

**Community Services Report to  
Priorities and Finance Committee  
2018 October 30**

**ISC: UNRESTRICTED  
PFC2018-1181**

**One Window Phase Two Update - Deferral**

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**EXECUTIVE SUMMARY**

In 2017 June, Council directed Administration to proceed with Phase Two of the One Window initiative to create a coordinated intake process across over 60 non-market housing providers in Calgary. Phase Two is a design phase with the overall objective of advancing the project to be ready for implementation. Council directed Administration to report back through the Priorities and Finance Committee no later than Q4 2018. This report requests a deferral of the Phase Two report until Q2 2019.

Throughout Phase Two, Administration has been collaborating very closely with executive leaders and staff of over 15 non-profit housing providers and social service agencies. To ensure that there is sufficient support in the community to implement a One Window system, Administration requests additional time to circulate the Phase Two recommendations to housing providers' Boards of Directors at their scheduled meetings in Q1 2019. This will enable Administration to better understand which partners are prepared to offer organizational support and potentially participate in a future One Window system. This information constitutes a critical success factor for the project and will be included as part of the report to Council in Q2 2019.

**ADMINISTRATION RECOMMENDATION:**

That the Priorities and Finance Committee recommend that Council defer Administration's One Window Phase Two Update report to no later than Q2 2019.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2017 June 26, Council directed Administration to proceed with the next phase of implementation for a One Window coordinated intake process and report back to Council through PFC by Q4 2018. Council also authorized an extension of any remaining funds from the previously approved commitment of \$500,000 for the One Window initiative within operating budget program 494 – Calgary Housing, to support the next phase of work (PFC2017-0221).

On 2016 February 22, Council approved a one-time increase to operating budget program 494 – Calgary Housing, by \$7.4M from the Community Economic Resiliency Fund and directed Administration to report back to Council through PFC by Q3 2017. Of this budget increase, \$6.9m funded the Housing Incentive Program, a fee rebate program for qualifying non-profit affordable housing providers, and \$500,000 was committed for scoping and planning to “coordinate housing applications across all housing providers” (PFC2016-0081).

**BACKGROUND**

From 2016 to mid-2017, The City conducted Phase One (scoping and planning) of the One Window project. As part of this first phase of work, Administration completed an in-depth current state analysis and confirmed that the current siloed non-market housing intake processes are difficult, time intensive, and traumatic for Calgarians to navigate. Administration identified and analyzed options for a future coordinated 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 home.

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In 2017 June, Council directed Administration to proceed with Phase Two (design). This current phase of work is funded in part by a \$450,000 grant from the Government of Alberta, supplemented by \$66,360 remaining from the Community Economic Resiliency Fund commitment from Council for Phase One, as well as \$420,000 of one-time operating funding that was previously approved by Council through the 2016 mid-cycle adjustment process for implementation of action items in the Corporate Affordable Housing Strategy. The overall objective of Phase Two is to advance the One Window project to be ready for implementation.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

At Council's direction, Administration is proceeding with activities to design a future One Window coordinated intake process. An integrated project team was formed to include City staff from Calgary Housing and Information Technology, as well as an external consultant. The project team is working collaboratively with a Steering Committee comprised of 12 non-profit housing providers and the Government of Alberta, as well as with an advisory panel of affordable housing tenants and applicants, to design the future state system. Activities completed to date include a business process review, which defined the end-to-end future processes under One Window as well as how these processes will integrate into housing providers' and agencies' existing processes. Through the business process review, the project team captured the technical, business and functional requirements for a One Window IT system. These requirements formed the basis of a Request for Information (RFI) to investigate potential technology solutions available in the marketplace. In addition to these activities, work with the Steering Committee is ongoing to develop a future operating, funding and governance model that will best satisfy the needs of clients and housing providers.

Administration has collaborated very closely with executive leaders and staff of over 15 non-profit housing providers and social service agencies throughout this phase of work. Some of the partner organizations have indicated that they would require approval from their Boards to adopt the future coordinated system. Because of this, Administration believes that input from Boards of Directors is critical at this stage to accurately gauge whether there is sufficient support from partner organizations to proceed with future implementation phases of this project.

The recommendation to return to Committee in Q2 2019 will provide the additional time required to engage Boards of Directors. This time is needed to accommodate the Board meeting schedules of various partner organizations, including Calgary Housing Company.

**Stakeholder Engagement, Research and Communication**

A meaningful centralized housing intake system will require voluntary participation by a critical mass of housing providers representing most of Calgary's non-market rental housing stock. Administration continues to engage and collaborate closely with housing providers, tenants and applicants of affordable housing, and social service agencies that assist Calgarians in finding affordable housing. The goal is to design a One Window system that will meet the needs of all stakeholders. Administration is also engaging with Government of Alberta representatives to understand how a One Window system can align with and advance the Province's objectives with respect to affordable housing delivery.

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### **Strategic Alignment**

The One Window initiative is aligned with The City's Corporate Affordable Housing Strategy under Strategic Objective 6: "Improve the Housing System." In the Implementation Plan, it is Strategic Objective 6, Initiative B, Action 1: "Investigate feasibility of a coordinated intake process to be implemented across all non-market housing providers."

The One Window initiative is also identified as a recommendation in many external strategies and plans, including *Alberta's Provincial Affordable Housing Strategy* (2017), 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).

### **Social, Environmental, Economic (External)**

There are no significant social, environmental or economic impacts associated with this deferral request.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Current and future operating budgets are not impacted by the deferral request. The remaining funding required to complete Phase 2 of this project was previously approved by Council (PFC2017-0221). The Provincial grant has also been extended to 2019 March to support completion of this phase of work.

#### ***Current and Future Capital Budget:***

Current and future capital budgets are not impacted by the deferral request.

### **Risk Assessment**

There are no significant risks associated with approving the deferral request. If the recommendation is not approved, there is a risk that non-profit housing providers will be unable to engage their Boards of Directors within the existing Phase Two project timeline. A lack of information about whether Boards of Directors are prepared to support the One Window recommendation could compromise successful implementation of a coordinated housing intake process in future phases of this project.

### **REASON(S) FOR RECOMMENDATION:**

The deferral request will allow time for non-profit affordable housing providers to engage their Boards of Directors. This will enable Administration to understand whether there is sufficient support in the non-market housing community to proceed with future implementation phases of the One Window initiative. This information constitutes a critical success factor for the project and will impact Administration's recommendation to Council in the report now proposed for Q2 2019.

### **ATTACHMENT(S)**

None