



Change Order: Rogers Communications Canada Inc. for Mobile Devices, Voice and Data Services

Item 8

January 25, 2024

Building Investment, Finance and Audit Committee

Report: BIFAC:2024-08

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

From: Vice President, Information Technology Services

Date: January 10, 2024

PURPOSE:

The purpose of this report is to seek the BIFAC's approval for a Change Order for mobile devices, voice and data services provided by Rogers Communications Canada Inc. for TCHC and Toronto Seniors Housing Corporation ("TSHC") mobile airtime and data services.

BIFAC approval is required for the recommended change order, as the cumulative amount of all change orders exceeds the financial approval limit of TCHC's Procurement Award Committee.

RECOMMENDATIONS:

It is recommended that BIFAC:

1. Approve a change order to Rogers Communications Canada Ltd., in an amount not to exceed \$620,000.00 (exclusive of taxes), for mobile airtime and data services (including accessories and mobile devices) and to extend the contract term for an additional six months from February 1, 2024 to July 31, 2024 as follows:

- a. up to \$85,000.00 for mobile airtime and data services from January 1 to January 31, 2024 to add additional funds to the remaining one-month term of the original agreement;
 - b. up to \$515,000.00 for mobile airtime and data services for the contract extension period from February 1 to July 31, 2024;
 - c. up to \$20,000.00 for accessories and mobile devices for the contract extension period from February 1 to July 31, 2024; and
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

Toronto Community Housing and TSHC require mobile airtime and data services to operate effectively as a business. In December 2019, TCHC leveraged the outcome of the Ministry of Government and Consumer Services' ("MGCS") (now known as Supply Ontario) RFP OSS-00415819 for Paging and Mobile Devices and Services to obtain very favorable pricing for this critical business service. TCHC entered into a contract with Rogers Communications Canada Inc. ("Rogers") for \$1,781,300.00 (exclusive of taxes) for mobile device enrolment (wireless voice and data plan, mobile device and accessories) for a period of 49 months as follows:

- \$1,531,000.00 for expected wireless/cellular airtime and data services; and
- \$250,300.00 for expected mobile device replacements and associated accessories ([Report BIFAC:2019-106](#)).

The original agreement's value for mobile airtime and data services was based on an estimate of 1,700 users over the term of the contract, equating to a monthly spend of approximately \$34,000.00. Shortly after the agreement was signed, there were several unforeseen conditions that led to significant growth in the number of users requiring mobile devices including, but not limited to, the COVID-19 pandemic, the absorption of Contract Managed Buildings to Direct Managed portfolio from 2021 to 2022, the implementation of HoMES that provided mobile capabilities to building staff, the implementation of new security protocols, and the creation of the Toronto Seniors Housing Corporation.

TCHC and TSHC currently have more than 3,500 active mobile devices, which is an increase of 105% of the number of devices originally projected

in the contract signed in December 2019. Change orders were subsequently approved by the BIFAC and the Board of Directors via the following reports:

- April 8, 2022: Change Order: Rogers Communications Canada Inc Mobile Devices, Voice and Data Services ([Report BIFAC:2022-49](#))
- December 8, 2022: Change Order: Mobile Devices, Voice and Data Services ([Report TCHC:2022-83](#))

In late 2023, Supply Ontario advised TCHC that the co-operative agreement OSS-00415819 for Paging and Mobile Devices and Services was originally set to expire on January 31, 2024, however it has been extended to now expire on July 31, 2024 while Supply Ontario is working on a new long-term procurement arrangement.

The original direct award approved in 2019 is valid only until January 31, 2024. Therefore, this request is proposed to align and co-terminate the ITS award expiration date with the award expiration date provided by Supply Ontario. Supply Ontario is currently conducting a competitive procurement for mobile airtime and data services homologous to the procurement executed in 2019. TCHC has provided its mobile airtime and data services requirements to Supply Ontario for inclusion in the upcoming procurement. TCHC will execute a vendor of record (“VOR”) agreement with Supply Ontario’s successful proponent for mobile airtime and data services for the new term starting August 1, 2024.

