

One Window Operating Model Alternatives

The Steering Committee considered various operating models for One Window based on detailed research, focus groups and workshops conducted with stakeholders. The model that was unanimously recommended and supported in principle by the Steering Committee, was for One Window to be incorporated as an independent non-profit entity. An analysis of the models considered is summarized below.

Model and Description	Challenges	Benefits
<p><b>Non-Profit Entity Owned and Operated</b> (Recommended Option) One Window would be established as a separate organization with its own Executive Director and Board of Directors.</p>	<ul style="list-style-type: none"> <li>- Potential funding and start-up challenges</li> </ul>	<ul style="list-style-type: none"> <li>- Ability to focus on One Window's growth and strategic direction, allowing it to be innovative and adaptive to sector transformation</li> <li>- Clarity on staff roles and reporting</li> <li>- Potential scalability for future expansion into other surrounding cities as well as provincially.</li> </ul>
<p><b>Government Owned and Operated</b> The City of Calgary or Government of Alberta would be requested to take ownership of One Window and be responsible for operations and staffing.</p>	<ul style="list-style-type: none"> <li>- Perception of added bureaucracy</li> <li>- Potential loss of community voice, ownership and support for One Window</li> </ul>	<ul style="list-style-type: none"> <li>- Access to existing organizational resources</li> </ul>
<p><b>Housing Provider Owned and Operated</b> One housing provider would take ownership of the One Window's responsibilities in addition to their organizational responsibilities</p>	<ul style="list-style-type: none"> <li>- Perceived potential bias of One Window toward the interests of the selected provider</li> <li>- Uncertainty about whether the provider could adequately focus on One Window's growth amidst other priorities</li> </ul>	<ul style="list-style-type: none"> <li>- Leverage existing expertise, infrastructure, client relationships and trust</li> </ul>
<p><b>Network Model Distributed Operation</b> The clear owner of One Window was not finalized in this structure. However, the staff would be existing staff of the housing providers who would be seconded to One Window, based on differing capacity and scale of each provider.</p>	<ul style="list-style-type: none"> <li>- No dedicated staff could lead to inadequate resourcing and multiple reporting structures</li> <li>- Added administrative burden and organizational instability for some housing providers</li> </ul>	<ul style="list-style-type: none"> <li>- Leverage existing expertise, infrastructure, client relationships and trust</li> </ul>