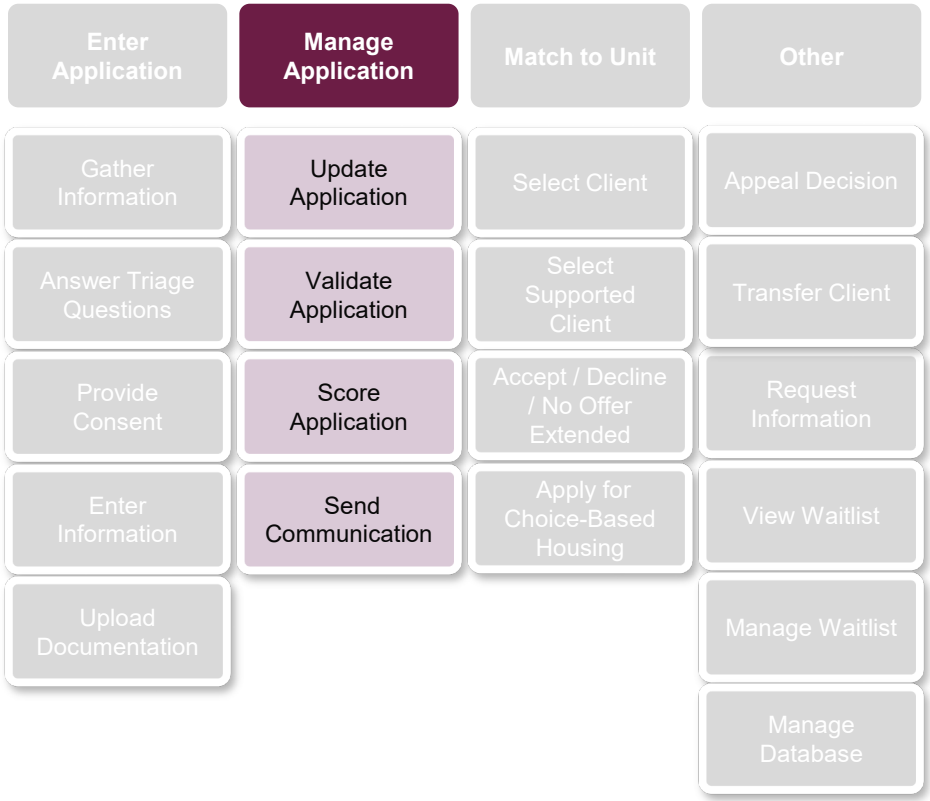
One Window – Processes (Manage Application)

Update Application: The One Window IT system will enable clients to save an incomplete application as a draft so that it can be updated at a later date. Clients will be provided with a unique identifier when they start an application. The identifier will be required to access their draft application at a later time. Clients can choose to update their application via any of the access channels. For example, an agency will be able to submit updates on behalf of clients they are working with, once consent to do so has been provided by the client.

Validate Application: The application form will be robust and will ensure that all information will be validated automatically, as much as possible, as it is entered. All remaining information (e.g. validity of supporting documents, duplicate application, verification of client relationship with a supporting agency) will be manually validated by One Window staff using a pre-defined checklist. The application will then be time-stamped.

Score Application: Scoring may be required for some applicants (e.g. those eligible for programs regulated under the Social Housing Accommodation Regulation). Once all supporting documentation has been validated, the application will go through the automatic scoring process if a client is eligible for a housing program that is regulated under SHAR. The application will then be added to the central database. If an application does not need to be scored, it will be added directly to the central database.

Send Communication: One Window will have multiple channels to communicate with clients, who can select their preferred mode of communication (e.g. e-mail, text, postal mail, third party contact, non-automated phone call).



Communications will be sent to notify clients of any updates relating to their file (e.g. changes in the status of their application, if additional information is required or needs updating) or if there is important information about One Window. If applicable, communications will also include a checklist with next steps required from the client.

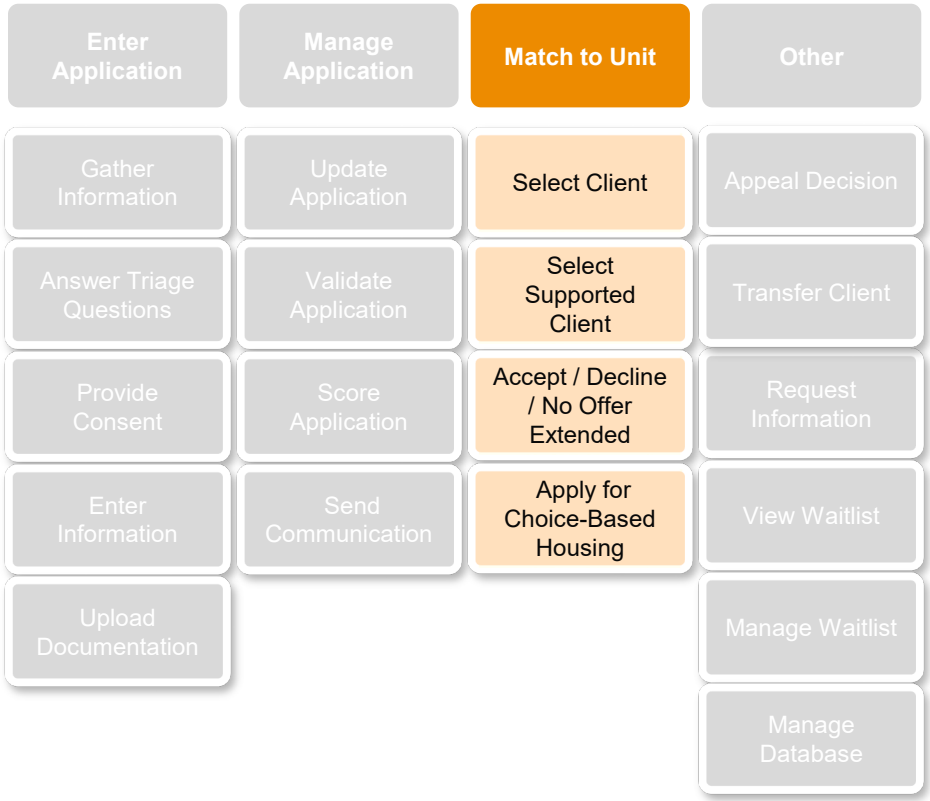
One Window – Processes (Match to Unit)

Select Client: Housing providers will only see clients on the waitlist who are eligible for their programs. Each housing provider will have a filtered view of the central database of One Window clients based on their pre-defined criteria. They will be able to further filter their customized waitlist (e.g. to search for clients who require an accessible unit). Once a client has been selected, either One Window or the housing provider (if they wish) will contact the client to verify their information. The matching of the client to a vacant unit is done by the housing provider.

Select Supported Client: Some housing providers accept clients through referrals from partner agencies. Within One Window, they will be able to select clients who have indicated that they are supported by a partnering agency. The client can indicate who can see the relationship and the agency will be able to verify if a client is supported by that agency.

Accept / Decline / No Offer Extended: When a housing provider has a vacancy, they will access One Window to view their waitlist and select a client that matches their available housing unit. The housing provider may perform additional checks that are not part of One Window. (e.g. references, credit check, interview) and then decide if they wish to extend an offer. The client will still be viewable on the waitlist for other housing providers. While the client is under interview process, their status on One Window will be shown as “Selected”.

Clients can decide whether to accept or decline a housing offer. The decision to extend, not extend, accept or decline an offer will be between the housing provider and the client and will not be a part of One Window.



Accept Offer: If the clients accepts the offer, then the housing provider will update the client’s status in One Window as "Housed“. One Window staff will then remove the applicant from all other housing providers’ waitlists. All relevant client information will be transferred to the housing provider.

Decline Offer: If the client declines the offer, they will be placed back on the waitlist and their reason for decline will be captured.

One Window – Processes (Match to Unit)

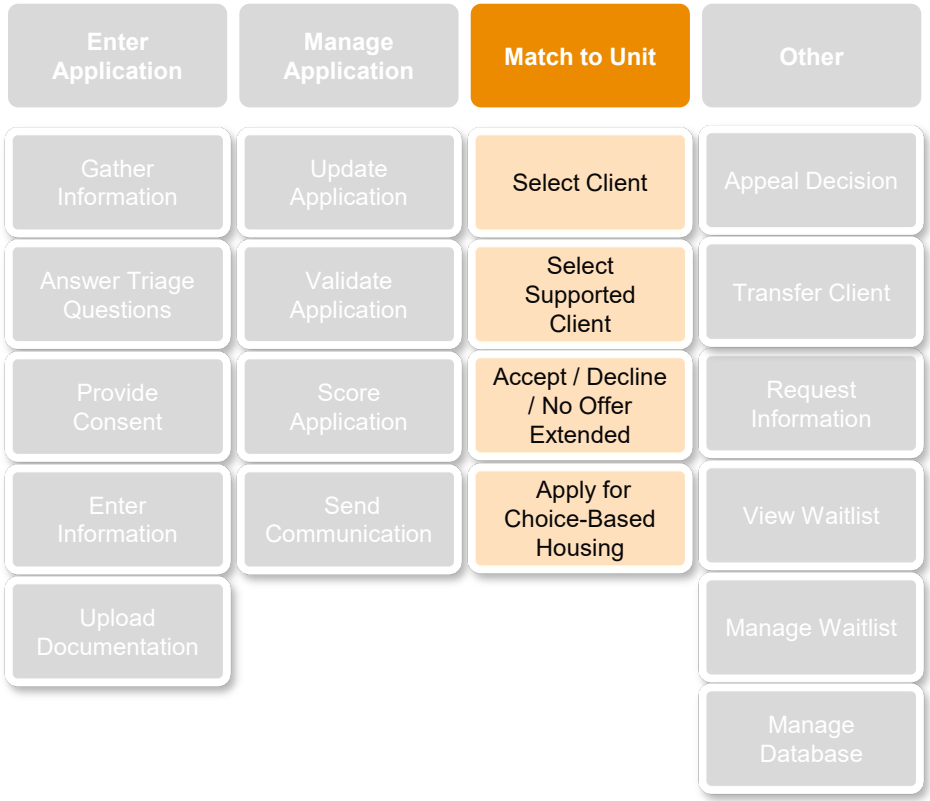
No Offer Extended: If the housing provider decides not to make an offer, the client will be informed, their status will be changed to "Waiting for Housing" and the reason for not extending an offer will be captured.

One Window will have a process to review 'decline and no offer extended' reasons and can adjust the application process, if required, to minimize similar recurrences.

Apply for Choice-Based Housing: Housing providers will be able to post an online listing with information about a vacant unit on One Window. It is envisioned that this functionality will primarily be used for near-market and hard-to-fill housing units.

A client who is currently on the central database will be able to check which units are available and apply directly for the unit.

The housing provider will view the list of applicants and select a client and follow the same process described in the previous page for selecting a client through the regular channel. Once an offer is made and accepted, then the housing provider will remove the posting.



One Window – Processes (Other)

Appeal Decision: The scope of appeals within One Window will be limited to decisions made by One Window. The process to appeal any One Window decision will be determined as part of the One Window implementation and will be established by the governing body for One Window.

For appeals related to activities outside of One Window, clients will not be able to appeal to One Window. For example, as each housing provider retains authority to offer or not offer a unit to a particular applicant, clients will not be able to appeal these decisions to One Window.

Transfers: Transfers apply to clients who are currently housed with One Window participating housing provider, and who need or want to move to another housing provider. In some cases, transfers will be required as a client's needs or household composition change over time. The process to transfer a client has been identified as a required process and will need to be determined as part of the One Window implementation phase.

Request Information: One Window will provide clients with multiple options to request information. A series of scripts and training materials will be developed to ensure consistency of responses for anyone responding to One Window enquiries. Information about an application will only be provided once the requestor's identity has been securely established.