To date, there have been two change orders issued against the original direct award and TCHC is seeking approval for a revised amount to the original direct award. The total duration of the contract period is 55 months. Table 1 provides details of the original award and the subsequent change orders that have been approved by BIFAC and the Board.

Table 1: Purchase Order and Change Order Summary

Approval	Description	Reason	Individual CO Amount
BIFAC – April 8, 2022 (DA VAC 22153)	Add Funds to Rogers Mobile Devices Voice and Data Services Contract (Wireless/cellular airtime and data services only)	TCHC Directed	\$1,279,111.50
DA VAC 22635	Change order for additional funds to cover the 15-month costs of mobile device replacements and associated accessories	TCHC Directed	\$340,000.00
Cumulative approved change orders to date			\$1,619,111.50
Change order as requested in this report (mobile devices and accessories only)			\$620,000.00
Total Cumulative change orders			\$2,239,111.50
Original contract awarded (DA VAC 19662)			\$1,781,300.00
Cumulative Change Order %			125.70 %
Total Cumulative Award Amount to Rogers			\$4,020,411.50

PROCUREMENT PROCESS:

This change order is recommended under the following justification under section 4.3(a) of TCHC's Procurement Policy:

- v. To ensure compatibility with goods and services previously acquired where there are no reasonable alternatives or substitutes.

MGCS established Rogers Communications Canada Inc. as a VOR and entered into a master agreement with them for Paging and Mobile Devices and Services based as an outcome of OSS-00415819. The term of the master agreement expires on July 31, 2024. The master agreement provides that the VOR is open to non-OPS entities, which TCHC is for the purposes of this VOR. TCHC is leveraging the VOR and engaging with the vendor in accordance with the requirements of the terms of the MGCS VOR.

The Strategic Procurement team is confident that the procurement process used by the MGCS complies with the applicable trade treaty requirements for competitive tenders (e.g. time out to the market, adequate information provided to bidders, non-restrictive requirements, etc.), and that leveraging

the VOR will yield equivalent or superior value for TCHC over other alternatives.

IMPLICATIONS AND RISKS:

Rogers Communication Canada Inc. is the current provider of mobile devices, voice and data service. TCHC is contractually obligated to retain services and procure all additional mobile devices and accessories through Rogers until the expiry of the current agreement, which has been extended by Supply Ontario to July 31, 2024.

The Vice President, Information Technology Services has confirmed that the pricing for mobile airtime and data services aligns with the original agreement executed in December 2019.

Funding for this change order is within the 2024 ITS budget. A portion of the costs will be recovered through the Shared Delivery Agreement with TSHC.

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

ATTACHMENTS:

1. Direct Award: Mobile Devices Voice and Data Services (Report BIFAC:2019-106)
2. Change Order: Rogers Communication Canada Inc. Mobile Devices, Voice and Data Services (Report BIFAC:2022-49)
3. Change Order: Mobile Devices, Voice and Data Services (Report TCHC:2022-83)

STAFF CONTACTS:

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Item 8 – Direct Award: Rogers Communications Canada Ltd. for Mobile Devices, Voice and Data Services
Public BIFAC Meeting – January 25, 2024
Report #: BIFAC:2024-08
Attachment 1

Toronto Community Housing



Direct Award: Mobile Devices Voice and Data Services

Item 3

December 20, 2019

Building Investment, Finance and Audit Committee

Report: BIFAC:2019-106

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

From: Vice President, Information Technology Services

Date: December 11, 2019

PURPOSE:

The purpose of this report is to seek BIFAC approval for a Direct Award to Rogers Communications Canada Inc. for mobile devices voice and data services.

BIFAC approval is required for this contract award as it exceeds the \$500,000 financial approval limit of TCHC's President and CEO, and the contract award does not arise from a competitive procurement call.

RECOMMENDATIONS:

It is recommended that BIFAC:

- (a) Approve a direct award to Rogers Communications Canada Inc. for \$1,781,300.00 (exclusive of taxes) for mobile device enrolment (voice and data plan, mobile device and accessories) for 49 months as follows:
 - \$1,531,000.00 for expected wireless/cellular airtime and data services;

- \$250,300.00 for expected mobile device replacements and associated accessories; and

(b) Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

TCHC is currently enrolled with Telus Communications Company (“Telus”) under a bridge agreement to Telus’ mobile devices and services agreement with the City of Toronto (“City”) (Contract #47018760 with a term from January 1, 2015 to December 31, 2019), as a result of RFP 2104-14-3019. This agreement for services and devices expires on December 31, 2019 and therefore, TCHC must enter into a new agreement to continue to provide employees with mobile devices voice and data services.

