



Finance, Audit & Risk Management Committee – November 30, 2017
Item 5d) – Update on Enterprise Resource Planning Implementation
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Agenda Item	Item 5d) Finance, Audit & Risk Management (FARM) Committee, November 30, 2017
Purpose	To provide an information update on the Corporation’s Enterprise Resource Planning (ERP) System Implementation.
Key Message	Current phase: Design (Analysis phase completed) Subject to resolving some resource issues, Waterfront Toronto’s implementation of Microsoft Dynamics 365 (D365) is underway, is on budget and on track to go-live in April, 2018.
Areas of note/ Key issues	<ul style="list-style-type: none"> • The implementation of D365 is a key component of our Organizational Resiliency Plan included in the 2017/18 Corporate Plan Amendment (total budget \$0.7 million), as it is expected to significantly enhance operational effectiveness, transparency and accountability. • The implementation, which began in Sept, 2017, is being jointly led by a third party System Integrator (Thinkmax Consulting), together with a contracted ERP Business Transformation Senior Manager (Emil Zelic); • The key modules/ work streams being implemented include: <ul style="list-style-type: none"> ○ Accounting/finance ○ Procurement ○ Project management ○ Human resource management ○ Customer/Stakeholder relationship management ○ Performance reporting • A detailed project workplan has been developed with key milestones (high level summary below) and risk factors. • The key risk factors actively being managed include: <ul style="list-style-type: none"> ○ Project workload demands on internal resources; ○ Complexity of changes to business work flows; and ○ Migration of existing data and reporting. • An organizational change management plan as well as a communications plan have been developed and are being implemented.
Expected Outcome	No Committee action is required.
Key Takeaways/ Next Steps	The next update to the FARM Committee in early 2018 will be when the project is in the Configuration Development phase.

ERP D365 - key milestones