View Waitlist: All eligible applications received through One Window will be added to a central database. Each housing provider will be able to login to One Window to view the waitlist.

Enter Application	Manage Application	Match to Unit	Other
Gather Information	Update Application	Select Client	Appeal Decision
Answer Triage Questions	Validate Application	Select Supported Client	Transfer Client
Provide Consent	Score Application	Accept / Decline / No Offer Extended	Request Information
Enter Information	Send Communication	Apply for Choice-Based Housing	View Waitlist
Upload Documentation			Manage Waitlist
			Manage Database

Each housing provider's view and access to the waitlist is a filtered version of the central database. The filters will be developed based on the criteria provided by the housing providers (e.g. housing program, type(s) of units available, whether pets are acceptable).

Each provider will be able to further filter their view (e.g. for an accessible unit depending on the type of vacancy they have at that time). Each client will be viewable by multiple agencies and housing providers on their specific waitlists. The filtered view ensures that housing providers are only viewing clients who are eligible for their housing units and who have indicated that they would like to apply to that housing provider.

Agencies will also have access to the central database, but will be limited to viewing only the clients with whom they are working with.

One Window – Processes (Other)

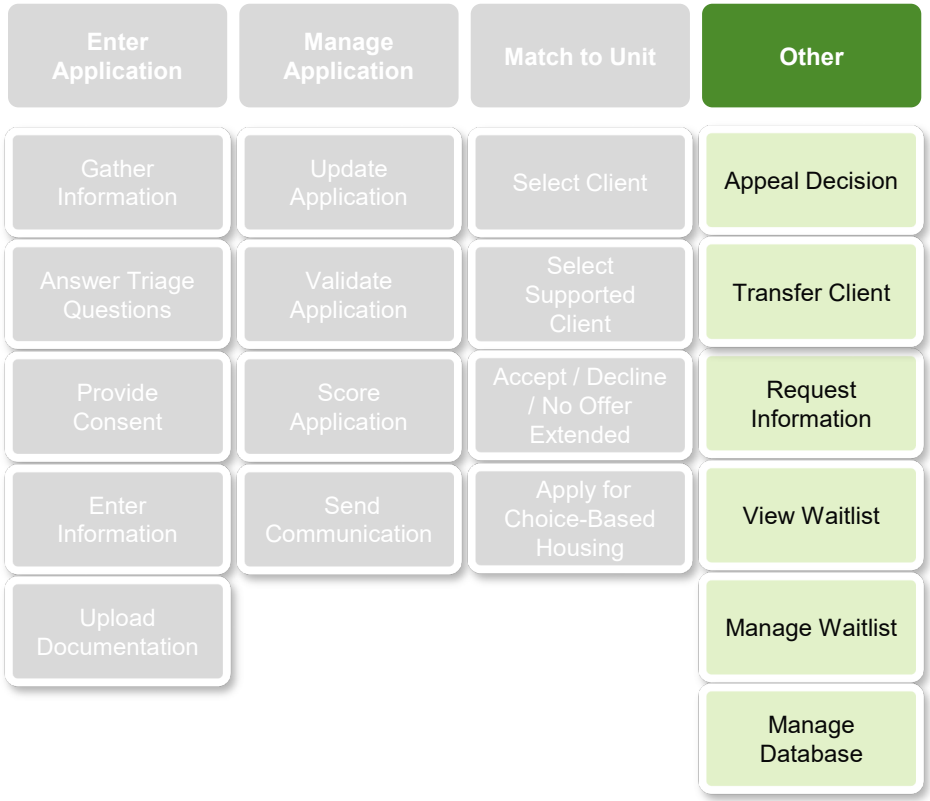
Manage Waitlist: A client will only be removed from the waitlist following validation and status update by One Window staff.

Examples include:

- A client accepts an offer from a housing provider.
- A client on the waitlist updates their information and now becomes ineligible for any housing program offered under One Window.
- A client indicates that they no longer need housing.

Manage Database in the IT System: To ensure that the client data in the database is accurate and current, One Window staff will review the database for stale applications and send out communication to remind them to update their information. Data will be saved in the database for analytics when:

- A client starts an application but never returns.
- One Window determines that a client is ineligible for any housing program offered under One Window based on responses to triage questions.
- A client declines to provide consent.
- The client no longer requires housing.



One Window – Channels

Having multiple access channels for clients is one of the key requirements for One Window. To meet this requirement, the One Window model was designed to ensure that clients will have several ways to access One Window based on their various needs (e.g. limited mobility, or need for face-to-face support).

For Enquiries
There are at least four main ways that clients will be able to contact One Window if they have questions or need information:

1. **One Window Location:** Clients can visit a One Window location and speak with Client Services staff in person. One Window could potentially contract a translation and interpreter service to provide better assistance to clients.

2. **One Window Website:** Clients can visit the One Window website to find out more information on the process, access channels, One Window location, hours, etc.

3. **By Phone:** Clients can call the One Window customer line to speak to a Client Services staff. Some examples of client enquiries include, the status of their application, how to complete the application form, and how to submit their supporting documentation.

4. **By E-mail:** Clients can e-mail their questions to a dedicated One Window email address. A Client Services staff will respond to their enquiries in a timely manner.

For Applications
There are four different ways that clients will be able to submit an application for non-market rental and/or choice-based listings to One Window:

1. **One Window Website:** Clients can visit the One Window website to access the application form through a secure portal. It can be accessed on any computer with internet access such as a public library. Clients can choose to complete the application, or save a draft version if they are missing information and come back later to complete it. They may also begin the process online and then complete the application process in person. Clients may be required to scan and upload supporting documentation (e.g. proof of income, residential status in Canada, etc.) to their online application prior to submitting the form.

2. **One Window Location:** Clients can go in person to a One Window office and seek the help of an Intake staff to assist them with completing their application. Intake staff will assist with uploading all supporting documentation and will ensure the application is complete prior to submitting the application into the One Window system.

3. **Housing Providers:** Housing providers who are part of One Window will not be required to maintain an intake counter. They may choose to provide computer access to the One Window website for walk-in clients or to assist clients with completing the application form. It is important to note that the housing providers may not have the relevant information to answer all queries from clients, and are therefore encouraged to contact One Window for any assistance.

4. **Agencies:** Many agencies currently help clients with their housing applications. If the agency chooses to continue helping clients in this area, then they will be able to assist completing applications using the One Window application form.

One Window – Location

It is recommended that One Window have one physical office location. The location should be central and office hours flexible (non-standard office hours) to cater to the diverse needs of clients.

Having a physical office location will allow clients to walk in to ask questions and to request assistance with completing and submitting their application forms. In addition, it will accommodate clients who prefer to speak with a staff member, who may not be proficient in technology, who have an English language barrier, who have impaired vision or hearing, or who may not have access to technology (e.g. computer, internet and scanner).

To increase access for clients, there is a potential for some One Window staff to be mobile and provide part-time intake support at existing locations of participating housing providers, agencies and/or other support organizations as needed.

Below are the considerations for suitable locations which were developed based on the feedback from the Client Advisory Panel and the results from the OWIC survey.

- 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

Note: The budget estimates in this report are based on an assumption of one location and may vary depending on the chosen location, which will be decided in Phase 3.

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

"The true value of One Window will ultimately be the one-on-one interactions between the client and One Window staff at easily recognized and accessible locations."

Kenneth
One Window, Client Advisory Panel Member

One Window Model – People

As shown in the organizational structure, it is recommended that a total of 13 full-time employees (FTEs) will be needed to efficiently support the operation of One Window. The number of staff and the descriptions of their roles are preliminary estimates and may be adjusted in Phase 3.

As part of One Window, there will be one Executive Director, one System Administrator, one Strategic Business Analyst and one Marketing and Communications Specialist. one Operations Manager, four Intake staff, and four Client Services staff.

The staffing roles and number of staff were calculated based on various factors.

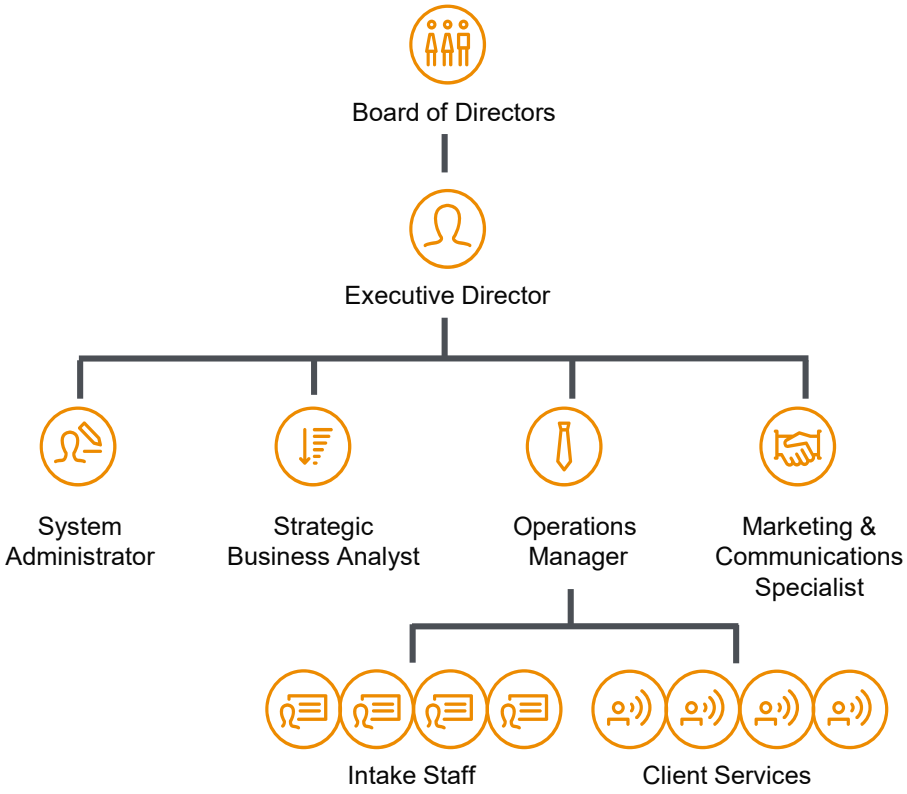
- Information gathered from the Steering Committee about their existing practices and resource requirements.
- Feedback received from the business process review workshops.
- Output from the knowledge exchange trip with the Social Housing Registry of Ottawa.

It is envisioned that the Intake staff and the Client Services staff roles will be interchangeable and it is recommended that staff rotate between these two roles to ensure knowledge sharing and reduce job fatigue. These staff will be well-trained on all of One Window's functionalities and processes and will have a thorough understanding of all the housing providers and the housing options.

Feedback from the One Window Indigenous Collaboration (OWIC) Survey

The results of the OWIC survey indicated that it is important to Indigenous clients that the One Window staff be knowledgeable, supportive, understanding and respectful of individual situations. 97% of Indigenous clients who were surveyed indicated that human interaction was important in recognizing complexity and providing assistance.

One Window Organizational Structure



"I think it is groundbreaking to have somewhere to go online or in person, and the staff who deal with it daily are well-informed about the different programs and services in Calgary."

Carma
One Window, Client Advisory Panel Member

One Window – People (Roles and Responsibilities)

The primary responsibility of each role is shown below, and a detailed explanation on the staffing resources and their roles and responsibilities is provided in Appendix G. Please note that these are preliminary roles and responsibilities and may change based on items such as the IT system's functionality and the finalized processes.

Executive Director (1 FTE)
The Executive Director will report to the Board of Directors and will be responsible for One Window and its day-to-day operations. This position will handle all human resources components including recruitment and performance reviews for all direct reports. The Executive Director would oversee financial performance including reporting, fund development activities and managing relationships with all One Window stakeholders. Other responsibilities including developing policies, procedures and processes.

