



Q1 2021 HoMES Project Update

Item 2G

September 2, 2021

Building Investment, Finance and Audit Committee

Report: BIFAC:2021-75

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

From: Vice President, Information Technology Services

Date: August 9, 2021

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 April 1 to June 30, 2021

The completion date to implement the remaining components of the HoMES Yardi solution is currently scheduled for October 2021. The HoMES Project Management Office ("PMO") is reviewing the impact to staff

for the final phase of the project to determine the appropriate training and rollout schedule.

The HoMES project budget remains with the board approved amount.

PROGRESS UPDATE:

Track 2A (Residential Tenancy Management):

Track 2A, the core tenancy management solution, went live on June 28, 2021. As of the date of this report, Track 2A has been live for six weeks and TCHC has successfully run two months of full residential rent billing in the new solution (July and August).

The HoMES project has been providing dedicated support to all new users. Common support themes in first few weeks were:

- “How do I...”
- Access
- Data conversion questions/clean up
- Letter and report formatting

Refresher training has been scheduled for August for staff requiring additional support.

There will be no further reporting on Track 2A.

Track 2B (Demand Maintenance and Call Centre):

The HoMES project continues to move forward towards completion of the final phase of the rollout while also reviewing the impact to staff in this final phase.

Activities completed in Q2 include:

- Advanced the Maintenance and Customer Relationship Management (“CRM”) solution second test cycle, which was conducted in June;
- The PMO and Yardi reviewed portions of the solution that are not streamlined and intuitive enough for building staff. Yardi Product Development teams proposed enhancements and reviews with the TCHC team were completed by July 27;

- The PMO evaluated options for a revised rollout schedule to reduce impact to staff. Recommendations will be brought to the Steering Committee in August;
- The Change Management Working Group worked with Subject Matter Experts to build a plan for user adoption for building staff impacted by Track 2B; and
- TCHC continued working with Yardi on solution development for Move Outs, Exclusive and Non-Exclusive Use of Space, Unit Turnover, Inspections, and Inventory.

Track 3 (Onboarding Contract Managed Providers):

This track is scheduled to start after Track 2B goes live and will be reported on once project activities have started.

Stage of Completion:

The HoMES project had been in progress for 26 months, with four months remaining in the original 30 month schedule. 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
Track 1A	100
Track 1B	100
Track 2A	100
Track 2B	56

The remaining components of the HoMES solution are currently scheduled to be implemented by October 2021. The HoMES project team, including key business members, are reviewing the impact to staff and the amount of training required for this final phase. The HoMES project is considering a revised rollout/training plan, which will help to reduce the impact to staff while still keeping the project within the approved budget of \$55.3M.

Budget Status Update:

The total spend to date on the HoMES project is shown in Table 2.

Table 2: Total Project Budget Spend Summary as of June 30, 2021

Total Spend as of June 30, 2021 (Amounts in \$000s)	
External Contracts	23,958
Internal Resources/Expenses	10,371
Total HoMES spend as of June 30, 2021	34,329

Detailed budget information, including contract awards and change orders, is provided in Confidential Attachment 1. The HoMES estimated spend at completion remains within the approved budget amount of \$55.3M and is provided in Confidential Attachment 2.

IMPLICATIONS AND RISKS:

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

The HoMES project has identified one new high risk related to COVID-19 restrictions: offering remote training for the final phase of the implementation may hinder successful adoption of the new solution. Staff impacted by Track 2B are primarily building staff. The HoMES project team is developing a comprehensive training plan for Track 2B to move to in-person training.

SIGNATURE:

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CONFIDENTIAL ATTACHMENTS:

Confidential Attachment 1: 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.

Confidential Attachment 2: HoMES Summary Budget Information

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