Executive Summary

1.1   Introduction

Legend Recreation Software Inc. thank the Township of North Huron for the opportunity to participate in the procurement exercise to deliver an externally hosted Enterprise Recreation Solution the Parks Recreation and Cultural Services Department. Legend is the market leading recreation management solution, with over 1,500 sites installed in the UK and Ireland and now Canada across all sectors, with an emphasis on the municipal and not for profit sectors, and we believe we have the most suitable solution for the Town and your customers.

Legend has recently launched into the Canadian recreation management software market. Our first Canadian customers implemented our service in December 2015 (All in Ontario – Dovercourt Recreation Centre, Glebe Neighborhood Activities Group and Ottawa South). Legend has subsequently won contracts in Ontario, such as the **City of Hamilton** and also three other municipalities in **British Columbia**: Town of Ladysmith, District of North Cowichan and Cowichan Valley Regional District. In addition to these achievements, we have recently signed contracts with **City of Woodstock** and also **Aqua Essence** in Winnipeg. Additionally Legend is shortlisted in 12 current RFP's with Ontario and awaiting their outcome.

Highlights

Legend has a distinguished international pedigree based on delivering successful projects. Our success is built on three things:

- a fantastic product solution
- excellent value
- quality service

The Legend Recreation Management Solution is a portfolio of synergistic products that work to provide you with all the functionality required to meet and exceed the Town's objectives:

Requirement	Legend Module
Program Registration	✓ Sports Courses
Facility Booking	✓ Legend Event Management
Point-of-Sale Transactions	✓ Front of House
User Account Management	✓ Back Office
Membership/Pass Management	✓ Membership Management
Payments	✓ Fee Collection
Subsidy Programs	✓ Membership Management
Financial Accounting	✓ Reporting & BI
Reporting	✓ Reporting & BI

Security Privileges setup and maintenance	✓	Back Office

With a single, integrated database, the Legend solution is a high performance system suitable for small and large scale operators. It provides operational and administrative efficiencies and business benefits to ensure a strong business case for the project. It is inexpensive to install and run ongoing, ensuring a good overall return on investment and low cost of ownership.

The technical hosting solution comprises high availability hosted operations, central database, built in backup and disaster recovery, highly scalable and resilient architecture and a 99.95% SLA.

Legend support levels lead the industry. We currently provide a full end user support function covering all operating hours, from 06:00 to 22:00 weekdays, and 08:00 to 20:00 weekends and public holidays, and, in order to meet requirements for new installations in BC, will be extending this to cover 24-hour support by the end of 2016.

Legend's Canadian offices, management and support team and primary data center are based in Ottawa, Ontario.

1.2   Legend's Unique Value Proposition

Legend is keen to be selected as the Town's partner and we believe we have the right credentials and unique set of reference customers, as well as product innovations which we believe give us a unique advantage, specifically:

- We believe Legend is the ONLY leisure management solution which is PCI DSS compliant and managed to ISO 27001 information security standards
- High quality is our philosophy throughout with an ISO 9001 certification to back this up
- Comprehensive software and support service which is included in the licence fee
- Enterprise standard high availability hosting is our standard provision
- Frequent client-driven upgrades, deployed centrally (all clients are on the latest release)
- Where appropriate, functionality is fully integrated (i.e. a single database), developed and supported by Legend; this approach delivers the best functionality, with dependable information, at minimum cost (as the use of 3rd party software/integrations is minimised)
- Outstanding online self-service functionality – popular, with a very high take-up by users
- Smooth implementation from a very experienced team
- Excellent support from our Help Desk – extended hours, responsive, serving all end users overall operating hours seven days per week
- Specialist bureau services for handling direct debits and digital media management
- Legend is an independent company, with no debt, no institutional investors, the majority of shares held by directors and staff, able to invest for the long term in e.g. high quality staff and a large on-going programme of software development
- Legend's business model (no up-front software cost, economical monthly licencing) delivers customers a high quality solution and on-going return on investment, with no uncertainty regarding future costs, so clients can plan ahead with confidence; it also delivers a guaranteed regular income for Legend, so the company can plan ahead on a financially stable platform
- Legend delivers return on investment from savings customers make (from the inherent efficiency and control, plus self-service functionality) and greater income – from more activity/visits and more members and higher collection rates on fees. Greater activity results from being more competitive in the local market and better customer service, plus popular online booking, excellent processes for acquiring new members, retention management and the possibilities for marketing and rewards.