System Administrator (1 FTE)
The System Administrator will be primarily responsible for managing the One Window IT system and the integrity of the data. They would also be responsible for records management and ensuring that all information is FOIP and PIPA compliant. This role would provide system access and onboarding of new staff, housing providers and agencies.

Strategic Business Analyst (1 FTE)
This specialist will be focused on capturing data and analytics to inform advocacy, policy and program changes, and housing sector change and transformation.

Marketing and Communications Specialist (1 FTE)
This specialist will be focused on strategically marketing the One Window organization to inform clients and providers of the change during the initial years. They will communicate to multiple audiences about the benefits of One Window and the housing needs and gaps of the sector. Once One Window is fully operational, this specialist will be focused on attracting a broad client base including marketing near market units, and maintaining promotional and informational materials.

Operations Manager (1 FTE)
The supervisor will handle overall supervisory duties and responsibilities of all Intake and Client Services staff. These include human resource related issues such as recruitment, performance reviews and training and development. Other responsibilities include developing protocols and safety guidelines for all client facing staff.

Intake Staff (4 FTE)
Intake staff will be the first point of contact for clients looking to apply for non-market housing through One Window. They will manage the front counter(s) of One Window and will provide assistance to in-person clients by entering or updating applications in the system.

Client Services Staff (4 FTE)
The Client Services staff are responsible for handling all enquiries related to One Window and following up with clients to keep client files up-to-date, complete and accurate.

There is potential for some staff to be mobile and provide intake support at existing locations of participating housing providers, agencies and/or other support organizations as needed.

One Window – People (Contractors)

In addition to the 13 FTEs, the roles below are expected to be filled by contractors. They will all report to the One Window Executive Director.

One Window Contractor Roles

Legal

Legal counsel will be required to provide assistance on creating the non-profit organization and setting up agreements between One Window and participating housing providers.

Given that many of the participating housing providers are Housing Management Bodies, further work will be required during the implementation phase to determine compliance requirements for government-regulated applications under the new One Window entity. This could include the One Window entity being created as a Housing Management Body and/or entering into a service agreement with the Government of Alberta to comply with appropriate sections of the Alberta Housing Act. This regulatory compliance work will be worked out with the Government of Alberta during the implementation phase.

Part-Time Accountant

The accounting function would likely be a part-time role due to the size of the organization and the accountant would be responsible for handling all finance-related tasks including accounts payable, accounts receivable, tax filings, producing financial statements, and overseeing the annual audit.

Payroll

Payroll will be outsourced to an external payroll vendor. This is advantageous due to relatively low cost and simplicity.

Other Contract Resources

Additional services that may be required such as security officers and 3rd party consultants.

One Window - Technology (Business Requirements)

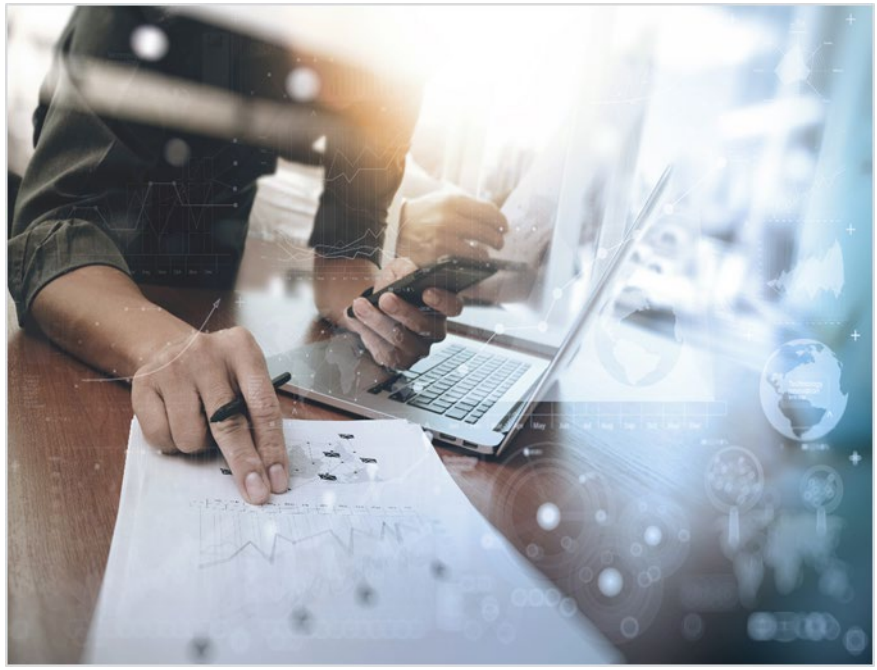
The One Window IT system (system) will be the backbone of One Window and will support its processes. This system needs to be capable of handling the application process, storing client data, scoring applications, and adding them to the database and the waitlist. Through participation in meetings with the One Window Steering Committee, Business Process Review (BPR) working group, and the Client Advisory Panel, the project team identified and documented requirements that will form the key One Window processes.

A total of 28 business requirements were identified (a few of the noted business requirements are identified below). A detailed list of the business requirements is provided in Appendix H.

- Triage applicant
- Provide consent
- Upload supporting documentation
- Inquire about application status
- Validate application
- Score application
- Send communications and notifications
- Virtual waitlists
- Match and select an applicant for housing
- Evaluate applicant for fit
- Provide choice-based rental housing
- Manage resource and support links
- Manage waitlists
- Manage housing provider / agency profile
- Produce standard reports
- View Analytics

One Window - Technology (Request for Information)

To gain a better understanding of the available software options in the market and the estimated costs for implementation and operations, a Request for Information (RFI) was issued from September 12 – October 3, 2018.



Two responses were received from vendors. Highlights of each response are provided below:

1. **Customer Relationship Management (CRM) vendor**
    - Web-based business application platform.
    - Targeted solution for sales, marketing, customer service and project automation.
    - Solution is highly configurable and extensible .

2. **Housing management software vendor**
    - Cloud-based property management and accounting platform.
    - Specializes in lease administration, recoveries, and lease management.
    - Includes a marketing and leasing solution.
    - Includes an online portal for applicants.
    - Has products geared specifically for the non-market housing sector.

The RFI responses provided valuable information and insight. There are several key takeaways and multiple areas for further considerations in the implementation phase (Phase 3).

Both solutions are viable even though neither solution met 100% of the One Window requirements.

In Phase 3, additional information will need to be captured through a Request for Proposal (RFP) process to fully understand which functionalities are feasible.

As part of a future RFP, additional information will be requested in order to clarify which functionalities will need additional customizations and configurations to meet the documented requirements. If customization is needed, then there will be an impact on costs and future upgrades.
The RFI responses both have pros and cons that could possibly be flushed out further with more specific and detailed requirements in a future RFP. For further information on these pros and cons, please refer to Appendix I.

BENEFITS OF ONE WINDOW

Client Advisory Panel Feedback on Anticipated Benefits

"Calgary has been desperately needing this for decades and I am proud to be a part of the planning of this for all Calgarians."

Carma
One Window, Client Advisory Panel Member

"One Window will help raise the transparency, accountability and ease of access."

Bohdan
One Window, Client Advisory Panel Member

"One Window will be most valuable in situations where individuals and families don't have access, knowledge or the ability to pursue the search on their own."

Kenneth
One Window, Client Advisory Panel Member

"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

"One Window, to me, needs to have someone who can help and not bounce people from place to place."

Anne
One Window, Client Advisory Panel Member

Anticipated One Window Benefits for Stakeholders

Based on the work conducted in this phase, the future One Window system is expected to achieve many of the requirements and needs expressed by clients and housing providers. The primary expected benefits include:

- **Improved Customer Service**: One Window will transform the customer experience for Calgarians who are looking for non-market housing. Clients will be able to fill out a single, dynamic application form, either through a self-serve web portal that could be accessed anywhere, or with assistance from One Window staff either in-person or over the phone. One Window could potentially contract a translation, interpreter and Text Telephone (TTY) service to provide better assistance to clients. The clients will have a single point of contact for inquiries and a single source of up-to-date information about their options and eligibility.

- **Improved Outcomes**: One Window will enable clients to be more efficiently matched with the most appropriate housing unit for their needs across all of the non-market housing supply in Calgary. Future processes include a choice-based rental system for vacant near market and hard to fill units, which is expected to make it easier for housing providers to market these units and to empower clients to make informed decisions about where they would like to live.

- **Increased Transparency:** More transparent information will be provided to clients who are waiting for housing, including real-time analytics about their likelihood of being housed and average wait time based on their particular circumstances. The application process will be more consistent and transparent, ensuring that all applications will go through the same intake and verification process.

- **Improved Sector Collaboration:** Siloed intake practices will be replaced with a formalized common process across the non-market housing sector. A shared intake process will encourage continued dialogue and better collaboration that will ultimately benefit the client.

- **New Technology:** A shared IT system will replace a number of outdated, paper-based and manual intake processes which will reduce errors and create efficiencies.

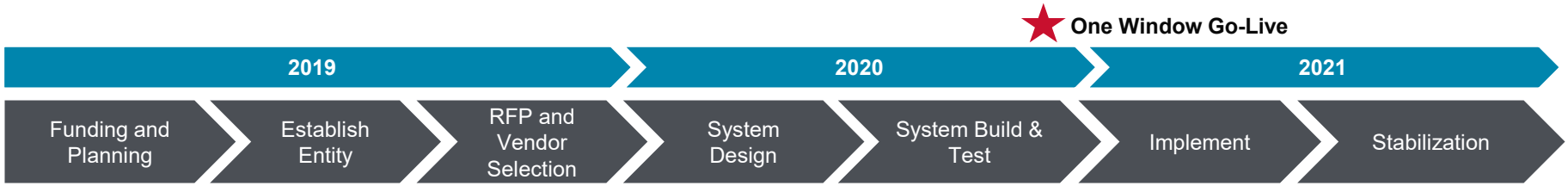
- **Increased Efficiencies:** While the primary goal of One Window is to improve the client experience, there may also be efficiencies to housing providers and agencies. Some staff of housing providers and agencies who are currently focused on intake might eventually free up time to focus on other key priorities.

- **Improved Data and Analytics:** The future One Window system will contain a wealth of new data on housing need, housing supply, preferences and outcomes for different groups of clients. This information could inform evidence-based policy, programs and investment decisions from all orders of government. It will answer questions such as:
    - Based on a centralized waitlist, what is the overall demand for non-market housing?
    - For which types of housing is there the greatest demand? Which housing types see the most frequent turnover?
    - Who is underserved by the current supply? Which populations take longest to be housed? Who is falling through the cracks?
    - What are the most frequently indicated client preferences? How can these inform housing design and programs?

PROPOSED IMPLEMENTATION PLAN (PHASE 3)

One Window Implementation Plan - Overview

In the next phase (Phase 3), many activities will need to be completed to implement and launch One Window. Certain activities such as securing funding, establishing One Window as a non-profit entity, and selecting the IT system will need to occur soon after the start of Phase 3 to ensure the timeline estimates below can be met. The timeline for implementation is estimated to take three years (see high-level timeline below).



Phase 3 will focus around the key areas outlined below:

Securing Funding and Project Planning: One Window will need funding before any work can commence. A detailed project plan will need to be built. Progress needs to be monitored and the Steering Committee / Board of Directors will be updated regularly.

Establish 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 with clear reporting lines and decision making practices. The project governance will need to be transitioned from The City to the new entity.

RFP and Vendor Selection: The IT system will be the backbone of One Window. Substantial work will be required to capture detailed system requirements, publish an RFP, evaluate the responses, find a suitable vendor, and negotiate a contract. All of these activities will have to occur prior to finalizing any processes.

System Design, Build and Test: The IT system will need to be designed, built and tested thoroughly prior to implementation.

Implement: For a successful implementation, there are two 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. Detailed information is provided under the Proposed Rollout Approach section.
- Change Management Strategy: A strong change management plan will be necessary to manage change across all stakeholders. This is critical in ensuring the success of One Window. A high level preliminary change management and marketing plan is provided under the Change Management Approach section.

