



## REPORT FOR ACTION

### **Award of Negotiable Request for Proposal (NRFP) No. 3405-17-0064 for the Provision of Program Registration and Recreation Facilities/Space Booking System**

**Date:** July 13, 2018  
**To:** Executive Committee  
**From:** General Manager, Parks, Forestry & Recreation; Chief Information Officer, Information and Technology; and Chief Purchasing Officer  
**Wards:** All

#### **SUMMARY**

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The purpose of this report is to advise on the results of the NRFP 3405-17-0064 for the provision of a Program Registration and Recreation Facilities/Space Booking System and to seek City Council authority for the Chief Information Officer and the General Manager, Parks, Forestry and Recreation (PFR) to enter into an agreement with the recommended proponent Legend Recreation Software, Inc. for a fixed period of ten (10) years, with the options to extend the Agreement on the same terms and conditions for additional terms of two (2) years, two (2) years, and one (1) year for a maximum total extension of up to five (5) years.

The recommended solution is cloud-based (Software as a Service) and offers key functionality that will assist in managing what is one of the largest parks and recreation systems in North America, with over 1.7 million program and permit hours booked each year. Improvements to the user experience, waitlist management, business analytics and automation will be a major step in modernizing the booking and registration system, which is used by more Torontonians than any other digital customer service interface operated by the City.

Innovation has been a central focus for the City on this project. Continuous improvement initiatives have enhanced the customer experience in both the program registration and booking of facilities and space processes. The negotiable request for proposal was a new procurement process for the City and resulted in a recommended solution that meets the City's vision to provide customer service excellence with improved technology.

A cross divisional team is preparing for the change ahead as the City engages the public on how to optimize the features of the system and develop new business processes to allow residents to easily access these highly valued programs, services, facilities and spaces through a modern, convenient, self-service system.

The report also seeks authority from City Council to reallocate project costs and revise cash flows within the Parks, Forestry and Recreation 2018-2027 Capital Budget and future year commitments to amend the total project cost for the Registration, Permitting, and Licensing project to ensure that funding is currently available for the full cost of implementation over the project delivery period from 2018-2023. Additional funds are required to ensure that there are sufficient resources available to deliver the planned scope of the project. Operating funds are also required in future years for contract subscription fees.

## **RECOMMENDATIONS**

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The General Manager, Parks, Forestry and Recreation, the Chief Information Officer and the Chief Purchasing Officer recommend that:

1. City Council award Negotiable Request for Proposal (NRFP) No. 3405-17-0064 for the provision of Program Registration and Recreation Facilities/Space Booking System, to the top ranked vendor Legend Recreation Software, Inc. for the use of the Legend recreation management system in the amount of \$11,307,332 including HST and all applicable charges (\$10,182,603 net of HST recoveries) over ten years comprised of:

(i) A total of \$2,478,589 including HST and all applicable charges (\$2,232,047 net of HST recoveries) over a period of 4 years (Q3 2018 to Q1 2022) for the implementation of the application component included in the Registration, Permitting and Licensing capital project; and

(ii) A total of \$8,828,743 including HST and all applicable charges (\$7,950,556 net of HST recoveries) over a period of 8 years (Q2 2020-Q1 2028) for annual subscription fees associated with the new recreation management system which are scheduled to begin in Q2 of 2020, representing an additional operating cost on an estimated average of \$754,526 annually.

2. City Council grant authority to the General Manager, Parks, Forestry and Recreation and the Chief Information Officer to enter into and execute the agreement with Legend Recreation Software, Inc., for the use of the Legend recreation management system, a ten (10) year agreement, with the option to extend for an additional two (2) year, two (2) year and one (1) year terms, and any ancillary documents required to give effect thereto, in a form satisfactory to the City Solicitor.

3. City Council authorize an amendment to the Parks, Forestry and Recreation Approved 2018 Capital Budget and future year commitments, with no debt impact, as follows:

(i) that project costs and cash flow in 2020 in the amount of \$7.556 million, be re-allocated to the Registration, Permitting and Licensing sub-project in the Information Technology project (CPR127-46-07), to increase the total project cost from \$17.859 million to \$25.415 million as (outlined in Attachment 1: Chart A to this report); and

(ii) that the resulting total project costs and cash flows in Recommendation 3(i) be aligned to the project delivery schedule requiring cash flows of \$6.299 million in 2018 and future commitments of \$4.159 million in 2019; \$5.491 million in 2020; \$4.162 million in 2021; \$3.120 million in 2022; and \$0.107 million in 2023 (outlined in Attachment 1: Chart B to this report).