The City of Toronto’s Client Computing - I&T Division had the intent of conducting a “Wireless Services Cooperative Procurement” Request for Proposals (“RFP”) in March 2019 with its agencies, including TCHC in anticipation of the contract expiry with Telus. While preparing for this joint procurement, the City also reviewed the Ministry of Government and Consumer Services (“MGCS”) Vendor of Record (“VOR”) OSS-00415819 (Paging and Mobile Devices and Services) arrangement for suitability which, under the terms stated in the MGCS RFP, can be leveraged by the Broader Public Sector (“BPS”) and Publicly Funded Organizations (“PFO”).

The City decided to cancel the RFP and pursue a bridge agreement off the abovementioned MGCS VOR arrangement instead of continuing with a joint procurement with its agencies. This decision was based on the following factors stated in an internal City memo shared with TCHC.

The MGCS agreement:

- is based on substantial purchasing power. Proponents were able to bid on providing 26,000 devices and the potential of approximately 300,000 additional devices based on anticipated uptake from the PFO sector;
- will satisfy the majority of the City’s technical service requirements, including measures to support efficiencies through automation, usage

- and cost controls, billing transparency and appropriate Service Level Agreement (SLA) tools to support the City's critical services; and
- will help the City realize a significant reduction in data and voice plan costs.

The ITS team, based on its own independent review of the MGCS VOR agreement, concurs that these same advantages will apply to TCHC.

The proposed procurement offers significant savings compared to the price currently paid by TCHC for the subject services.

PROCUREMENT PROCESS:

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

- xiii. For the purchase of goods or services where a non-profit organization or a public entity has selected a proponent through a public procurement process and the agreement with the successful proponent allows for TCHC to purchase the goods and services under the same terms and conditions to the extent such terms and conditions are applicable to TCHC's purchase.

IMPLICATIONS AND RISKS:

ITS staff have confirmed that Rogers has the capability and capacity to deliver the goods and services within the timeline. Rogers is one of Canada's top telecommunication service providers and has the expertise and capacity to fully support TCHC's requirements for the desired term.

CONCLUSION:

The Vice-President, ITS, has reviewed the pricing and has determined it to be reasonable and acceptable. Funding is confirmed within the ITS 2020 Operating and Capital budgets.

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

STAFF CONTACT:

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Addendum: Rogers Communication Direct Award Details

Reason for Confidential Attachment: Third party commercial information supplied in confidence and commercial information belonging to TCHC that has monetary value or potential monetary value and whose disclosure could reasonably be expected to be injurious to its financial interests.

Item 8 – Direct Award: Rogers Communications Canada Ltd. for Mobile Devices, Voice and Data Services
Public BIFAC Meeting – January 25, 2024
Report #: BIFAC:2024-08
Attachment 2

Toronto Community Housing



**Change Order: Rogers Communication Canada Inc.
Mobile Devices, Voice and Data Services**

Item 8

April 8, 2022

Building Investment, Finance and Audit Committee

Report: BIFAC:2022-49

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

From: Vice President, Information Technology Services

Date: March 20, 2022

PURPOSE:

The purpose of this report is to seek the BIFAC's approval for a change order for mobile devices, voice and data services provided by **Rogers Communications Canada Inc.** for TCHC's (and post June 1, Toronto Seniors Housing Corporation) wireless/cellular airtime and date services.

BIFAC approval is required for the recommended change order, as the cumulative amount of all change orders exceeds the financial approval limit of Toronto Community Housing's ("TCHC") Procurement Award Committee ("PAC").

