



## Q1 2021 – HoMES Project Update

Item 4

May 18, 2021

Building Investment, Finance and Audit Committee

**Report:** BIFAC:2021-43

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

**From:** Vice President, Information Technology Services

**Date:** May 3, 2021

### **PURPOSE:**

The purpose of this report is to provide the BIFAC with an update as to the status of the HoMES Project as of Q1 2021.

### **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, 2021.

The HoMES project completion date to implement the full Yardi solution, as noted in the Q4 2020 report, remains scheduled for October 2021. The HoMES project budget remains within the approved amount.

**PROGRESS UPDATE:****Track 1 (Finance and Capital Planning and Maintenance)**

Track 1 is fully implemented. On January 25, 2021, Track 1B Capital Planning and Maintenance went live as scheduled. Post-Go Live White Glove support was in place for six weeks. There were minimal issues reported. There will be no further reporting for Track 1.

**Track 2A (Residential Tenancy Management)**

Track 2A, the core tenancy management solution, was planned to Go Live in late May 2021 however, some critical solution enhancements needed for Go Live identified in February during end user testing will not be delivered until mid-May. In order to conduct sufficient testing of these enhancements, the Project Management Office (“PMO”) has delayed the implementation date by approximately four weeks. This four week delay will have no impact on budget or the overall project schedule.

At the end of Q1, the project team:

- Completed updates to the Integrated Project Plan to reflect the new Track 2A June Go Live date.
- Completed second Conference Room Pilot testing cycle for Track 2A including testing of automated integrations with other TCHC systems, and began preparations for upcoming User Acceptance Testing.
- Completed updates to business processes involving the City of Toronto’s RENTCafé solution.
- Completed test conversion of TCHC’s full set of 57,000 units and 110,00 tenants, along with a review of tenant, unit and tenant financial data with Finance subject matter experts (“SME”).
- Completed prioritization of all Operations and Finance reports required for 2A Go Live.
- Continued focus on resolving 2A testing issues and preparation for user acceptance training (“UAT”).
- Updated the 2A training plan, and continued training content preparation for 2A training.
- Completed 13 roadshows to prepare Track 2 users for 2021 rollouts.

**Track 2B (Demand Maintenance and Call Centre)**

Track 2B activities are running in parallel with Track 2A

At the end of Q1, the project team:

- Finalized Track 2B configurations and created the first draft of the Track 2B Conference Room Pilot 2 schedule.
- Implemented a Change Management Working group with a primary focus on user adoption for building staff impacted by Track 2B.
- Continued working with Yardi on solution development for Move Outs, Exclusive and Non-Exclusive Use of Space, Unit Turnover and Inventory.

### Track 3 (Onboarding Contract Managed Providers)

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

### Stage of Completion

The HoMES project has been in progress for 23 months, with seven months remaining until Go Live for Track 2B.

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	70
Track 2B	35
<b>Overall Project</b>	<b>74%</b>

The HoMES solution is scheduled to be fully implemented by October 2021.

### 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 March 31, 2021*

<b>Total Spend as of March 31, 2021 (Amounts in \$000s)</b>	
External Contracts	22,044
Internal Resources/Expenses	9,223
<b>Total HoMES spend as of March 31, 2021</b>	<b>31,267</b>

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. 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 risks due to the COVID-19 pandemic.

**SIGNATURE:**

*“Luisa Andrews”*

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Luisa Andrews  
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**CONFIDENTIAL ATTACHMENTS:**

<b>Confidential Attachment 1:</b>	HoMES Summary Budget Information
<b>Reason for Confidential Attachment:</b>	Matters that are not required to be disclosed under the <i>Municipal Freedom of Information and Protection of Privacy Act</i> , including financial information belonging to TCHC that has monetary or potential monetary value.

<b>Confidential Attachment 2:</b>	HoMES Detailed Budget Information
<b>Reason for Confidential Attachment</b>	Matters that are not required to be disclosed under the <i>Municipal Freedom of Information and Protection of Privacy Act</i> , including financial information belonging to TCHC that has monetary or potential monetary value.