4. City Council authorize that the additional capital delivery positions needed to support the delivery of the project be included in Parks, Forestry and Recreation 2019 Capital Budget Submission fully funded within the amended total project cost identified in Recommendation 3.

## **FINANCIAL IMPACT**

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The total value of the contract identified in this report for the implementation of the solution, additional functionality and services and annual subscription fees, is estimated to be \$10,006,489 net of all taxes and applicable charges, \$11,307,332 including HST and all applicable charges (\$10,182,603 net of HST recoveries) for the 10 year period.

Funding for the capital component of this award is available in the 2018 Approved Capital Budget and 2019-2027 Approved Capital Plan for Parks, Forestry and Recreation.

Funding for the annual subscriptions fees will be included in the 2020 Operating Budget and future year Operating Budgets. Details are in Attachment 2: Financial Impact Summary of Recommended Contract.

The total capital cost to deliver this project will be \$26.050 million and the total operating costs of the subscription fees for the term of the contract will be \$7,950,556 for a total City investment of \$34.000 million.

The term of the agreement includes options in favour of the City to extend the agreement on the same terms and conditions for additional terms of two (2) years, two (2) years, and one (1) year, consecutively in that order, for a maximum total extension of five (5) years. If the Option Years (of 2+2+1) are exercised to extend the contract, the annual subscription fees and any relevant sustainment costs will be submitted for consideration in future PFR Operating Budget Submissions, subject to Council approval.

In addition to the scope of work outlined in the award, the vendor solution provides for additional enhancements available for future phases as either an amendment to the existing statement of work or under a new statement of work. These are estimated to be approximately \$3.7 million and will be included in the Parks, Forestry and Recreation 2019 Capital Budget Submission for consideration.

Once the new solution is fully implemented and the new business processes are established, PFR and the Information Technology (IT) Division will include any additional sustainment costs or savings in future year Operating Budget submissions.

The Interim Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## **EQUITY IMPACT**

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Requirements for the new Program Registration and Recreation Facilities/Space Booking solution were developed in consideration of residents who have faced challenges and barriers when accessing services.

The implementation of the new solution will incorporate feedback from public engagement activities including a Citizen Reference Group comprised of internal and external stakeholders that represent equity-seeking or marginalized communities.

The increased automation and self-service functions will enable City staff to dedicate more time to supporting residents who do not have reliable access to technology, or whose digital literacy presents a barrier to access. Strategies to increase Wi-Fi access and self-serve station availability at City facilities will also mitigate these barriers.

Once fully implemented, the solution will act as a tool for PFR to optimize the use of programs, facilities, open spaces and services and enable PFR to provide customer service excellence while taking into account the diversity, differing interests, needs and geographic location of all users.

## **DECISION HISTORY**

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At its meeting of February 12, 2018, City Council approved PF&R's 2018 Capital Budget through item EX31.2 (20 a & b). This approval includes additional funds of \$1.750 million for the Registration, Permitting and Licensing sub-project.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX31.2>

City Council, at its meeting on February 15, 2017, adopted the Parks, Forestry and Recreation 2017 Capital Budget through item EX22.2 (22a.i. and 22a.ii.) and \$14.009 million in funds were added to the Registration, Permitting and Licensing sub-project.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX22.2>

At its meeting on February 17, 2016, City Council approved PF&R's 2016 Capital Budget through item EX12.2 (28.a.i.) and additional funds of \$2.100 million for the Registration, Permitting and Licensing sub-project.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX12.2>

City Council, at its meeting on March 10 and 11, 2015, adopted Parks, Forestry and Recreation's (PF&R) 2015 Capital Budget through item EX3.4 (23.a.i.) and \$0.650 million was added to the Capital Budget for the Registration, Permitting and Licensing sub-project in the Information Technology project.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX3.4>

## COMMENTS

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The City of Toronto, Parks, Forestry and Recreation Division provides services that include direct delivery of programs and stewardship of community space offering 80,000 programs with over 600,000 registrations processed, 10.7 million visits to recreation programs, 1.7 million program and permit hours, and 500,000 permits for parks and facilities issued annually. At this scale, Toronto is one of North America's largest providers of parks and recreation services, and the system used to register and book parks and recreation programs and facilities is the single-largest digital interface for residents offered by the City.