Stabilization: This is necessary to ensure successful monitoring, evaluation, and issue resolution for One Window.

A detailed list of activities for each of these key areas is presented on the next page.

Implementation Plan – List of Activities

2019

Funding and Planning

- Secure funding.
- Identify project resources and define clear roles and responsibilities.
- Develop project plan.

Establish Entity

- Finalize funding agreement(s).
- Establish non-profit entity.
- Set up governance and decision matrix structure including selection of Board of Directors.
- Recruit Executive Director to lead project management activities and transition governance from The City to a non-profit entity.
- Finalize regulatory compliance requirements.
- Finalize all One Window policies, processes and business rules.
- Initiate legal and other related activities such as Board Bylaws and legal agreements between One Window and housing providers.

RFP and Vendor Selection

- Gather detailed requirements.
- Determine types of reports to be generated by the system.
- Prepare and post RFP.
- Evaluate RFP responses.
- Select vendor.
- Complete contract negotiations.

Implementation Plan – List of Activities

2020

System Design

- Finalize processes and system functionality.
- Design system based on functionalities required and processes.
- Conduct stakeholder analysis and develop change management plan and timeline.
- Recruit System Administrator and one Intake Staff .
- Finalize system rollout plan.
- Develop system evaluation plan.
- Conduct Privacy Impact Assessment.

System Build and Test

- Build system based on system requirements.
- Test system.
- Data migration of existing applications.
- Execute change management activities.
- Launch marketing campaign.
- Develop training plan and materials.
- Recruit remaining One Window staff (three intake and four Client Services staff).
- Finalize and establish location.

System Go-Live

2021

Implement

- Train users.
- Implement core system (Stage One).
- Continue change management activities.
- Continue marketing campaign.
- Begin One Window office operations.
- Start accepting applications and responding to enquiries.

Stabilization

- Troubleshoot and resolve system issues.
- Evaluate system functionality.
- Review data analytics and refine processes.
- Develop and implement add-on functionalities (Stage Two).
- Continue marketing activities.

"There is no doubt in my mind that One Window will benefit those applying for affordable housing. It needs to be appropriately promoted and easily accessible so that it targets the clients in need. It will then be up to One Window staff to guide candidates through the intake process."

Kenneth
One Window, Client Advisory Panel Member

Proposed Rollout Approach

It is recommended that the One Window IT system be rolled out in stages based on system functionality – core functionalities and add-on functionalities. Each technical requirement will be categorized as core or add-on functionality in Phase 3.

Stage One: In this stage, the focus is on building and testing only the core functionalities needed to run One Window. Once the core functionalities are ready to be rolled out, the One Window staff, housing providers and agencies will be onboarded to the system incrementally. The specific sequence and schedule of when the system will be rolled out to each organization will be determined in Phase 3.

After the core functionalities have been successfully rolled out to all One Window staff, housing providers, agencies and clients in Stage One, the focus will be on stabilizing the system by troubleshooting issues and fixing any system errors related to the core functionalities.

Stage Two: Once the IT system's core functionalities are stable, Stage Two will commence. In this stage, the team will work on building, testing and deploying the add-on functionalities. These include integration between One Window and the housing provider's existing systems.

Once the add-on functionalities are ready to be deployed, they will be rolled out to One Window staff, housing providers, agencies, and clients using a deployment sequence similar to Stage One. After the rollout, there will be a stabilization period to ensure the new functionalities are working properly.

Benefits of the Staged Rollout Approach: A staged rollout approach is recommended because:

- From a system perspective, this is the most practical and least risky rollout approach.
- After the Stage One go-live date, all stakeholders will be able to use the system.
- Training would be easier to develop because the One Window staff, housing providers and agencies will have access to the same system version.
- Since Stage One is focused only on the core functionalities needed to run One Window, the system support needed for the deployment and the stabilization periods will be more manageable.

Change Management Approach

One Window will entail significant business transformation for many organizations with impacts to processes, IT systems, and staffing. It is also important to manage client impacts and their expectations regarding the scope and purpose of One Window.

As can be expected with a project that will bring about major change, there will be challenges in implementing a new organization and ensuring that it will meet the needs of all stakeholders including clients, non-market housing providers and agencies. Housing providers and agencies will need change management support as they undergo changes to the way the manage their current internal processes. Training and communication will be key to help manage through the change. As there will be multiple stakeholders impacted by the launch of One Window, a change impact assessment will need to be completed to ensure a comprehensive understanding of how the changes will impact all stakeholders. This would then inform a detailed change plan.

While there is strong support in principle for the recommended One Window model, continued buy-in and voluntary participation will be needed for the next phase of activities. Given this, there is a need for change management to be a continued focus of the One Window project in Phase 3. Below are the critical areas of focus for the Phase 3 change management plan.

Critical Areas of Focus

Change Impact Assessment and Planning

- Identify changes and assess the impact to stakeholders.
- Align housing providers and agencies on change impacts and engage employees using clear and consistent activities.
- Develop a plan to address impacts to the stakeholder groups.
- Focus on creating a positive experience while minimizing disruption.

What is changing and how will we manage the change?

Stakeholder Engagement and Communications

- Identify stakeholder groups and understand their critical needs.
- Define communication channels for various stakeholder groups and ensure targeted messaging for each group.
- Develop consistent and tailored messages across the different groups.

Do stakeholders understand how they are being impacted by One Window?

Training

- Identify and set training requirements for key processes and systems that impact One Window staff, housing providers, agencies and clients.
- Design training programs that meet the needs of the One Window staff, housing providers, agencies and clients.
- Develop detailed training materials to support operations and ensure consistency and business continuity.

What are the training requirements needed to ensure business continuity?

Marketing One Window

A marketing plan will be developed to target multiple stakeholders with a specific focus on current and potential clients. Based on research and discussions with the Client Advisory Panel, this preliminary approach considers the complex needs of both the users of the system and the administrative support for One Window. In developing the Phase 3 marketing plan, several key components will need to be considered:

One Window Positioning: The marketing plan will position One Window as a coordinated intake process where clients are able to effectively apply for and access non-market housing through a single source – One Window. It is important to provide clear messaging to all stakeholders that One Window will not be able to solve the shortage of affordable housing supply, however, it can improve the intake process for clients. Housing providers and agencies will utilize One Window for their intake, assessment and placement processes. A coordinated intake process can also enable more Calgarians in need of affordable housing to be successfully housed. The Communications and Marketing Specialist will play a critical role in ensuring the successful marketing and promotion of One Window.

Audience: There will be a different marketing plan for each audience which includes non-market housing providers, agencies, governments, and a wide range of clients who are eligible for non-market housing, from vulnerable populations to professionals.

Getting the Word Out: A strategic communications plan will create an awareness and understanding of the One Window and the changes to the intake process. An organized, sequenced rollout of the marketing plan could include a combination of (free) public relations and paid advertising. The image below illustrates the potential avenues where One Window can be marketed.

Potential Communications Artifacts

- Pamphlets
- Posters
- Buttons
- Business information cards
- YouTube stories / client profiles
- One Window website
- Housing providers' websites

Where to Market One Window

- Housing providers and agencies
- Homeless shelters
- Libraries
- Hospitals
- Religious buildings (e.g. church, mosque)
- Municipal, provincial and federal offices (e.g. Service Canada locations)
- Street, resource and wellness fairs
- Open houses at community centres
- Calgary transit (e.g. trains, buses, train platforms)

How to Market One Window

- Digital: Social media (e.g. Facebook, Twitter)
- Traditional: Publications (e.g. Coffee News, Metro News)
- Public Relations: (free) News features in TV and newspapers
- Word of mouth

Metrics: The strategic communications plan will determine how to measure the success of the marketing activities and the return on investment for each activity. This will help to determine which activities to repeat and which ones to discontinue.

Phase 3 Resources

The Phase 3 team will be comprised of leaders and subject matter experts from housing providers as well as clients, resources from The City, and an Executive Director. The roles of the resources will be that of project execution, project management, and change management. Where appropriate, resources from Phase 2 will be engaged for Phase 3 to support knowledge transfer and continuity.

Steering Committee: The existing Steering Committee will continue to have project oversight, provide direction, support, guidance, and make necessary project decisions until the Board of Directors is established. The Board, once established, would replace and take over all of the responsibilities of the Steering Committee. The membership of the Board of Directors will be decided in Phase 3. It is anticipated that the Board may include some members of the existing Steering Committee in addition to new members (e.g. agencies, clients).

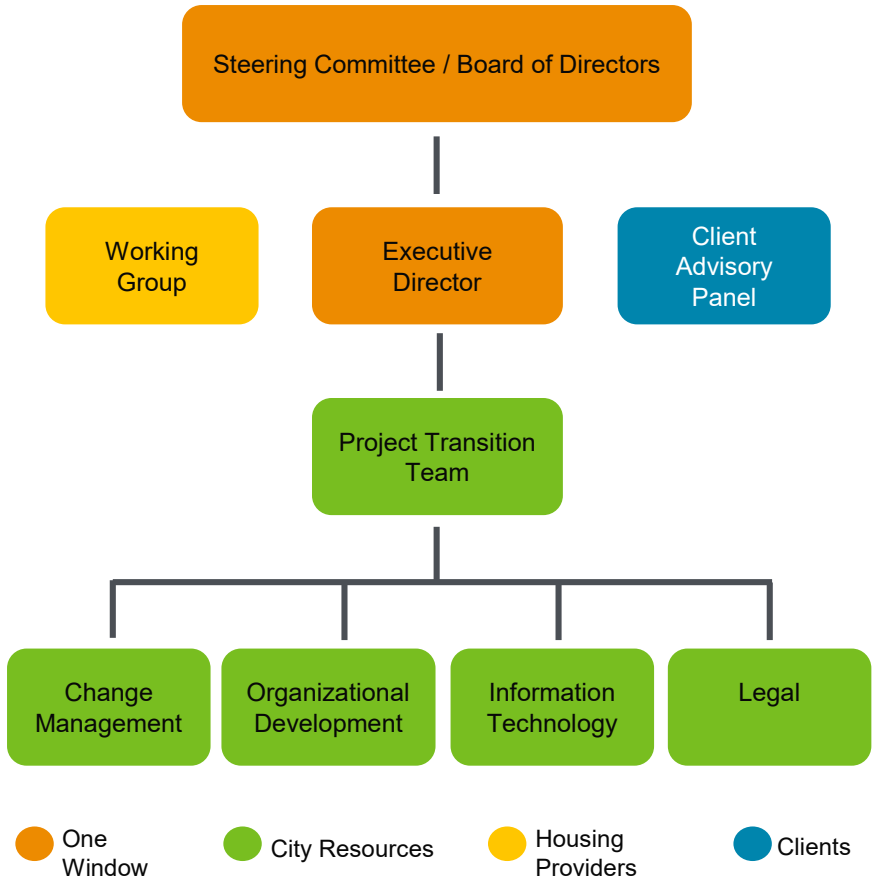
Client Advisory Panel: The Client Advisory Panel, which will be made up of current tenants or applicants, will provide input and feedback to the Project Transition Team throughout Phase 3. Their input will be from the perspective of individuals with lived experience who have navigated the housing intake process.

Working Group: The Working Group will be comprised of housing providers and agency staff members with subject matter expertise related to housing intake. These resources will provide input and feedback to the various workstreams and the Executive Director. The group will disband in 2021, once One Window is fully operational.

Project Transition Team: This team will support and oversee the overall planning and project management of Phase 3. This will include ensuring that all of the work involved is planned appropriately and that progress is monitored effectively. They will manage any gaps, identify interdependencies, mitigate risks and escalate any issues to the Steering Committee and Board of Directors or Executive Director. It is proposed that the existing project team from The City continue to take on this role in Phase 3 to ensure continuity.