Legend's USPs are based on strong customer service which includes vigorous engagement with customers to help understand needs and wants. This helps us to improve our service ongoing and to be more accurate with R&D. Consequently, we have the highest success rates of any vendor in driving self-service, in making front of house operations smooth and efficient, and in driving up collection rates in revenues management.

Legend Improves Customer Service

The following list of functions helps immediately improve customer satisfaction and service levels;

- Self-service bookings – reduces waiting times, provides easy access to live timetables, customer bookings

- Smartphone bookings and other functionality
- Ability for customer to cancel or reschedule their own booking
- Book at another leisure centre (if the slot is not available at the first)
- Targeted communication campaigns with properly formatted and composed content
- Access to accurate, live account status and other information from anywhere
- Fewer mistakes
- Fewer failed PAD's
- More useful website (through the Legend links and portal functionality).

Legend Drives Operational Efficiencies

The following functions and functionality help drive operational efficiencies;

- Self-service and the substantial shift of channel it entails (takes the load off staff and resourcing)
- Increased capacity utilisation by driving up bookings through self-service and through being more responsive
- Higher collection rates of direct debit
- Reduced access control abuse (through customer facing screen, real time account status, options to automate)
- More efficient administration
- Better data to inform action and to continuously improve operations
- Alerting based on targeting and monitoring in the reporting solution
- Better programming and broadening offers such as using camps, ticketing and courses software.

2 About Legend

2.1 The Legend Business - History and Overview

Since launching at Leisure Industry Week in November 2002, Legend has established itself as the market leading recreation management software solution in the UK and Europe, and, after launching in Canada in 2015, has a growing customer base in Canada too. Our success has been based on delivering a high quality service underpinned by major ongoing investment in customer led R&D. This ensures that customers benefit from constantly improving systems and it allows Legend to respond quickly to new opportunities for customers.

The launch of our wholly owned Canadian subsidiary was the result of three years of preparations and local investment. Employing the same approach that has served us so well in other territories, we decided on a substantial investment in a full, dual data centre Canadian infrastructure from the outset. We partnered with Teramach in Ottawa and replicated our high availability, enterprise systems used in the UK; HP servers, SQL Server Enterprise clustered databases, NetScaler hardware load balancers, NetApp SANs, VMware vSphere Enterprise hypervisor. Our Canadian data centres partner, Rogers, provides us with two TIER 3 Certified datacentres, ensuring that all Canadian customer data is held exclusively in Canada in enterprise standard facilities.

This meant an infrastructure investment in excess of $500,000 before installing a single customer. However, this ensured that we could provide a full, Canadian service from day one.

We also engaged the market to carefully analyse what local requirements we needed to meet, and what features of our substantial system, the Canadian market might be able to employ. We did this by arranging workshops with a wide range of participants, we attended numerous events across the country, and conducted countless online workshops and demonstrations. We then ensured that the project was delivered on time to meet the expectations of our first clients.

The project was delivered on time. As mentioned above, our first Canadian customers implemented our service in December 2015. Legend has subsequently won numerous orders

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2.2 Our Approach

As alluded to in the overview, we take a principal driven approach to implementing projects. We understand the economy of doing things properly from day one. We understand that it is the vendor's responsibility to ensure the success of a project, to help customers engage their teams in the mobilisation, and, in turn, their public in the go live. Building a successful implementation is analogous to building a reputation – it takes organisation, ongoing

engagement, and is measured by long term effects. This is where our experience and systems are a very important benefit.

Legend has installed over 500 large recreation facilities in the last 3 to 4 years. We are extremely experienced and qualified to implement our solution into Recreation Centres. We deliver projects to a quality methodology using our own project team, engineers and trainers. Legend has extensive capacity, experience and knowhow in the provision of solutions to the recreation center market and serve multisite operations such as those represented by the large cities such as London, Manchester and Liverpool (UK).

Our outstanding Quality Management approach is ISO9001:2008 Certified. Where appropriate, Legend's services staff are ITIL certified and our project managers, PRINCE2 qualified. Our senior management team has an average of 25-years in the industry, and comprises two MBAs and two Chartered Accountants.