PFR has been using Class, a proprietary on premise software solution in the delivery of recreation programs and services since 1999. The system is also used for registration, facility booking and cashiering by the Economic Development and Culture, Toronto Paramedic Services, City Clerk's and Revenue Services divisions.

In 2014, the supplier of Class software, Active Networks, notified all users of Class that support for the software would be discontinued, effective December 2017. Leveraging the opportunity of new technology to improve service delivery, Council approved funding through PFR's 10 Year Capital Budget to launch the Registration, Permitting and Licensing software replacement project.

Working across divisions, IT, PFR and Purchasing and Materials Management Division (PMMD) set out to procure a new software solution that provides the functionality needed to meet the high demand for recreation services, facilities and open spaces in the City of Toronto as well as public expectation that technology based solutions are modern, convenient and client focused.

The project, which began in earnest in 2015, has made significant changes, improvements, innovative practices and a modernized approach to how the public accesses information, registers for programs, books facilities, open space and shares feedback. The project's overall goals have been to:

- implement continuous improvement approaches to business processes and customer online registration experience in advance of the system's replacement;
- procure a new registration and booking solution that responds to the public and staff's need for modern, convenient and customer centred technology;
- employ innovative approaches to all facets of the project including procurement, business process design and technology;
- build a change management approach to ensure a successful implementation where the City is able to fully optimize the functionality of this new system.

## Recommended Solution

At the conclusion of the evaluation process and successful negotiations, the City wishes to enter into an agreement with Legend Recreation Software, Inc. The Legend Recreation Software, Inc. solution is a cloud-based (Software as a Service) recreation management system. Founded in the United Kingdom in 2002, Legend Recreation Software, Inc. entered the Canadian market in 2015 with customers including City of Halifax, City of Hamilton, and has signed a contract with the City of Ottawa.

## Benefits of the Recommended Solution

Through the development of the terms of the NRFP, the City identified business and technical requirements that would benefit residents and staff and improve capacity to optimize program space and services. Legend Recreation Software, Inc. is a vendor with demonstrated capacity to meet these requirements, and is committed to working with the City as a partner to innovate and transform.

As a result of the implementation of the new solution, users, staff and the public will benefit from a broad range of improvements and innovation:

| Function                  | Class / Current State  | Legend / Future State   |
|---------------------------|--|---|
| Cloud-based vs On-premise | <ul style="list-style-type: none"> <li>• The server infrastructure is fixed in its capacity. The maximum capacity is the same during an average day as during peak registration periods.</li> <li>• At least 20 servers need to be maintained on premises to meet current service levels.</li> </ul> | <ul style="list-style-type: none"> <li>• Cloud-based services can keep up with growing or fluctuating bandwidth demands. When demands for services increase, so will the scale of the cloud capacity.</li> <li>• The vendor is responsible for maintaining servers and other systems.</li> <li>• Eliminates the high cost of hardware.</li> </ul> |
| User Experience           | <ul style="list-style-type: none"> <li>• Out-dated website UI is 'clunky' and not responsive across mobile and other digital channels.</li> <li>• Design and workflow not intuitive, feels dated.</li> </ul>   | <ul style="list-style-type: none"> <li>• Residents will be able to register for programs and book parks and facilities using an enhanced online platform with a modern and well-designed user interface.</li> </ul>   |
| Waitlist Management       | <ul style="list-style-type: none"> <li>• Staff manually review and manage waitlists on a program-by-program basis.</li> <li>• Adding new programs to address waitlists requires complicated reporting and analysis.</li> </ul>   | <ul style="list-style-type: none"> <li>• Program capacity will be optimized and waitlists reduced through automated processes that ensure the City is serving the highest number of users in every program at all times.</li> </ul>   |

