



Q1 2022 HoMES Project Update

Item 11B

June 17, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-84

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

From: Vice President, Information Technology Services

Date: May 23, 2022

PURPOSE:

The purpose of this report is to provide the BIFAC with an update on 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 January 1 to March 31, 2022 for financial reporting, however, this Q1 report will also provide BIFAC with an update on the final Track 2B-2 which successfully went live on May 16, 2022.

The HoMES project budget remains within the board approved amount.

PROGRESS UPDATE:

Track 2B-2 (Demand Maintenance and Call Centre):

The HoMES project successfully launched the final track of the HoMES project on May 16, 2022. This was the most significant launch from a user perspective as it impacted more than a 1000 employees.

As outlined in previous report, the final launch of the HoMES project was deferred to May 2022 to provide the additional time to complete in-person training for many of the Track 2B-2 users. The training for this group of users was significant and, in consultation with operations, some of the more advanced training was deferred to allow employees to adjust to the new solution. Additional training is planned for the next few months and will be facilitated by TCHC.

At the time of this report, Track 2B-2 was live for 7 days. Issues that have surfaced post go-live were mostly expected. Some issues are:

- Some Property Contact Lists (a list of building staff assigned to each building) required updating due to staff movement not previously identified;
- Automated emails to vendors were not going out consistently. This issue was resolved within a few days of launch. Vendors were contacted and emails were sent manually;
- Users called in for additional support to complete transactions;
- Vendors required additional support to adjust to the new vendor portal;
- Users access needed adjustment; and
- Workflows required adjustment.

IMPLEMENTATION OF ADDITIONAL FUNCTIONALITY:

To address the needs of Operations and to improve adoption for this final phase, the HoMES project has deferred the deployment of some of the remaining functionality. Users will continue to use legacy applications for a short period of time. The following functionality will be deployed once training is completed over the next few months:

- Annual Unit Inspections
- Move Out Program
- Parking App (new application)

- Inventory Module (new processes and module)

In addition, the HoMES project has captured some enhancements requested from the previous launches. The TCHC ITS team will work with Yardi to implement those enhancements as part of the normal sustainment of HoMES.

Stage of Completion:

The HoMES project had been in progress for thirty-six months. Support and deployment of remaining functionality will be executed over the next few months. The percentage of project activities completed for each track are shown in Table 1.

Table 1: Percentage of Project Activities Completed

Track	% of Project Activities Completed by Track
Track 1A	100
Track 1B	100
Track 2A	100
Track 2B	95
Overall Project	98

Budget Status Update:

The overall HoMES project remains within the board approved amount. The total project spend as of March 31, 2022 is detailed in Table 2.

Table 2: Total Project Budget Spend Summary as of March 31, 2022

Total Spend as of March 31, 2022 (Amounts in \$000s)	
External Contracts	30,996
Internal Resources/Expenses	15,563
Total HoMES spend as of March 31, 2022	46,559

Detailed budget information, including contract awards and change orders, is provided in Confidential Attachment 1. The HoMES estimated spend at

completion remains within the reduced approved budget amount of \$54.4M and is provided in Attachment 2.

IMPLICATIONS AND RISKS:

The HoMES project has successfully implemented the functionality to replace more than 30+ legacy applications during the three year project plan. Sustainment of the HoMES solution is critical to maintain and to increase the benefits to the organization. Additional work is required to solidify the governance model of the HoMES solution.

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

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ATTACHMENTS:

Attachment 1: HoMES Summary Budget Information

Confidential Attachment 2: HoMES Detailed Budget Information

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.

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BIFAC Public Meeting - June 17, 2022

Report#: BIFAC:2022-84 **Attachment 1**

Attachment 1: HoMES Summary Budget Information

(Amounts in \$000s)	Total Spend Dec-21	Budget 2022	Est. Spend at Completion	Approved Budget	COVID Expense	Variance to Budget	Remaining \$	% Spent of Budget
Yardi Software Subscription	5,612	-	5,612	7,700		2,088	2,088	73%
Yardi Implementation Services	14,745	5,330	20,075	18,695	738	(1,380)	4,054	78%
External Consultants/ Vendors	10,222	993	11,215	12,460	419	1,245	1,758	86%
Internal Resources & Other Expenses	14,358	3,140	17,499	13,545	401	(3,954)	(2,018)	115%
Total Homes	44,937	9,463	54,401	52,400	1,559	(2,001)	5,883	NA
Covid Expense		(1,559)	(1,559)					
Implementation Contingency	-	1,052		2,008		2,008	-	
Total	44,937	8,957	52,842	54,408	1,559	1,566	5,883	85%