



Direct Award Toronto Seniors Housing Corporation Transition: HoMES Update

Item 7

January 27, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-23

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

From: Vice President, Information Technology Services

Date: January 13, 2022

PURPOSE:

The purpose of this report is to seek BIFAC approval for a direct award for **Yardi Canada Ltd** ("Yardi") for professional services to implement changes to HoMES in support of the transition to Toronto Seniors Housing.

BIFAC approval is required for this contract award as it exceeds the authority of the Chief Executive Officer to approve a Commitment Change Order.

RECOMMENDATIONS:

It is recommended that BIFAC approve the following recommendations to:

- (a) approve a direct award to **Yardi Canada Ltd** ("Yardi") for an upper limit of **\$711,801.50** (exclusive of taxes) for professional services to implement changes to the HoMES; and

- (b) authorize the appropriate staff to take the necessary actions to give effect to the above recommendations.

REASONS FOR RECOMMENDATIONS:

The transition of the operation of the 83 seniors-designated buildings to the newly formed Toronto Seniors Housing Corporation (“TSHC”) on June 1, 2022 presents significant financial and operational challenges to TCHC.

The successful outcome of this transition will be that TSHC will have the information, resources, staff and systems they need to successfully function as a separate entity with the right services in place to serve senior tenants.

The project is proceeding with an aggressive timeline, and significant work is required to ensure a successful transition on June 1, 2022.

Due to the complexity of the project, work is underway in many parallel streams. There are four main areas of focus for the transition: employee transfers, tenancy transfers, a functional service delivery agreement and a lease agreement. All four of these areas require Information Technology Services (ITS) inputs and outputs, including but not limited to:

- business process changes,
- negotiations with existing TCHC vendors,
- changes to contracts,
- IT system architecture adjustments.

The service delivery approach will leverage existing capacity and expertise at TCHC to the benefit of both corporations including:

- minimizing net new costs to both;
- simplifying the transition of TSHC from TCHC;
- reducing the costs of transformation at both corporations; and
- minimizing impact on staff and tenants

TCHC must engage Yardi Canada Ltd to implement changes to HoMES to create a new legal entity within our current instance for a successful June 1, 2022 transition.

This proposal is based on a project duration of up to 28 weeks of total effort implemented in two phases. Phase 1 is expected to be up to 18 weeks and involve the initial implementation of changes to support the transition on June 1, 2022. Duration of Phase 2 is expected to be 6-12 weeks which will address any changes that may surface post transition and to provide post go-live support to TSHC. Yardi will work with TSHC/TCHC to make configuration changes to reflect a separate and distinct corporate entity. The detailed scope of work from Yardi dated December 21, 2021, for which this award is based, was reviewed and approved by representatives from TCHC and TSHC.

PROCUREMENT PROCESS:

The contract amendment is recommended under the following justification under section 4.3(a) of TCHC's Procurement Policy:

- v. Where there is an absence of competition for technical or market scarcity reasons and the goods or services can only be supplied by one particular vendor and no alternative or substitute exists.

IMPLICATIONS AND RISKS:

Yardi Canada Ltd. is the current implementation partner for the HoMES project and the Original Equipment Manufacturer (OEM) for the software solution being implemented, and they have the in depth knowledge of their product, as well as TCHC's business requirements. As TCHC is still implementing the final phase of the HoMES solution, procuring another vendor to complete this scope of work would introduce an unnecessary amount of complexity to coordinate the two projects. In addition, TCHC would not be able to initiate a procurement, award and onboard a new implementation partner before the June 1, 2022 deadline. Yardi is the only vendor capable and knowledgeable enough to complete this work to meet this deadline.

CONCLUSION:

VP, Information Technology Services ("ITS") has reviewed the scope of work in collaboration with other ITS resources and Toronto Seniors Housing Corporation representatives and the VP, ITS has determined it to be reasonable and acceptable for the work. Pricing is based on previously agreed upon hourly rates negotiated with Yardi.

SIGNATURE:

"Luisa Andrews"

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