Executive Director: The One Window Executive Director (to be recruited by the second half of 2019) will head the Project Transition Team and will be responsible for the implementation of the policies and executing on the direction of the Board. Once One Window is operational in 2021, any responsibilities held by The City resources in the project transition team would be transitioned over to the Executive Director.

One Window Organizational Structure



Phase 3 Resources

Workstreams: These are specialized groups focused on specific parts of Phase 3. All workstreams will report to either the Project Transition Team, or the Executive Director (once hired). The interim organization and reporting structure is provided on the right.

Change Management: This workstream will be responsible for developing the change management, communications and training plan that will be required to launch One Window. They will develop a marketing plan to ensure that all stakeholders are aware of the opportunities created by One Window to improve the intake process. Once One Window is functional in 2021, this workstream would be disbanded and the activities will be taken over by the Communications and Marketing Specialist.

Organizational Development: This workstream will be responsible for establishing the One Window entity including the One Window governance structure. They will identify and set up the One Window location and ensure that the location will be retrofitted and ready to be operational in 2021. The organizational development work will be transitioned to the Executive Director by 2021.

Information Technology: The IT workstream will be responsible for ensuring that the One Window IT system is implemented successfully. This would require identifying all of the key requirements, finding a vendor through the RFP process, negotiating with the vendor and working closely with them to roll out the system in stages. For continuity, it is proposed that City resources continue until One Window has been launched successfully and the One Window System Administrator can take over in 2022.

Legal: This workstream will need to ensure that all legal activities related to implementation are developed and completed successfully. Legal activities will include establishing One Window as a non-profit entity, establishing agreements related to funding and regulatory compliance, and establishing agreements between One Window and the many other organizations that will be participating in One Window. This workstream will be disbanded once all legal-related activities are completed and legal services will be contracted when necessary.

	Phase 2 (Design)	Phase 3 (Integration)	Permanent (2022+)
Governance	Steering Committee	Replaced by Board of Directors once established	**Board of Directors**
Project Support	Client Advisory Panel	Client Advisory Panel	N/A
	Working Group	Working Group	N/A
	Project Transition Team (City Resources)	Executive Director and Project Transition Team (City Resources)	**Executive Director**
Workstreams	Change Management	Change Management	
	N/A	Organizational Development	
	Information Technology (City Resources)	Information Technology Team (City and Vendor Resources)	**System Administrator**
	N/A	Legal	**Engage as needed**

ANTICIPATED COSTING

Implementation Costs

The estimates below identify the costs necessary to implement and launch One Window, as well as the estimated annual operating expenses (non-implementation related expenses). These are Class 3 estimates, subject to change as the project progresses. See Appendix J for an overview of The City's Estimation, Contingency and Schedule Standard. A contingency of 35% has been added to all costs.

Costs	2019	2020	2021
IT Implementation Costs			
System Implementation	495,000	1,300,000	525,000
Office Hardware (Computers)	6,000	20,000	-
Software	6,000	20,000	-
Non-IT Implementation Costs			
Retrofit	-	-	5,000
Office Furniture	-	-	30,000
Marketing	-	30,000	20,000
Project Transition Team	360,000	360,000	-
Legal and Professional Fees	25,000	5,000	5,000
Contingency (35%)	312,200	607,250	204,750
Rounded Total	1,204,000	2,342,000	790,000

*All numbers have been rounded to the nearest thousand.

Implementation Costs
These are capital expenses that are required to establish and launch One Window and can be further categorized as IT implementation costs and non-IT implementation costs. Based on the implementation plan, all implementation related expenses would be incurred in 2019-2021.

IT Implementation Costs:
The majority of the IT implementation costs center around the One Window IT system. This includes:

1. The costs associated with the RFP process in 2019 to find a vendor who will develop and implement the system.
2. Expenses that need to be incurred to design the business requirements, develop, test and implement the system in 2020 and 2021.
3. Salaries of the IT staff required to oversee the IT system implementation and any related activities.
4. Data security measures that need to be put in place.
5. Initial IT infrastructure costs such as the purchase of computer hardware, software and accessories for all One Window staff. This will be done in stages over 2019 and 2020 as staff are onboarded incrementally.

Non-IT Implementation Costs:
While the system is in development, there are numerous activities that need to be completed to support the design and launch of One Window so that it will be ready to start assisting clients with intake by 2021. These include:

1. Salaries for the project transition team, including change management. The salary costs are for the project transition team, which will consist of City resources.
2. Marketing expenses
3. Legal and professional services costs that will be incurred to establish One Window as a non-profit entity as well as the agreements between One Window and its stakeholder organizations (i.e. housing providers and agencies).
4. Cost of retrofitting the One Window office.
5. Cost of office furniture and other supplies.

Annual Operating Costs

Annual Operating Costs:
One Window is anticipated to begin operations in 2021, once the core functionalities have been rolled out of the One Window system. The first year of operations will be a crossover year (i.e. there will be both implementation costs and operating costs). Beginning 2022, the One Window system will be fully functional and all expenses going forward will be annual operating expenses. All operating costs have been categorized into IT and non-IT related costs.

IT costs:
The IT related operating costs include annual fees paid to the IT system vendor for maintenance, updates and system licensing fees. Other costs include the annual fees for other software licenses such as Microsoft, Adobe, Oracle, as well as a budget for replacing all IT hardware (e.g. computers) and for system upgrades every four years. It is anticipated that the One Window IT system would need to be upgraded every five years. The estimated IT related annual operating costs are:

Annual IT Operating Costs	2021	2022	2023	2024	2025	2026	2027	2028	2029
Computer hardware refresh every four years	-	-	-	-	26,000	-	-	-	26,000
Annual software license fees	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
One Window system maintenance, updates and upgrades	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
One Window system support (integrations, customizations)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
One Window system update every five years	-	-	-	500,000	-	-	-	-	500,000
Contingency (35%)	201,600	201,600	201,600	376,600	210,700	201,600	201,600	201,600	385,700
Rounded Total	778,000	778,000	778,000	1,453,000	813,000	778,000	778,000	778,000	1,488,000

*All numbers have been rounded to the nearest thousand.
*All IT costs have been reflected at today's value.

Annual Operating Costs

Non-IT related costs:
The majority of non-IT operating expenses will be for the salaries and benefits of the One Window staff. Additional operating costs include:

1. Salaries and benefits of all One Window employees (one Executive Director, one System Administrator, one Strategic Business Analyst, one Communications and Marketing Specialist, one Operations Manager, four Intake staff and four Client Services staff). See Appendix J for more detailed salary and benefit estimates for each employee.
2. Rent and utilities costs associated with the One Window office (e.g. heat, water, electricity, phone, internet, etc.)
3. General administrative expenses such as publications, contractors (accountant, payroll, legal, marketing) and equipment leases
4. Miscellaneous costs

All non-IT annual operating costs have been adjusted to reflect a 2.2% inflation per year which is based on the September 2018 inflation rate in Canada.[7]

Annual Non-IT Operating Costs	2019[8]	2020[9]	2021	2022	2023	2024	2025	2026	2027	2028	2029
Salaries	79,716	346,246	1,248,931	1,276,408	1,304,489	1,333,188	1,362,518	1,392,493	1,423,128	1,454,437	1,486,434
Rent & Utilities	-	-	46,968	48,002	49,058	50,137	51,240	52,367	53,519	54,697	55,900
General Admin Costs	-	-	33,091	33,819	34,563	35,324	36,101	36,895	37,707	38,536	39,384
Miscellaneous	-	-	6,404	6,545	6,689	6,836	6,986	7,140	7,297	7,458	7,622
Contingency (35%)	27,901	121,186	467,388	477,671	488,180	498,919	509,896	521,113	532,578	544,295	556,269
Rounded Total	108,000	467,000	1,803,000	1,842,000	1,883,000	1,924,000	1,967,000	2,010,000	2,054,000	2,099,000	2,146,000

*All numbers have been rounded to the nearest thousand.

7 Inflation data source: https://tradingeconomics.com/canada/inflation-cpi
8 This is the six months salary for Executive Director in 2019
9 This cost includes a full year salary for the Executive Director, the System Administrator and one Intake staff

Total Costs

The total anticipated cost for One Window is presented below. A detailed list of assumptions used to derive the costing and breakdown of both the implementation and operating expenses is provided in Appendix L.

- The total implementation costs (Capital Funding) including the operating costs for 2021 is **$7.5M**
- The average annual operating costs from 2021 to 2029 is **$3M**

Costs	2019	2020	2021*	2022	2023	2024	2025	2026	2027	2028	2029
IT Implementation Costs	684,000	1,809,000	709,000	-	-	-	-	-	-	-	-
Non-IT Implementation Costs	520,000	533,000	81,000	-	-	-	-	-	-	-	-
Annual IT Operating Costs	-	-	778,000	778,000	778,000	1,453,000	813,000	778,000	778,000	778,000	1,488,000
Non-IT Operating Costs	108,000	467,000	1,803,000	1,842,000	1,883,000	1,924,000	1,967,000	2,010,000	2,054,000	2,099,000	2,146,000
Rounded Total	1,312,000	2,809,000	3,371,000	2,620,000	2,661,000	3,377,000	2,780,000	2,788,000	2,832,000	2,877,000	3,634,000

*All numbers have been rounded to the nearest thousand.

Implementation Costs: $7.5M

Average annual operating costs: $3M

Note: As previously stated, 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.

Housing Provider and Agency Contributions

In addition to the costs represented in the budget, the successful implementation of One Window will require substantial in-kind contributions of time from staff and executive leaders of housing providers and agencies from 2019-2021. These contributions will play a critical role in ensuring that One Window is able to meet the needs of all stakeholders. It is anticipated that housing providers and agencies will contribute significant time toward the following areas:

- **Procurement, configuration and testing of the One Window IT system:** Staff from housing providers and agencies with subject matter expertise related to housing intake would be required to assist the IT workstream to define detailed requirements for an RFP. These staff would also be needed to assist with testing of the One Window IT system once it is procured. In addition, they will be a critical part of the training group. They will need to understand how to use One Window and will act as change champions and trainers for the staff in their organization.
- **Establishment of the One Window organization:** A significant time commitment will be required from executive leaders, including current members of the Steering Committee and future members of the One Window Board of Directors. Continued oversight and active participation from these leaders will be required to ensure the smooth implementation and launch of One Window as well as the continued governance of the organization.
- **Internal business transformation to align with One Window:** In many cases, implementation of One Window will entail significant change to existing processes, IT systems, and staff roles of housing providers. In order for the changes to be successfully adopted, participating organizations will need to invest time to plan and execute internal business transformation activities and ensure that it aligns with and integrates with the One Window coordinated intake process.
- **Ongoing support for One Window operations:** Housing providers and agencies will be required to support various aspects of One Window to ensure its ongoing success. This may take the form of training to ensure their staff are up-to-date on current processes and any updates to the system, effectively utilizing One Window to support clients, and keeping One Window staff updated on any changes within their organizations that may impact One Window operations.

RISK ASSESSMENT

Potential Risks

As with any project, we expect there to be some amount of risk. Based on the recommended model and implementation plan, several risks have been identified. For each risk, we have included an impact rating (low to high), the likelihood of the risk occurring (low to high), as well as a mitigation plan.

Risk	Likelihood	Impact	Mitigation
1. Housing providers may be unable to commit staff time for implementation activities.	High	Medium	• Many organizations have indicated their support in principle for this recommendation and willingness to commit staff time toward this project. The Housing provider participation represents a significant community contribution toward the success of One Window. • Updated project plans and timelines will be prepared in advance to enable housing providers to best manage their human resources and schedules.
2. One Window requires funding to be implemented and operational. Risks associated with funding include: • Adequate, multi-year funding is not secured for implementation and/or ongoing operations. • Cost overruns such as unexpected expenses and/or increased volume of applications over time.	Medium	High	• The current One Window model and budget has been designed and developed to include all of the functionalities and expenses known to-date. • A 35% contingency has been included in the budget to cover potential cost overruns.
3. The City may not approve City resources to be a part of the project transition team. This may result in loss of knowledge and could require the new One Window organization to hire contractors and/or consultants to support the implementation period, which would be more costly.	Medium	High	• Phase 1 and 2 project documentation will be shared with the contractors and consultants to reduce loss of knowledge. • Additional funding will need to be sought if contractors/consultants external to The City are required.