RECOMMENDATIONS:

It is recommended that BIFAC approve the following recommendations to:

1. Approve a change order to **Rogers Communications Canada Ltd (“Rogers”)** for **\$1,407,022.65** (exclusive of taxes) to accommodate a substantial increase in TCHC’s requirements for services provided by Rogers Communications as outlined below:
 - **\$1,279,111.50** for additional funds for mobile voice and data services; and
 - **\$127,911.15** representing an additional 10% contingency for unplanned additional demand.
2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

In July 2019, TCHC started negotiations with Rogers to transition from its current mobile provider to Rogers for a period of 49 months to commence on Jan 1, 2020 ending on January 31, 2024.

The original award to Rogers was based on facts available at the time.

- 1250 smartphone subscriptions;
- A conversion of 360 flip phones to smart phones over the course of new agreement;
- Mobile apps enabled for HoMES would be accessed via a smartphone;
- No additional requirements were identified by the organization for LTE enabled devices outside of smartphones;
- No additional requirements identified by the business to provide smartphones to roles which did not currently have a smartphone; and
- A projected increase of approximately 5% for new staff over the course of the contract.

Substantial planning is required to make a transition from one provider to another. The final agreement was executed in December 2019. The original award amount was \$1,781,300.00 approved by the Procurement Award Committee.

Changing Environment

Several events occurred after the signing of the agreement in December 2019 necessitating this change order.

1. COVID-19 Pandemic: In February 2020 TCHC transitioned to a remote working model as a result of the COVID-19 pandemic. Transitioning employees to remote working required issuing mobile smartphones and enrollment in mobile device plans. During the transition period between February and July 2020 approximately 291 additional users (an unplanned increase 18.3%) were enrolled with a Rogers's mobility plan
2. HoMES Mobile (Mobile): The release of HoMES Tack 2B will include two (2) new Yardi mobile applications for the Operations business unit, Yardi Maintenance IQ application and Yardi Management application. When the HoMES project was originally scope, the intent was to use smartphones and deploy some additional devices regionally, as needed. The operations restructure to the Hub model; the changes to the superintendents' responsibilities and introduction of a new Yardi Module, Maintenance IQ, not originally planned necessitated a change in this strategy. The Yardi Maintenance application will allow operations staff (e.g. Superintendent's, CMP1s, Construction Superintendents, EHU Technicians and Facilities Management Technicians) to conduct annual unit inspections (AUI) using a large display mobile tablet. The Yardi Manager application on the other hand, which can only be utilized on tablets, provides additional functionality such as allowing staff to delegate work order assignments to another staff member. ITS procured 650 new Apple iPad tablets in early 2022 for the Operations unit to support the effective use of the Yardi Maintenance and Manager applications requiring 650 new data services.
3. Transition of Contract Managed Buildings to Direct Managed: TCHC is currently transitioning contract managed properties back to direct management by Toronto Community Housing. This initiative includes the transition of employees from Del and Greenwin to TCHC. This resulted in an unplanned increase of an additional 300 data and voice plans (18% unplanned increase)

4. Flexible Work Policy In 2022, TCHC will be implementing a flexible work policy. New and existing employees eligible for flexible work will require a company issued smartphone device with a voice and data services plan to facilitate remote working. There are some employees, who will be eligible for flexible work, who currently do not have a mobile device. Working outside of TCHC’s offices requires additional cyber security measures. Mobile devices will be part of this strategy.

Overall Impact to Original Award

In December 2019, the total number of voice and data service plans was originally projected to be 1700 over the course of the contract. Events outlined in the previous paragraphs has resulted in a substantial change to the number of plans required by TCHC. The new projected number of plans required to manage TCHC needs is now 3610, an overall increase of 112%.

Table 1: Purchase Order and Change Order Summary

To date, there have been no change orders executed for this award.

Cumulative approved change orders to date	\$0
Change order as requested in this report	\$1,407,022.65
Total Cumulative change orders	\$1,407,022.65
Original contract awarded	\$1,781,300.00
Revised total contract amount	\$3,188,322.65
Cumulative CO % of contract award/purchase order	78.99%

PROCUREMENT PROCESS:

This change order is recommended under the following justification under section 4.3(a) of TCHC’s Procurement Policy:

- v. To ensure compatibility with goods and services previously acquired where there are no reasonable alternatives or substitutes.

IMPLICATIONS AND RISKS:

Rogers Communication Canada Ltd. is the current provider of mobile devices, voice and data service.