With every implementation we provide a full project management service. We manage the project, the conversion, including database conversion, the setup and administration training and the end user training, and all project documentation. We also provide analysis and advice based on best practice accumulated in the field. This helps guide customers on the journey from the legacy system to the Legend one, avoiding the pitfalls stemming from the old system (eliminating inefficiencies caused by the legacy system's limitations) whilst finding a good middle ground in terms of how much change to implement for go live (an over ambitious project is as bad as an under ambitious one).

2.3 Corporate Information

Launched in 2002, Legend serves in excess of 1,000 global installations from offices in York, England and Ottawa, Canada. Legend is an independent, private company with 70+ full time employees. With the majority of shares owned by employees (23 shareholders), Legend is debt-free, has no institutional investors and is uniquely positioned to invest in long term plans.
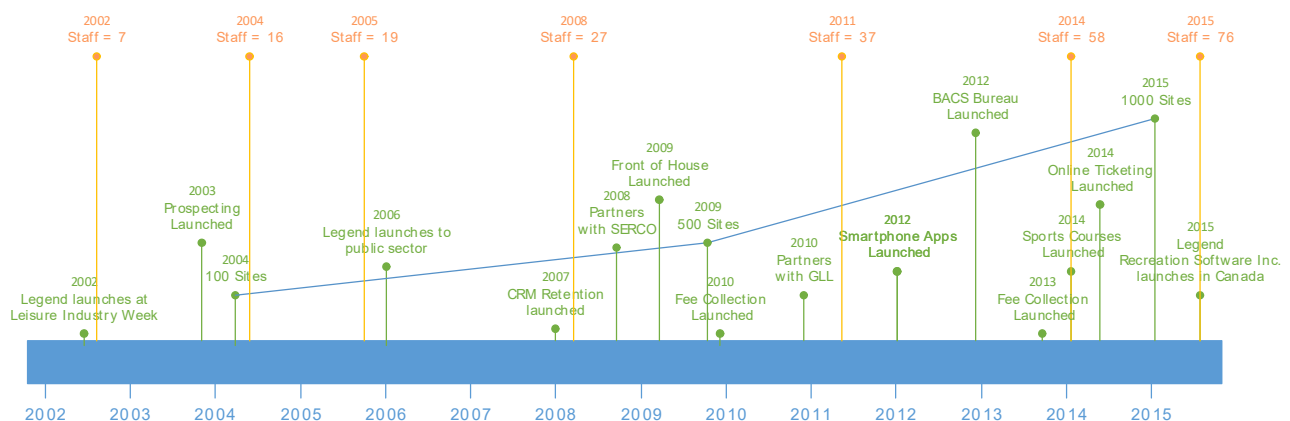
As can be seen from the above diagram, we have benefitted from sustained, organic growth over the past decade.

Legend has been providing comparable solutions to your requirements for over ten years with superb results. We have built an impressive resume of customers ranging from local authority operators (Municipalities) servicing cities as large as London and Manchester in the UK to Contract Management Social Enterprises and companies such as Greenwich Leisure Limited (190+ recreation centers), Serco Leisure (70) and Parkwood Leisure (80) along with private national health club chains such as LA Fitness (UK) and Bannatyne's Health Clubs.

Legend is now the leading software vendor in the UK recreation market. We have displaced the previous market leader, a business that had grown by acquisition to a seemingly dominant market position. We reliably convert more than 150 Recreation and Sports facilities every year to the Legend system.

Our research and development (R&D) policy is progressive: we invest over 25% of our revenues back into R&D each year. We have a large R&D team including more than 30 developers who deliver over 4,000 development days of product improvements every year (clients receive continuous free upgrades). This is important as our clients' competitiveness in today's market depends on innovation, to which end, all our customers receive continuous upgrades included in their monthly subscription fee. All customers are on the same version of the solution which has numerous benefits to Legend and its customers alike.

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Solution Highlights

- Front desk software
- Back office administration
- Bulk administration tools
- Membership
- Rentals
- Self-Service web and Smartphone solutions
- Social Media Integration
- Alerting and Targeting Reporting
- Registration
- Retention
- Content Management Solution
- Courses
- Camps
- Event Management
- Facilities Management, including Carbon Footprint Reduction

The Legend system is an integrated (single database), high performance system suitable for single and multiple sites. It provides operational and administrative efficiencies and business benefits to ensure a strong business case for the project. It is inexpensive to install and run ongoing, ensuring a good overall return on investment.

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