Potential Risks

Risk	Likelihood	Impact	Mitigation
4. The transition of governance and leadership from The City and the Steering Committee to the new One Window organization may not be effective.	Medium	High	• Board bylaws will be developed as comprehensively as possible at the onset in order to clearly define roles and responsibilities, as well as to determine the mechanisms for decision making. • Ensure that all parties will be agreeable to the Board structure and their roles. • Time and careful consideration will be needed when recruiting a qualified executive director who can successfully lead One Window going forward.
5. Housing providers may not adopt One Window	Medium	High	• Housing providers' participation is voluntary. • Change management and engagement activities are essential and will be conducted throughout the implementation phase of this project. • Housing providers could participate during the implementation phase in 2019, and/or join One Window after the start of operations in 2022.
6. One Window does not improve the client experience due to inefficient or cumbersome processes.	Low	High	• One Window model has been developed with input from multiple stakeholders including the client advisory panel. Their concerns were addressed in the model development. • One Window will develop an evaluation criteria to ensure that the vision is met and upheld. • Clients will be involved in the implementation, design and testing phase to ensure that any concerns raised can be addressed on time.

Potential Risks

Risk	Likelihood	Impact	Mitigation
7. An IT system may not be found to support the required functionality.	Low	High	• Based on the RFI responses, it seems possible that a commercial off the shelf software (COTS) may be configured or customized to meet One Window's requirements. In the event that this is not possible, a custom built option can be explored.
8. One Window functionalities do not work as required.	Low	Medium	• Develop workaround processes to ensure business continuity until the system functionalities can be fixed. • An evaluation plan, including key KPI's, will be developed to monitor the performance of the system and address any outstanding issues.
9. Stakeholders may expect immediate change and may be frustrated with the proposed timeline.	Low	Low	• Effectively set and manage realistic expectations with stakeholders related to the scope and benefits of One Window after the launch date. • The project transition team will need to provide stakeholders with regular project updates and timelines prior to launching the system and during the stabilization period after launch as part of the change management and communications plan. • Realistic benefits will be clearly stated to the stakeholders in each milestone when marketing One Window to stakeholders. These could be done using digital newsletters, posters and presentations at the staff meetings of housing providers and agencies.

APPENDICES

One Window Poem by Anne Cartledge

"Rushing around making sure to have
All that is needed to make our lives
More secure, warm and safe
Let's see how many stops need I make.

Stop one- those papers there
Stop two I pick up another form
Hopefully I can fill it and
Leave it there- future trip averted.

Do I have my documents, proof we
Exist, and that is the key word
Breathe, breathe deep, now to pack
Up the babies that must come along.

The past months have been a strain
I alone must try to fix the mess.
Here's hoping that I can get the 'pad'
It sure would help us to live not exist.

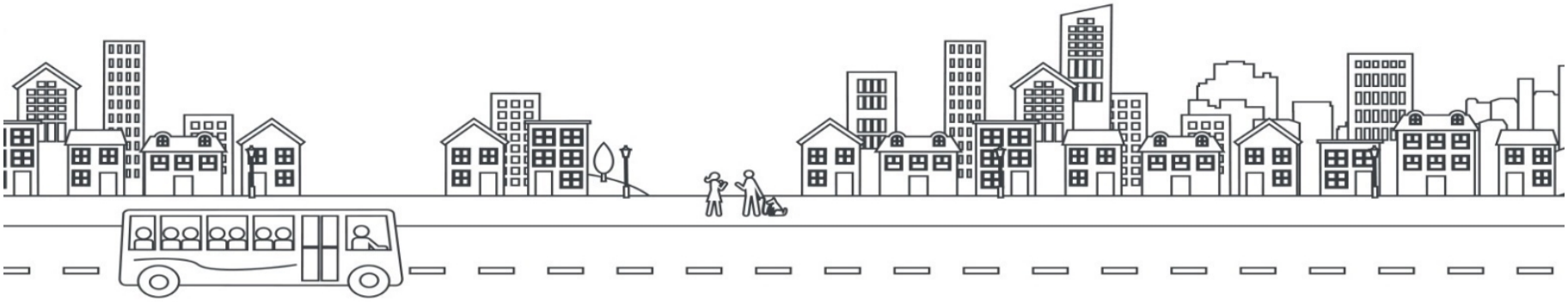
Well some success and some frustration
Why can't they be nicer – I am trying
Where to find the cash for another trip
The mission is turning into a battle.

Hush my children, soon there is food
And a chance for you to sleep
Hopefully, I can get a friend to help
I can make more headway on my own.

It sure would make it easy
To build a future some do easily
Again why must we struggle
The messages and put downs ring

In my ears, I fight them daily
Besides the screaming of my kids
I can't quit, I must go on
Why can't this be easier?"

Anne Cartledge is a member of the One Window Client Advisory Panel and a tenant of Horizon Housing Society. She is a passionate advocate of affordable housing and has spoken with many municipal, provincial and federal departments with regards to this issue.



Scope of Project

The scope of the One Window project is limited to certain segments and types of housing available. It covers only non-market affordable housing and does not include shelter beds, emergency beds or transitional housing. A detailed list of the types of housing, the programs and the sector that are in scope and out of scope is provided below. The current scope was defined in such a way to focus on the subset of stakeholders for quicker decision making and to move the project forward. However, the scope may be expanded in the future to include the other types of housing by building on the recommended One Window model.

In Scope	Currently Out of Scope

• Long-term housing that is owned and/or operated by public or non-profit housing providers and is available below market rate (non-market), including but not limited to:
  • Rent Geared to Income housing
  • Seniors Lodge Program
  • Seniors Self Contained housing
  • Near market housing
  • CHC affordable fixed portfolio
• Clients from shelter system and homeless-serving organization accessing long-term affordable housing
• Rent Supplement programs administered by Calgary Housing Company
	• Emergency, shelter and transitional units
	• Market rentals with rent supplements
	• Affordable housing operated by for-profit providers
	• Housing supports that are not attached to permanent housing units
	• Affordable home ownership operated by non-profit providers
	• Creating new housing
	• Co-operatives
	• Supportive living programs
	• Permanent supportive housing and scattered site housing available through Coordinated Access and Assessment (CAA)*

Note: CAA is the centralized intake that Calgary Homeless Foundation has developed for the homeless serving system of care. It includes intake for permanent supportive housing units, as well as scattered site housing and many programs and supports specifically for homeless and vulnerable Calgarians. The intake is primarily conducted at a centralized location, and applicant information goes into a centralized database. One Window will be the intake for other types of non-market housing. It is intended to serve a slightly different (but potentially overlapping) population and will cover housing programs that are not within CAA. The triage process will be able to determine if the client is eligible for One Window and/or for CAA.

One Window Indigenous Collaboration

The One Window Indigenous Collaboration (OWIC) is a sub-committee of the Aboriginal Standing Committee on Housing and Homelessness (ASCHH), which was created at the request of ASCHH and is led by the Indigenous community. The OWIC group conducted a survey with Indigenous clients and Indigenous serving agencies to gather insights into how "a coordinated access system would be received by the Indigenous community in Calgary." The key highlights and results from this survey were incorporated into this report and are summarized below.

Method & Approach
- The OWIC group conducted a survey and received responses from 24 staff members from 11 agencies and 35 clients from 6 agencies.

Data Analytics
- The demographics data gathered from the survey provided insights into the gaps and barriers in housing, and understanding the pathways in and out of homelessness based on the migration of Indigenous clients.
- A significant amount of data was collected, which will also inform other housing and homelessness initiatives serving the Indigenous community.

Vision
- The Indigenous agencies & clients surveyed were receptive to a coordinated intake process.
- Some survey respondents were unclear about the difference between One Window and the Calgary Homeless Foundation's Coordinated Access and Assessment (CAA).

Organization
- ASCHH has recommended and continues to recommend that there should be Indigenous representation on One Window's staff and Board of Directors.

Technology
- Most Indigenous clients surveyed are comfortable with using technology. However, they would like to have other ways to access One Window as well.

Processes
- Indigenous survey respondents reported challenging circumstances related to housing affordability and social & relationship breakdowns.
- Reference checks for Indigenous clients and credit checks for Indigenous serving agencies were identified as barriers to successfully housing Indigenous clients.

Channels
- 97% of Indigenous clients and 62% of Indigenous serving agencies who responded to the survey agreed that Indigenous clients should be able to self-refer themselves to One Window.
- Having a physical office where Indigenous clients can walk in to request assistance is highly beneficial because human interaction is important to the survey respondents. Some clients have complex situations and need additional assistance.

Location
- The majority of survey respondents prefer a central location (e.g. downtown) that is close to transit.
- The Indigenous clients surveyed also suggested other locations such as school and hospitals.

People
- Indigenous clients surveyed were split (48.6% Yes and 45.7% No) on the whether or not it was important to them that One Window staff are Indigenous.
- The majority of Indigenous clients surveyed expressed the need for One Window staff to be knowledgeable, supportive, understanding and respectful of individual situations.

Appendix D

Stakeholders

Three stakeholder groups were instrumental in the development of this recommendation: the Steering Committee, the Client Advisory Panel and the Business Process Review Working Group. Listed below are the organizations who were engaged in these stakeholder groups.

Steering Committee

The Steering Committee comprised representatives from non-market housing providers, agencies and the Government of Alberta. They represent approximately 80% of the non-market housing stock. The role of the Steering Committee was to co-design the One Window model with the project team.

- Aboriginal Standing Committee on Housing and Homeless Community Liaison
- Bethany Care Society
- Bishop O'Byrne Housing Association
- Calgary Heritage Housing
- Calgary Homeless Foundation
- Calgary Housing Company
- Gracewood Housing Group Ltd.
- Government of Alberta, Alberta Seniors and Housing
- HomeSpace Society
- Horizon Housing Society
- Norfolk Housing Association
- Silvera for Seniors
- The Mustard Seed Society
- Trinity Place Foundation of Alberta

Client Advisory Panel

This panel comprised clients from several Steering Committee member organizations. Their role was to provide the project team with feedback on the design of the One Window model.

- Bethany Care Society
- Bishop O'Byrne Housing Association
- Calgary Heritage Housing
- Calgary Homeless Foundation
- Calgary Housing Company
- Gracewood Housing Group Ltd.
- HomeSpace Society
- Horizon Housing Society
- Norfolk Housing Association
- The Mustard Seed Society
- Trinity Place Foundation of Alberta

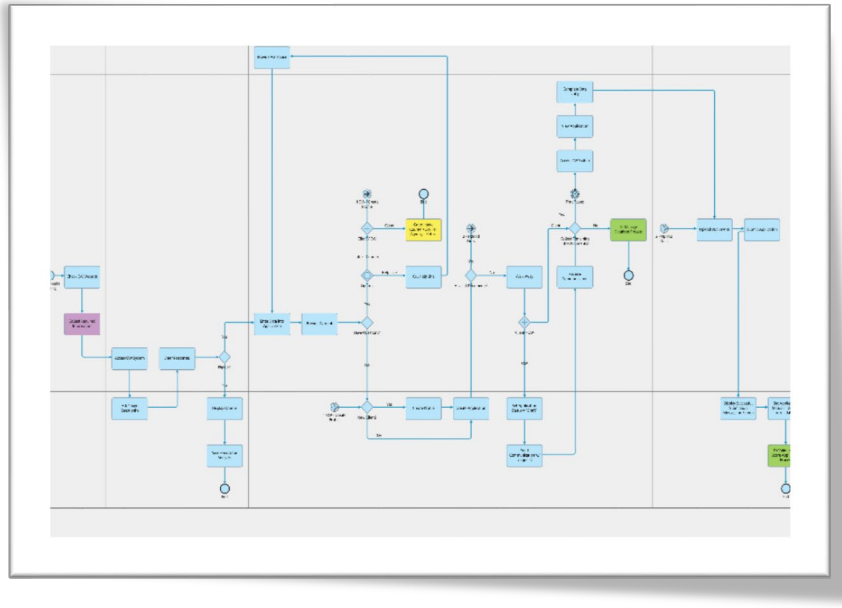
Stakeholders

Business Process Review (BPR) Working Group

This working group comprised of representatives from 16 non-market housing providers and agencies. Their role was to provide the project team with business knowledge and expertise on the intake process, share best practices to ensure the One Window future state is based on the best of all organizations, and provide feedback on workflow, assumptions and other process-related items.

