



Q4 2020 – HoMES Project Update

Item 5

February 5, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-11

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: Vice President, Information Technology Services

Date: January 31, 2021

PURPOSE:

The purpose of this report is to provide the BIFAC with an update as to the status of the HoMES Project.

RECOMMENDATION:

It is recommended that the BIFAC receive this report for information.

REASONS FOR RECOMMENDATIONS:

TCHC has committed to continuing to provide the following level of reporting to the BIFAC and the Board of Directors:

- Quarterly project updates to BIFAC; and
- Yearly, and as required, project updates to the Board.

STATUS:

This report covers the period of October 1 to December 31, 2020.

The HoMES project completion date to implement the full Yardi solution will now be delayed to October 2021 from the original planned date of May 2021. As noted in the third quarter update report to BIFAC, the HoMES Project Management Office ("PMO") brought forward a recommendation to separate the Track 2 rollout into two separate components: Track 2A, the Yardi core

tenancy management solution, and Track 2B, the Yardi demand maintenance solution. The recommendation was approved by the HoMES Steering Committee on November 17, 2020.

During November and December 2020, the HoMES PMO along with Yardi, updated the integrated project plan to reflect the decision to decouple the original Track 2. Both Yardi and the HoMES PMO continue to work together to finalize a change order to the Yardi contract to reflect the additional effort needed. While this change order is not yet finalized, the estimated costs to extend the project are reflected in the budget information provided. The HoMES project budget remains within the approved amount.

PROGRESS UPDATE:

Track 1 (Finance and Capital Planning and Maintenance)

Track 1B (Capital Planning) is still on track and scheduled to Go Live on January 25, 2021. Training is in progress and activities related to the transition from existing applications to the implementation of the Track 1 functions began on January 5, 2021. This rollout will result in an additional 200 TCHC employees utilizing the Yardi platform's Job Cost and Construction Manager Modules.

As of the date of this report, Track 1B went live as planned. Details will be provided in the Q1 2020 update report.

Track 2 (Residential Tenancy Management)

Track 2A, the core tenancy management solution, is planned to Go Live in late May 2021. Core tenancy management includes solutions to support the rent review, rent billing and collection, and vacancy management.

This will involve approximately 500 users. All activities such as testing and training for Track 2A will be executed as originally planned.

At the end of Q4, configuration of the tenancy management modules and a full data conversion was completed in preparation for a second round of testing scheduled to run from February 1, 2021 to February 26, 2021. Testing will include integration testing with the City of Toronto's new waitlist solution.

Completion of all system configuration, enhancements and testing related to Track 2B is planned to conclude by early September 2021 and this component is planned to Go Live in late October. Track 2B includes the solutions to support TCHC's Client Care, demand maintenance and inspections.

Approximately 1000 TCHC employees will benefit from the implementation of Track 2B, the greatest number of users as compared to all subsequent rollouts. Future reports will track the progress of Track 2A and Track 2B separately.

Track 3 (Onboarding Contract Managed Providers)

Track 3 is scheduled to start after Track 2B goes live. Project activities related to Track 3 have not yet commenced. Reporting on the progress of Track 3 will occur once project activities have started.

Track 3 will not involve the implementation of any new modules of Yardi. The scope of this track involves onboarding Contract Managed Providers onto the HoMES solution only. The HoMES solution will be fully implemented at the end of Track 2B.

Stage of Completion

The HoMES project had been in progress for twenty months, with ten months remaining until Go Live for Track 2B. The Integrated Project Plan is being updated to reflect the additional tasks and dependencies resulting from the decoupling of Track 2. Therefore, the HoMES project will not be reporting stage of completion in this update.

Budget Status Update

The total spend to date on the HoMES project is shown in Table 1.

Table 1: Total Project Budget Spend Summary as of December 31, 2020

Total Spend as of Dec. 31, 2020 (Amounts in \$000s)	
External Contracts	20,246
Internal Resources/Expenses	8,126
Total HoMES spend as of December 31, 2020	28,371

Detailed budget information including contract awards and change orders is provided in Confidential Attachment 1.

Impact to Total HoMES Spend due to Decoupled Rollout

The HoMES PMO has completed the calculation of the estimated total spend for the HoMES project resulting from the decision to decouple the Track 2 rollout into Track 2A and Track 2B. The decoupling of the final track of the project has resulted in the need to extend internal and external resources assigned to the project. External vendors, including Yardi, have provided

change order details to the HoMES PMO. Further negotiation of these change orders are required and therefore, the estimated spend reflects an upper limit estimate only. BIFAC will be provided with the details of the final change orders during the next reporting period.

The total additional estimated spend to decouple the launch is \$3.55M. The HoMES estimated spend to completion for the October Go Live is \$53.02M and remains within the approved budget amount of \$55.30M.

Details are provided in Confidential Attachment 2.

IMPLICATIONS AND RISKS:

There are no new risks identified during this reporting period.

The HoMES project continues to monitor and mitigate the risks due to the COVID-19 pandemic.

SIGNATURE:

“Luisa Andrews”

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CONFIDENTIAL ATTACHMENTS:

- Confidential Attachment 1:** Detailed HoMES Budget Report
- Reason for Confidential Attachment:** Matters that are not required to be disclosed under the *Municipal Freedom of Information and Protection of Privacy Act*, including financial information belonging to TCHC that has monetary or potential monetary value.
- Confidential Attachment 2:** Comparison May 2021 Go Live to October 2021 Go Live
- Reason for Confidential Attachment** Matters that are not required to be disclosed under the *Municipal Freedom of Information and Protection of Privacy Act*, including financial information belonging to TCHC that has monetary or potential monetary value.