| Function                    | Class / Current State   | Legend / Future State  |
|-----------------------------|---|--|
| Self-Service                | <ul style="list-style-type: none"> <li>• Residents must call staff, visit a community centre or fax a form to create a customer or organizational account.</li> <li>• Residents cannot make changes to account details or view bookings online.</li> <li>• Limited online booking opportunities.</li> <li>• Membership renewals are manual done in-person.</li> </ul> | <ul style="list-style-type: none"> <li>• Residents can create accounts, access account information and update their profile.</li> <li>• Membership renewal and pay-as-you-go passes will be automated and available online.</li> <li>• Residents can make quick one-time bookings in real-time.</li> </ul>   |
| Modern and Multi-Channel    | <ul style="list-style-type: none"> <li>• Some program information online is not available in real-time.</li> <li>• Social media integration, email communication and marketing is limited.</li> <li>• Many key transactions require staff assistance and can only be completed during business hours.</li> </ul>  | <ul style="list-style-type: none"> <li>• Integrated social media channels will allow clients to like, share and promote programs, facilities and space.</li> <li>• Direct marketing channels and feedback tools will allow residents to share their experience to inform continuous improvement efforts.</li> </ul>  |
| Real-time Business Analytic | <ul style="list-style-type: none"> <li>• Data analysis and advanced reporting is not directly available to staff.</li> <li>• Dashboards and advanced reports are not easily accessible to staff.</li> <li>• Ability to inform decision-making is limited.</li> </ul>  | <ul style="list-style-type: none"> <li>• Robust business intelligence tools will assist with service planning and will provide staff with real-time information about users and services to drive program efficiency, innovation, and optimize revenue opportunities through promotion of programs, available space for bookings, membership sales and ticketing.</li> </ul> |

The complexity of the City's booking and registration system is not just an issue of software – the implementation of this system will also provide the City with an opportunity to review longstanding policies and business practices which may be impacting customer satisfaction and staff efficiency.

Over the past two years, improvements to business processes and technology have helped to increase customer satisfaction, improved access to information and increased

registration speeds. The procurement of a new software solution represents the next step in the City's commitment to transform and modernize service delivery.

### **Solution Implementation**

The implementation of the Legend Recreation Software, Inc. recreation management system will occur over a four year period with the target launch date as the first quarter of 2020 with subsequent releases in 2021, 2022 and 2023.

This phased approach reduces the complexity and risk of a large solution implementation and provides the opportunity for the vendor and the City to receive feedback and quickly respond to live results. This will optimize the benefits of the functionality that has been deployed and achieve solution stability before introducing new functionality.

The implementation plan will include thorough testing to ensure the Legend Recreation Software, Inc. solution can handle the anticipated amount of public activity on the site and that it complies with City and other regulatory standards for security, accessibility, privacy, and payment processing including Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), Accessibility for Ontarians with Disabilities Act (AODA), and Payment Card Industry Data Security Standard (PCI).

### **Public Engagement in Implementation**

Feedback from the public on issues and pain points regarding registration and permitting processes played an integral role in the initial continuous improvement initiatives and in articulating the business and technical requirements for the NRFP.

As a part of the solution implementation plan, a public engagement strategy is being developed to ensure residents of the City of Toronto will have the opportunity to inform the design and usability of the solution and to provide feedback on business practices specifically regarding registration and booking of facilities/spaces.

Engagement activities will be designed to garner feedback from the public who use PFR programs and services as well as those who have not accessed PFR services with special emphasis on feedback from equity seeking groups. Activities will be inclusive, diverse and include traditional as well as innovative approaches such as heat mapping software and eye tracking hardware to monitor how users move through the new solution and identify barriers that may be encountered.

Engagement is expected to begin late in summer 2018 and will continue until the solution is fully implemented. Post implementation, PFR will develop a process for gathering resident feedback including tools that will measure the user experience and identify areas for future improvements.

### **Solution Support**

As part of the contract with the City, Legend Recreation Software, Inc. will provide ongoing solution support services including a 24x7 service desk, regular updates and releases of new functionality and back-up/disaster recovery services. In addition,



moving from an on premise solution to a cloud solution, the City will no longer be responsible for maintaining infrastructure.

### **Procurement Approach: Negotiable Request for Proposal**

Utilizing an interdivisional team approach, Purchasing and Materials Management Division (PMMD), Information and Technology Division (ITD), Parks, Forestry and Recreation (PFR) and Legal Services decided to utilize the negotiable RFP model (NRFP), to procure a new recreation management solution. The primary purpose of the NRFP process is to rank qualified proponents and then engage in negotiations with proponents in order of their ranking. While the NRFP process has been used in other jurisdictions, the process is new to the City.

The approach taken in this NRFP was a multi-staged process that provided both the City and proponents a number of benefits including the:

- flexibility in the process to minimize ways that proponents could be disqualified and provide opportunities for the proponents to rectify issues;
- opportunity to discuss the City's vision and specific requirements with short listed proponents through the use of commercial-in-confidence meetings;
- opportunity to verify the proposed solution's ability to meet the business and technical requirements through demonstrations;
- opportunity to maximize the solution's ability to meet the City requirements through a gap analysis, the results of which were provided back to the proponents prior to submitting a best and final offer; and
- opportunity to enter into a 30 day negotiation period with the top ranked proponent based on the best and final offer. If negotiations with the top ranked proponent failed or the time expired, the City would immediately proceed to the next highest scoring proponent.