The list of organizations involved in the BPR working group is presented below. A sample of the process maps developed from these workshops is provided on the right.

- Aboriginal Standing Committee on Housing and Homeless Community Liaison
- Aspen Family Services
- Bethany Care Society
- Bishop O'Byrne Housing Association
- Calgary Heritage Housing
- Calgary Homeless Foundation
- Calgary Housing Company
- CUPS Calgary
- Gracewood Housing Group Ltd.
- HomeSpace Society
- Horizon Housing Society
- Kerby Centre
- Norfolk Housing Association
- Silvera for Seniors
- SORCe
- Trinity Place Foundation of Alberta



Comparison of One Window Against Other Jurisdictions

		One Window Operating Model	Toronto Housing Operating Model	BC Housing Registry Operating Model	Social Housing Registry of Ottawa Operating Model
Organization	Ownership	Non-Profit Entity	City of Toronto	Provincial Government	Non-Profit
	Housing Provider Membership	Voluntary	Legislated	Voluntary	Legislated
	Staff	13	40	18	12
	No. of housing units	N/A (Approx. 16,000)	90,000 units	40,000 to 50,000 units	22,000 units
	No. of applicants housed per year	N/A	3,000	1,800 to 2,000	1,500 to 2,000
	No. of applicants on waitlist	N/A	96,828 (active applicants)	19,060	10,527 (rent-geared to income applicants only)
Process	Waitlist	The clients are added to the waitlist based on scoring (if applicable) and based on eligibility for non-scoring	The clients are added to the waitlist chronologically.	The waitlist of clients can be sorted chronologically, by category of need, and by a needs-based point score system.	The clients are added to the waitlist chronologically. In Ontario, the provincial and municipal governments may set additional priorities and any applicants under this would follow a separate process.
	Match-to-Unit	Housing providers select client from waitlist and contact them directly to screen and interview before making a decision on extending an offer.	Housing providers select client from waitlist and contact them directly to screen and interview before making a decision on extending an offer.	Housing providers select client from waitlist and contact them directly to screen and interview before making a decision on extending an offer.	Housing providers select client from waitlist and contact them directly to screen and interview before making a decision on extending an offer.

Comparison of One Window Against Other Jurisdictions

	One Window Operating Model	Toronto Housing Operating Model	BC Housing Registry Operating Model	Social Housing Registry of Ottawa Operating Model
Access Channels	Multiple access channels including online, in person at One Window office, through agencies and housing providers.	Multiple access channels including online, in person at the office, fax, mail, email or through community partners, shelters and housing help centers.	Multiple access channels including online, in person at a BC Housing office, fax, mail, or through an access point (applications forwarded to registry.)	Multiple access channels including in person at the office, mail or by dropping off an application with a housing provider (applications forwarded to registry weekly). No fax in applications are accepted.
Technology	To be determined based on RFP results. Clients have access to login to the system to update their applications.	Proprietary system that was custom built in house. Clients have access to login to the system to update their applications.	Proprietary system that was custom built in house. Clients do not have access to login to the system to update their applications. Housing providers have access to the system and can directly update information in the database for applicants.	Customized Lotus Notes System. Clients do not have access to login to the system to update their applications. They can call, walk in or send written communication to update file.
Annual Operating Budget	$3M	$4.5M - $5M	Unknown (not tracked separately from other programming)	<$1m

Comparison of Operating Models Considered

Over the course of Phase 2, the project team worked with the Steering Committee to develop the optimal operating model. Throughout that time, three primary models were developed and further reviewed for consideration. A comparison of the three models is provided below:

	Non-Profit Entity Owned and Operated (Recommended Option)	Housing Provider Owned and Operated	Network Model Distributed Operation
Summary	• One Window will be established a separate non-profit entity with it's own Board of Directors and employees.	• One housing provider would take ownership of the One Window's responsibilities in addition to their organizational responsibilities. They would be responsible for providing the staff to operate One Window's service offerings.	• The clear owner of One Window was not finalized in this structure. However, the staff will be existing staff of the housing providers who will be seconded to One Window. Some housing providers may need to provide more staff than other providers due to the difference in scale of the different housing providers
Ownership	• Centralized control over program by non-profit entity. • Roles and responsibilities are clearly defined. Board of Directors makes all critical decisions regarding One Window.	• Centralized control over program by housing provider. • Advisory Committee may not have sufficient authority and control over One Window.	• Advisory Committee may not have sufficient authority and control over One Window. • Some decisions would be retained by the IT system owner.
Staff	• Clear reporting lines for Staff. All Intake and Client Services staff report to the Operations Manager. All other roles report directly to the Executive Director who reports to the Board of Directors.	• Staff will report to Manager who reports to the housing provider. • This could lead to less representation and influence for other housing providers.	• Many housing providers indicated that they are unable to allocate staff resources to One Window . • One Window staff likely to be seconded from 2 or 3 largest organizations.
Staff Availability	• NPO must compete directly in the labour market to fill necessary positions to run the One Window program.	• Housing provider must have adequate staff to allocate to the One Window program or have confidence in its ability to recruit the necessary staff.	• Housing providers could pull out of the program or divert staff to respond to other priorities, leading to staffing disruptions and organization instability for One Window.
Clarity of Roles	• Staff are employed by One Window entity. • Clear roles and responsibilities across the organization and program.	• If appropriately structured within a Housing provider, the One Window team would have clarity in their roles and responsibilities.	• Unclear reporting lines for staff dedicated to One Window. They will have to report to the One Window Manager, as well as to their respective organizations. There could be additional challenges for unionized staff.

Comparison of Operating Models Considered

	Non-Profit Entity Owned and Operated (Recommended Option)	Housing Provider Owned and Operated	Network Model Distributed Operation
Training	• Training can be planned effectively and efficiently to ensure all staff are adequately and uniformly trained on processes and procedures.	• Training can be planned effectively and efficiently to ensure all staff are adequately and uniformly trained on processes and procedures.	• Uniformity in training might not be possible as staff are seconded from multiple housing providers and are based at various locations.
Costing	• All One Window central costs are clearly defined and charged to the One Window budget.	• All One Window related costs including salaries, rent, etc. will need to be charged back by the housing provider to the One Window budget. • Potential for One Window staff to be pulled into other non One Window related tasks but their costs are charged back to One Window leading to inefficient spending.	• All One Window related costs including salaries, rent, etc. will need to be charged back by the housing providers to One Window budget. • Chargeback methodology requires effort and involves complexity to accurately capture various costs and value in-kind contributions that need to be included and paid to a variety of providers. • Potential for One Window staff to be pulled into other non One Window related tasks but their costs are charged back to One Window leading to inefficient spending.
Governance	• The non-profit entity can focus on One Window's growth and strategic direction.	• One Window's strategic growth and plan will need to be included in the mandate of the housing provider leading to uncertainties on whether they can focus on One Window's growth.	• Strategic growth of One Window is not clearly defined and the Board of Directors may not have sufficient authority.

Resourcing – Roles and Responsibilities

Executive Director (1 FTE)

- Oversight of all One Window day-to-day operations
- Reports into the Board of Directors
- Conducts performance reviews of all direct reports
- Oversees recruitment and other human resources related activities for all direct reports including, salary adjustments, benefits etc.
- Manages the financial performance processes including, budgeting, tracking, and forecasting
- Manages contract roles (e.g. payroll, IT support, accounting)
- Handles all relationships with vendors including printer/photocopier contracts
- Resolves complex client issues
- Responsible for the development and implementation of policies and procedures (operations)

Strategic Business Analyst (1 FTE)

- Reports to the Executive Director
- Captures data and analytics to help inform policies and program changes
- Develops and monitors data quality metrics to drive the organization forward
- Turns data into valuable insights by leveraging creative solutions to inform sector transformation
- Provides reporting and analytics data to key stakeholders
- Provides statistical and analytical support to key stakeholders, managers, and executives by creating regular and ad-hoc reports
- Works with System Administrator to onboard new housing providers/agencies

System Administrator (1 FTE)

- Reports to the Executive Director
- Acts as the first point of contact for One Window IT system users to resolve system related issues
- Onboards new housing providers/agencies to the One Window application
- Provides login access for One Window staff and deactivation of staff that have left
- Manages and updates website
- Ensures data integrity of all applications and handles records management
- Manages client files including deactivation of stale client files

Marketing and Communications Specialist (1 FTE)

- Reports to the Executive Director
- Markets and promotes One Window to its stakeholders
- Updates One Window stakeholders on any changes at One Window including policies, functionalities etc.
- Promotes the benefits of One Window and how it addresses the gaps in the current affordable housing intake processes
- Updates and maintains all promotions and informational materials
- Attracts a wide range of client pool for affordable housing and near market housing
- Prepares all marketing events and materials

Resourcing – Roles and Responsibilities

Operations Manager (1 FTE)

- Reports to the Executive Director
- Oversees and manages all Intake and Client Services Staff
- Handles all human resource functions for Intake and Client Services staff including recruitment, performance reviews, training and development.
- Manages resource planning, approves leave and manages vacation coverage to ensure sufficient staff presence to provide an acceptable level of service to clients
- Provides safety and security related training for all client facing staff

Client Services Staff (4 FTE)

- Reports to the Operations Manager
- Validates all application and supporting documents to ensure completeness
- Follows-up with clients who have incomplete applications, incorrect information and stale applications
- Communicates with clients once their application has been received and/or when added to a waitlist
- Responds to enquiries from clients, housing providers, agencies etc.
- Directs ineligible clients to other resources better suited to meet their needs
- Updates information on brochures, pamphlets and directories, and provides other marketing support as needed

Intake Staff (4 FTE)

- Reports to the Operations Manager
- Assists clients with submitting and updating applications into the One Window System
- Validates information when entering application on behalf of clients
- Responds to enquiries from walk-in clients (e.g. what options are available, timeline expectations, waitlist status)
- Directs ineligible clients to other resources better suited to their needs

Business Requirements

The requirements outlined in this Appendix represent the needs noted in the One Window Phase 2 analysis including, meetings with the One Window Steering Committee, working group, and the Client Advisory Panel. The project team identified and documented the requirements that support the One Window processes and align with the One Window vision. A total of 28 business requirements were identified and are provided in the next pages.

During implementation, after One Window policies, processes and business rules have been defined, additional business requirements may need to be identified.

PRIORITY
The requirement priorities have been assigned based on the prioritization method below. This method is used to focus on the most important requirements.