The Vice-President, Information Technology Services has reviewed the pricing and determined it to be reasonable and acceptable for the work.

Funding for the Change Order award is within the 2022 ITS budget. A portion of the mobility costs have been funded by the COVID-19 budget in 2020 and 2021, however, the change order requested represents business needs outside of COVID and are therefore, will be budgeted going forward as an operating expense in the information technology services budget.

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

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Change Order: Mobile Devices, Voice and Data Services

Item 10

December 8, 2022

Board of Directors

Report: TCHC:2022-83

To: Board of Directors (the “Board”)

From: Vice President, Information Technology Services

Date: November 27, 2022

PURPOSE:

The purpose of this report is to seek the Board of Directors’ (the “Board”) approval for a change order to Rogers Communications Canada Inc. (“Rogers”) for \$340,000.00 to supply mobile devices and associated accessories to Toronto Community Housing Corporation (“TCHC”) and Toronto Seniors Housing Corporation (“TSHC”).

Board approval is required for the recommended change order, as the cumulative amount of all change orders exceeds the financial approval limit of TCHC’s Procurement Award Committee (“PAC”).

RECOMMENDATIONS:

It is recommended that the Board:

1. Approve a change order to Rogers Communications Canada Inc. for \$340,000.00 (exclusive of taxes) to accommodate a substantial increase in TCHC and TSHC requirements for mobile devices and associated accessories; and

2. Authorize the appropriate staff to take the necessary actions to give effect to the above recommendation.

REASONS FOR RECOMMENDATIONS:

In July 2019, TCHC started negotiations with Rogers to transition from its previous mobile provider to Rogers for a period of 49 months to commence on January 1, 2020 and ending on January 31, 2024.

The original award to Rogers was based on information available at the time and included:

- 1,250 smartphone subscriptions;
- A conversion of 360 flip phones to smart phones over the course of the new agreement;
- Mobile apps enabled for HoMES would be accessed via a smartphone;
- No additional requirements were identified by the organization for long-term evolution (“LTE”) enabled devices such as hotspots;
- No additional requirements were identified by the business to provide smartphones to roles that did not currently have a smartphone; and
- A projected increase of approximately 5% for new staff over the course of the contract.

Substantial planning is required to make a transition from one provider to another. In December 2019, TCHC entered into a 49-month contract via direct award (VAC 19662) with Rogers Communications Canada Inc. for \$1,781,300.00 (exclusive of taxes) for mobile device enrolment (wireless voice and data plan, mobile device and accessories) from January 1, 2020 to January 31, 2024 as follows:

- \$1,531,000.00 for expected wireless/cellular airtime and data services; and
- \$250,300.00 for expected mobile device replacements and associated accessories.

The original agreement value for mobile hardware expenditures was based on an estimate of an additional 600 devices and accessories, and included projected employee growth and break/fix over the term of the contract equating to \$220,000.00 for mobile device replacements and \$30,300.00 for accessories. As a result of the unforeseeable conditions outlined below, the total number of mobile devices and accessories required for

replacement and to meet business needs has doubled from the previous estimate.

Under the current agreement in place with Rogers, as the primary ranked vendor, Rogers always has “right of first refusal” meaning all net new and upgraded business must be offered to Rogers first. If Rogers is not able to meet the service or coverage requirements of a paging or mobile device user (e.g. they do not provide coverage in a certain area of the province), the request must be sent to the next highest-ranked vendor and so on as applicable, until the service or coverage requirements are met. Rogers is able to meet TCHC and TSHC’s requirements for additional hardware and accessories.

CHANGING ENVIRONMENT:

Several events occurred after the signing of the agreement in December 2019 necessitating this change order.