The Procurement Law Office firm was retained through a non-competitive procurement in order to assist the City in the development of a NRFP template and to provide related legal and process advice to procure a new solution for the City. The scope of work of the Procurement Law Office also included developing a generic set of contract terms used in this NRFP and provided advice on the overall process configuration and the evaluation criteria.

In addition to the Procurement Law Office, a fairness monitor and a financial consultant were retained via separate competitive processes to support the procurement process. The consulting firm of MNP LLP was retained to act as fairness monitor for the NRFP. The fairness monitor's scope of work was to oversee the procurement process for the purpose of ensuring adherence to high standards, objectivity of evaluation, and transparency. The scope included monitoring the level of openness and competitiveness, addressing any concerns related to accountability and fairness, and providing independent assurance of the integrity of the procurement process. The firm of KPMG was retained to act as financial consultant to provide expertise in analyzing the pricing envelopes of the submitted bids. The scope of work included the design of financial model to calculate the net present value (NPV) of solution total cost of ownership (TCO) over a 10 year period.

NRFP 3405-17-0064 for the provision of Program Registration and Recreation Facilities/Space Booking Solution was issued on April 6, 2017 with a closing date for submissions on May 23, 2017. Responses were received from the following five firms: Active Networks, Legend Recreation Software Inc., PerfectMind, Plenary Group and US e-Direct.

## **Evaluation Process**

A formal Selection Committee consisted of 8 staff from PFR and 11 staff from ITD with on-going support from PMMD and more than 63 subject matter experts. All staff involved in the evaluation process signed and submitted a Non-Disclosure and Declaration of Conflict of Interest Agreement, and under the supervision of PMMD, evaluated the proposals in compliance with the criteria set out in the NRFP.

The evaluation process described in the NRFP consisted of five (5) stages and each of the proposals were evaluated against the criteria as follows:

### *Stage 1: Mandatory Submission Requirements*

Each of the proponents were required to submit responses to a list of mandatory requirements. Proponents who did not satisfy the mandatory submission requirements, were issued a rectification notice which identified the deficiencies and provided an opportunity to rectify the deviation within a specified timeframe. Proponents who did not satisfy the mandatory requirements by the specified date did not proceed to Stage 2. All five (5) proponents met the mandatory submission requirements and proceeded to Stage 2.

### *Stage 2: Initial Evaluation*

This stage included two sub stages: (2a) proponent qualifications and (2b) evaluation of non-price rated criteria. In stage (2a), proponents were evaluated on responses related to qualifications. Proponents who received a minimum of 70% or higher proceeded to the stage (2b) Legend Recreation Software Inc, PerfectMind, and Us e-Direct proceeded to stage (2B). Active Networks and Plenary Group did not meet the minimum threshold of 70% or higher and both proponents were given the opportunity to rectify as set out in the solicitation. However, after the review of their rectified responses both Active Networks and Plenary Group failed to meet the 70% or higher threshold and therefore the proponents did not proceed to Stage 2(b). In stage (2b), the City evaluated proposals of qualified proponents on the basis of the non-price rated criteria as set out under the evaluation criteria of the NRFP (refer to Attachment 3: Negotiable RFP - Evaluation Criteria). Legend Recreation software Inc., PerfectMind, Us e-Direct proceeded to Stage 3.

### *Stage 3: Pricing*

The price evaluation was conducted in accordance with the method set out in the NRFP (refer to Attachment 3: Negotiable RFP - Evaluation Criteria). After the completion of stage 3, all scores from stage 2 and stage 3 were added together and the proponents were ranked in order according to their total scores.

#### *Stage 4: Concurrent Negotiations and Best and Final Offer (BAFO)*

The top three (3) ranked proponents were invited to enter into concurrent negotiations and best and final offer which included the following sub stages: (3a) reference check survey, (3b) general demonstration, (3c) gaps/solutions commercial and confidential meetings and proponent interviews and (3d) final debrief session.

