

Toronto Parking Authority - Audit and Risk Management Committee

Meeting No.	3	Contact	Jennifer Pitt, Committee Administrator
Meeting Date	Friday, September 8, 2023	Phone	416-338-5089
Start Time	2:00 PM	E-mail	tpaboard@toronto.ca
Location	Video Conference	Chair	Jeffrey Steiner

PR3.3	ACTION	Adopted		Ward: All
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SAP Implementation Review

Committee Decision

The Toronto Parking Authority - Audit and Risk Management Committee recommends that:

1. The Board of Directors of the Toronto Parking Authority receive the report (August 23, 2023) from the President, Toronto Parking Authority for information.

Decision Advice and Other Information

Ryan Hughes and Vanessa Coqueiro, Deloitte, gave a presentation on the SAP Implementation Review.

Origin

(August 23, 2023) Report from the President, Toronto Parking Authority

Summary

In 2019, Toronto Parking Authority embarked on a journey to implement a modernized Enterprise Resource Planning Solution to replace a system that was custom-built and implemented in the mid-1980s. The system had significant limitations and was approaching a state of obsolescence and was impairing the ability of the business to meet its financial mandate. Accordingly, Toronto Parking Authority initiated a comprehensive market scan, through a formal open Request for Information process, while taking into consideration the City of Toronto's "SAP First" policy to examine SAP before other Enterprise Resource Planning products in order to leverage existing investments in technology.

Based on the results of the evaluation process, Toronto Parking Authority entered into a non-competitive contract with SAP Canada to provide software licensing and professional services, by leveraging the terms and conditions of the City of Toronto's Master Services Agreement with SAP Canada, for the delivery of a non-customized, single tenant cloud-based software-as-a-service Enterprise Resource Planning to support Toronto Parking Authority's financial and operational growth and transformation with a fully hosted, robust, standardized and scalable platform.

In October 2020, Toronto Parking Authority successfully implemented SAP S/4 HANA (Phase One) (SAP) to replace its obsolete financial system.

In January 2022, Toronto Parking Authority successfully implemented Phase Two with the launch of SAP SuccessFactors Employee Central and SAP SuccessFactors Pay for Performance applications. These initiatives provide the organization with the capability and fact-based insights necessary to elevate employee performance, drive business literacy, and ensure legislative compliance.

Management met its objective of deploying a modern, cloud-based, scalable, Enterprise Resource Planning application which will drive organizational productivity, transparency, and efficiency.

The purpose of this report is to provide the Board with a final update to mark the completion of the SAP implementation. A Request for Proposals was released in January 2023 to obtain consultant services to conduct a post-implementation review of the implementation of the SAP S4Hana project with the successful proponent being Deloitte LLP. Deloitte LLP will be providing their findings and opportunities that they were able to identify over the course of their engagement.

Background Information

(August 23, 2023) Report from the President, Toronto Parking Authority on SAP Implementation Review

<https://www.toronto.ca/legdocs/mmis/2023/pr/bgrd/backgroundfile-238784.pdf>

Attachment 1 - SAP - Deloitte Report

<https://www.toronto.ca/legdocs/mmis/2023/pr/bgrd/backgroundfile-238792.pdf>