1. **COVID-19 Pandemic:** In February 2020, TCHC transitioned to a remote working model as a result of the COVID-19 pandemic. Transitioning employees to remote working required issuing mobile smartphones and enrollment in mobile device plans. During the transition period between February and July 2020, approximately 290 additional users were provided devices, which was unplanned.
2. **Flexible Work:** In 2022, TCHC implemented a flexible work policy. New and existing employees eligible for flexible work will require a company issued smartphone device and to facilitate remote working. There are some employees who will be eligible for flexible work who currently do not have a mobile device. Procurement of additional devices is required.
3. **Implementation of Multi-Factor Authentication (“MFA”):** MFA is an authentication method that requires the user to provide two or more verification factors to gain access to a resource such as an application, online account, or a VPN. MFA is a core component of a strong identity and access management (“IAM”) policy. In addition to username and password, MFA requires one or more additional verification factors, which decreases the likelihood of a successful cyber-attack. ITS has deployed MFA to all employees across TCHC and TSHC in 2022. MFA’s two-factor authentication requires users to have a cell-phone to verify their identity. There are approximately 180 employees in

Operations, Community Safety Unit, Development, Finance, Human Resources, and Information Technology Services who require a new smartphone and cellular services, but do not currently have a company issued phone. Procurement of additional devices is required for these staff.

4. **Mobile Hot-spot Devices (“MiFi”):** TCHC has issued approximately 30-plus mobile hot-spot devices to employees for remote locations that do not have direct or wireless access to TCHC’s network. These devices are deployed in remote situations like the Swansea Mews operations center to allow multiple employees to connect to a central WiFi hot-spot for connection to TCHC’s network.
5. **Transition of Contract Managed Buildings to Direct Managed:** TCHC is currently transitioning contract managed properties back to direct management by Toronto Community Housing. This initiative includes the transition of employees from Del and Greenwin to TCHC. This resulted in an unplanned increase of an additional 300 mobile devices and associated accessories.
6. **Toronto Seniors Housing Corporation:** On June 1, 2022, Toronto Seniors Housing Corporation was established as a distinct and independent corporation. The agreement with Rogers did not contemplate the need to provide mobile devices and accessories to another corporation. While most employees transferring from TCHC to TSHC retained their TCHC devices, there continues to be a need to provide mobile devices to new employees not anticipated in the original award. Additional procurement of devices is required.
7. **Increased Device Issues:** ITS is seeing a higher than projected increase in device issues resulting in more devices requiring replacement. The change order has factored in a higher percentage of device replacement over the next 14 months of the remaining contract.

CHANGE ORDER SUMMARY:

To date, there has been one change order executed for this award for voice and data services, which was approved by BIFAC on April 8, 2022. At that time, ITS did not bring forward a change order for the mobile device and associated accessories portion of the award. ITS had not yet completed the analysis for the hardware portion of this award as ITS had not yet confirmed

supply, price or expected delivery dates with Rogers. Therefore, the change order amount required could not be determined until now. The details of all changes orders are noted in Table 1.

Table 1: Purchase Order and Change Order Summary

Approval	Description	Reason	Individual CO Amount
BIFAC – April 8, 2022	Add Funds to Rogers Mobile Devices Voice and Data Services Contract (Wireless/cellular airtime and data services only)	TCHC Directed	\$1,279,111.50
Cumulative approved change orders to date			\$1,279,111.50
Change order as requested in this report (mobile devices and accessories only)			\$340,000.00
Total Cumulative change orders			\$1,619,111.50
Original contract awarded (VAC 19662)			\$1,781,300.00
Revised total contract amount			\$3,400,411.50
Cumulative CO % of contract award/purchase order			90.90%

PROCUREMENT PROCESS:

This change order is recommended under the following justification under section 4.3(a) of TCHC's Procurement Policy:

- v. To ensure compatibility with goods and services previously acquired where there are no reasonable alternatives or substitutes.

IMPLICATIONS AND RISKS:

Rogers Communication Canada Inc. is the current provider of mobile devices, voice and data service. TCHC is contractually obligated to procure all additional mobile devices and accessories through Rogers until the expiry of the current agreement.

The Vice President, Information Technology Services has reviewed the pricing and determined it to be reasonable and acceptable for the work.

Funding for this Change Order is within the 2022 ITS budget. A portion of these costs will be recovered through the Shared Delivery Agreement with TSHC. Funding for future years will be requested in each consecutive year

of the term from the ITS Divisional Capital and Operating Budgets, and appropriate costs recovered through the Shared Delivery Agreement.

SIGNATURE:

“Luisa Andrews”

Luisa Andrews
Vice President, Information Technology Services

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