All proponents that were invited to this stage were required to execute a non-disclosure agreement (NDA) prior to participation. During the concurrent evaluation and negotiation sessions, the City provided each proponent with additional information (gap analysis) in order to seek proposal improvements in each proponent's best and final offer submission. As a result of this stage Us e-Direct did not meet the necessary minimum threshold and were given an opportunity to rectify there response. However in reviewing there rectified response Us eDirect failed to meet the minimum threshold of 60% in Form 2, therefore were not considered further.

KPMG evaluated BAFO bids submitted by Legend Recreation software Inc., and PerfectMind and provided pricing evaluation summary memo which identified that Legend is the firm with the highest price score and therefore proceeded to Stage 5 Contract Negotiations.

#### *Stage 5 – Contract Negotiations*

Negotiations were conducted following the process rules contained in the terms and conditions of the NRFP process and will not constitute a legally binding agreement until such time the agreement is fully executed. Contract negotiations were held with the top ranked proponent based on the BAFO submission and were concluded as set out in the solicitation.

The fairness monitor from the firm of MNP LLP has concluded that the procurement process satisfied the principles of openness, fairness, consistency, and transparency. The Attestation Report from the MNP LLP is included as Attachment 4.

The Fair Wage Office has reported that the recommended proponent has indicated that it has reviewed and understands the Fair Wage Policy and Labour Trades requirements and has agreed to comply fully.

Proponent's scores and the evaluation results can be provided to Councillors in an in camera presentation if requested by members of Council.

### **Use of the Solution by other Divisions and Agencies**

The Master Service Agreement (MSA) includes privacy protection obligations, a service level agreement, pricing and a detailed statement of work which will govern this project and provides for further statements of work to be issued for additional enhancements to this project or for other projects should other divisions within the City wish to use it. City agencies, boards and corporations and other municipal corporations or public sector organizations may also leverage the MSA with this vendor for similar services and deliverables and would do so using an Adoption Agreement.

Other divisions that use Class for registration, facility booking and cashiering, include Economic Development and Culture, Toronto Paramedic Services, Revenue Services and City Clerk's. These, and other interested City divisions, will have an opportunity to review the new solution for alignment with their requirements. If it is determined that the functionality of the Legend Recreation Software, Inc. solution, meets their business needs, subject to their obtaining the requisite internal approvals, each of the divisions will be able to establish additional Statements of Work with the Legend Recreation Software, Inc. to implement the solution for their division.

### **Amendment to the Total Project Cost**

The implementation of the new solution requires that Parks, Forestry and Recreation have a project team to provide business and technical expertise, re-design business processes and provide overall support throughout the various phases of the solution implementation.

The total capital cost to deliver this project will be \$26.050 million and the total operating costs of the subscription fees for the term of the contract will be \$7.951 million, for a total City investment of \$34.000 million.

In order to ensure that capital delivery positions are in place to support the work of the vendor, an additional \$7.556 million in total project cost is required. The reallocation of \$7.556 million will result in a reduction to two sub-projects with previously-approved cash flow in year 2020 - the CAMP (SGR) Arenas FY2018-2020 sub-project, in the Arenas project, and the CAMP (SGR) Community Centres FY2018-2020, in the Community Centres project.

In addition to the scope of work outlined in the award, the proposed solution provides for additional phases for future solution enhancements. These enhancements would further improve the customer experience by providing additional flexibility to access City services and would be consistent with the growing digital trends. These are estimated to be approximately \$3.7 million and will be included in the Parks, Forestry and Recreation 2019 Capital Budget Submission for consideration.

### **CONCLUSION**

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The City of Toronto has committed to making its registration, booking and payment systems better, and to leverage innovative technology to increase user satisfaction, and increase operational and financial efficiency.

The procurement process has been successful in finding a vendor that is creative, responsive, and solution-oriented, and a leader in innovation and change. Legend Recreation Software, Inc. has demonstrated that they are committed to work collaboratively with the City to modernize and transform service delivery and provide excellent customer service to the City of Toronto.

## **CONTACT**

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## **SIGNATURE**

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Rob Meikle, Chief Information Officer

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Michael Pacholok, Chief Purchasing Officer

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Janie Romoff, General Manager, Parks, Forestry and Recreation

## **ATTACHMENTS**

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Attachment 1: Chart A: Reallocate Project Costs

Attachment 1: Chart B: Revise Cash Flows for Registration, Permitting and Licensing Project (CPR127-46-07)

Attachment 2: Financial Impact Summary of Recommended Contract

Attachment 3: Negotiable RFP - Evaluation Criteria

Attachment 4: Attestation Report from the Fairness Monitor