Must Have	Requirements labeled as 'Must Have' are critical to the current delivery time box in order for it to be a success. If even one 'Must Have' requirement is not included, the project delivery should be considered a failure (note: requirements can be downgraded from 'Must Have', by agreement with all relevant stakeholders; for example, when new requirements are deemed more important). MUST can also be considered an acronym for the Minimum Usable SubseT.
Should Have	Requirements labeled as 'Should Have' are important but not necessary for delivery in the current delivery time box. While 'Should Have' requirements can be as important as 'Must Have', they are often not as time-critical or there may be another way to satisfy the requirement, so that it can be held back until a future delivery time box.
Could Have	Requirements labeled as 'Could Have' are desirable but not necessary, and could improve user experience or customer satisfaction for little development cost. These will typically be included if time and resources permit.
Won't Have	Requirements labeled as 'Won't Have' have been agreed by stakeholders as the least-critical, lowest-payback items, or not appropriate at the time. As a result, 'Won't Have' requirements are not planned into the schedule for the delivery time box. 'Won't Have' requirements are either dropped or reconsidered for inclusion in later time boxes. (Note: Occasionally, the term 'Would Like' is substituted for 'Won't Have' to give a clearer understanding of this choice).

Business Requirements

Number	Requirement	Requirement Details/ Additional Information	Priority
1	Provide One Window information for applicants and agencies	Applicants and agencies need to be provided with information regarding the services provided by One-Window, and what the eligibility criteria is. It should set expectations around the process, provide application requirements, and other resources available outside of One-Window.	Must Have
2	Triage applicant	Specific criteria determines One Window eligibility regardless of type of housing needed. The system should validate the data entered to determine eligibility. If the applicant is not eligible, the user should be directed to other resources and supports available. If eligible, they should be moved through the application process.	Must Have
3	Provide consent	Consent will be required based on FOIP and/or PIPA requirements. There are two types of consent that will be needed: To collect and share data to housing providers and selected Agencies; For another person or agency to "Act on Behalf" of the applicant.	Must Have
4	Submit housing applications	Applicants will need to be able to submit online applications. Agencies, Housing Providers, or One-Window agents will need the ability to submit applications online on behalf of an applicant. By submitting an application, the user creates an Applicant profile. Although the application may be long and complex, it must be presented to the applicant in a simple format that is easy to navigate and provides helpful resources along the way.	Must Have
5	Upload supporting documentation	Applications need to be supported by documents verifying the data provided. The supporting documents need to be maintained as part of the application.	Must Have
6	Inquire about application status	Application data and status should be accessible to applicants and those working with consent on behalf of an applicant.	Must Have

Business Requirements

Number	Requirement	Requirement Details/ Additional Information	Priority
7	Review and update application / profile information	Updating of application information should be allowed regardless of the application status. It is critical that application and/or profile data remain current. Therefore, the applicants need the ability to review and update their application/profile.	Must Have
8	Validation of application	Data submitted in an application needs to be validated for integrity and completion.	Must Have
9	Score applicant	When applicable, the applicant needs to be scored. Scores determine priority placement on the Master Waitlist.	Must Have
10	Send communications and notifications	One Window will communicate with the applicants/tenant using their preferred method of communication. As part of the workflow, notification may also be sent to Supporting Agencies and housing providers.	Should Have
11	Virtual waitlists	For every application submitted to the One Window System, an entry will be made to the virtual Master Waitlist. The subsets of the Master Waitlist are what Housing Providers and Agencies will see based on matches from the Applicant's submitted information to the configuration of each Housing Provider or Agency.	Must Have
12	Match and select an applicant for housing	When a rental unit becomes available, the Housing Providers need to be able to select applicants from their View.	Must Have
13	Evaluate applicant for fit	When an applicant is selected as a match there are many processes that must be completed outside of the One Window system. Once those have been completed, the applicant status must be updated within the One Window system.	Must Have

Business Requirements

Number	Requirement	Requirement Details/ Additional Information	Priority
14	Provide choice-based rental housing	Choice-based housing provides alternate choices to applicants that may be on the higher end of the program cap, therefore resulting in a lower score and less likely to be housed. The choice-based rentals are at the near market rents or just below. Availability to rent will only be given to applicants that qualify through the One Window program.	Should Have
15	Applicant / tenant requests transfer	Transfers that will be processed through One Window will include those due to the following: • Housing need change - over/under housed or medical/accessibility needs (high priority) • Tenant preference (low priority)	Should Have
16	Provide information when requested	When the identity of an requestor has been securely established, certain information may be provided based on predefined scripts. Understanding who is making the request, what they are requesting and why are they requesting it will be critical in determining the success of the information provided online and the simplicity of the process.	Could Have
17	Agencies view of waitlist	Both referring and supporting agencies need their own sub-set of the waitlist to help provide their services to their clients.	Must Have
18	Manage resource and support links	The website will include useful information and links to other resources. This information must be maintained and kept relevant.	Should Have
19	Manage One Window application configurations	Global configurations based on One Window business rules and policies.	Must Have
20	Manage waitlist	One Window staff will need to maintain the master waitlist.	Must Have

Business Requirements

Number	Requirement	Requirement Details/ Additional Information	Priority
21	Manage housing providers	The One Window System Administrator will need to maintain the list of housing providers participating in the One Window program.	Must Have
22	Manage agencies	The One Window System Administrator will need to maintain the list of agencies participating in the One Window program.	Must Have
23	Manage agency profile	Each agency (referring or support) is a unique and separate entity and will be required to maintain their own profile that defines, within One-Window, what they do and who they support.	Must Have
24	Establish and manage agency / applicant relationship	The relationship between the agencies and applicants needs to be established and maintained.	Must Have
25	Manage housing provider profile	Each housing provider is a unique and separate entity. Each needs to define what type of housing they provide, what government mandate they must follow, and any other considerations for housing applicants.	Must Have
26	Produce standard reports	One Window and housing providers produce standard reports. Reporting requirements will be further defined during implementation analysis.	Must Have
27	Ad-hoc queries	One Window and housing providers need to be able to run ad-hoc queries.	Must Have
28	View analytics	One Window and housing providers should be able to view standard metrics. Metrics are essential for determining the success of the program and planning for the future.	Must Have

RFI Response Assessment – Pros and Cons

The table below summarizes the pros and cons of RFI responses from both vendors.

Requirements	Vendor	Pros	Cons
Match to Requirements	Client Relationship Management	• Highly Configurable. • Partner “Add-ons” can provided additional requirements when needed. • Powerhouse application.	• “Add-ons” may require additional contracts or licenses. • Adds complexity. • Can be “clunky” to the end users. • Starting from scratch. • Changes may require specialized skill sets.
	Housing Management Software	• Built specifically for housing providers needs. • Data elements and reporting may be pre-defined. • Vendor understands the industry.	• May be less flexible. • May be too specialized. • The focus on the vendor’s software is different than the One Window focus.
Solution type, Implementation and Updating	Client Relationship Management	• No hardware requirements. • Relatively quick to implement.	• Vendor has no industry Subject Matter Experts (SMEs). • Vendor cannot provide best practices. • Requires very well defined requirements and business rules. • Administration requires specialized/trained skillsets. • Maintenance model not defined. • Customizations may cause issues with upgrades. • Training would have to be developed.
	Housing Management Software	• No hardware requirements. • Should have SMEs assisting with implementation • Can provide best practices. • Vendor does upgrades.	• Customizations, if allowed, may cause issues with upgrades. • May need customizations or “add-ons” to fulfill all requirements.

Estimation, Contingency and Schedule Standard

The One Window cost estimates currently fall under Class 3 estimates. The below table has been sourced from The City's Corporate Project Management Framework.

Class	Description
Class 5 Order of Magnitude	• Generally prepared based on very limited information and often based on judgement and/or experience • Expected variance is -50% to +100% • Developed to understand the magnitude of the costs involved in achieving the project
Class 4 Conceptual Design	• Generally prepared based on conceptual or feasibility studies, considering project options and known constraints • Expected variance is -30% to +50% • Developed to aid in defining the detailed project scope
Class 3 Preliminary Design	• Generally prepared based on preliminary design information. At this stage, project assumptions and constraints have been defined and detailed design is underway. • Expected variance is -20% to +30% • Developed to verify project scope and establish the basis for project cost/schedule control
Class 2 Detailed Design	• Generally prepared based on detailed design information. At this stage, detailed design has advanced. • Expected variance is -15% to +20% • Developed to verify project scope and establish the basis for detailed project cost/schedule control
Class 1 Final Design / Pre-Tender	• Generally prepared based on final design information. At this stage, detailed design is complete. • Expected variance is -10% to +10% • Developed based on finalized project scope, to confirm the sufficiency of funding for the project prior to tender and/or project execution • Provides the basis/background necessary for detailed negotiation and cost reconciliation with any bidder and/or contractor

Salaries and Benefits of One Window Employees

Salaries and Benefits of One Window Employees: The salaries of the employees were calculated based on market research, The City's salary guide and information from the Social Housing Registry of Ottawa. The salaries also include a benefits component which is calculated at 30% of the base salary.

Role	Proposed # of FTE	Estimated Salary	Benefits (30%)	Estimated Costs	Total Cost
Executive Director	1	120,000	36,000	156,000	156,000
System Administrator	1	75,000	22,500	97,500	97,500
Strategic Business Analyst	1	75,000	22,500	97,500	97,500
Marketing and Communications Specialist	1	75,000	22,500	97,500	97,500
Operations Manager	1	75,000	22,500	97,500	97,500
Intake and Client Services	8	60,000	18,000	78,000	624,000
				Total:	**$1,170,000**

Cost Details

IT Implementation

These are the expected costs and related assumptions related to building, testing and implementing the One Window system.

- Based on the RFI, the One Window system will likely be a commercial off-the-shelf IT solution and will be based on the documented One Window requirements.
- The assumption is that the system will be a cloud-based system.
- The costs for 2019 to 2021 will include the costs related to the Request for Proposal, conducting a more thorough business process review, building the system (core and add-on functionalities), and system upgrades and resolving system deficiencies.
- All functionalities should be rolled out by the end of 2021 so that One Window is fully functional by 2022.
- System development (IT vendor cost), system analysis and other related costs are included.
- IT hardware (e.g. computers, servers, etc.) and software licensing is based on 13 FTEs.
- One Window implementation technical FTEs, vendor implementation FTEs, and One Window technical support FTEs.
- Records management and data transfer – all existing applications need to be transferred into the new One Window system and added to One Window waitlist.

Non-IT Implementation

These costs are required to launch One Window and are expected to be one-time non-IT implementation expenses. These include:

- Legal and professional fees
    - Incorporate the organization.
    - Any registrations or licenses required.
    - Set up bank accounts and cost centres
- Design of logo and letterhead, and develop brand templates.
- Design of all marketing materials including launching and updating website and any publications (brochures etc.).
- Change management events and activities (Open house, etc.).
- Training of all staff on the new One Window system and processes.
    - Salary for trainer and subject matter expert who will be leveraged to conduct the training.
    - Salaries for staff being trained.
    - Other expenses include training material, room bookings, etc.
- Salaries of the implementation team (project manager and any additional staff if needed) to oversee the launch of One Window including change management activities.
- Office furniture (tables, chairs, filing cabinets, etc.).
- Costs to rent at least one office space and to retrofit it.

Cost Details

IT Annual Operating Costs	Non-IT Annual Operating Costs
These are expenses expected to be incurred from 2021-2029 and includes all operating expenses which recur every year. These include: • System maintenance. • Yearly vendor maintenance and support fees. • All IT hardware (computers, servers, etc.) will need to be refreshed every 4 years. • Software licenses (e.g. Office productivity software) will be renewed every year. • Upgrades to the One Window system expected every 4-5 years.	These are non IT costs required for One Window to operate and are expected to be annual costs. These include: • Salaries and benefits for 13 FTE One Window staff. The salary estimates were based on The City and the Social Housing Registry of Ottawa compensation guides. • Marketing expenses. • Rent and utilities for One Window locations (based on market research). • Part time accountant and payroll service provider fees and any legal fees if applicable. • Telecommunications (internet, telephone). • Equipment leases (photocopier etc.). • Office supplies (stationery). • Ongoing marketing expenses (Website updates). • Miscellaneous costs (travel, allowances, etc.).