

PROGRAM AGREEMENT

THIS AGREEMENT is between **CANOE PROCUREMENT GROUP OF CANADA**, a tradename of the Rural Municipalities of Alberta, a corporation incorporated pursuant to the laws of Alberta ("**CANOE**") and:

Supplier Legal Name: Sylogist Ltd.

Supplier Corporate Jurisdiction: 5920 1a St. SW Suite 401 Calgary, AB T2H 0G3
(the "**Supplier**"), as of

Date of Agreement: April 28, 2026 regarding

RFP No. CAN-2026-001

RFP Title Public Sector Enterprise Resource Planning (ERP) Software
(the "**RFP**").

BACKGROUND

- A. Canoe is a public agency serving as a national municipal contracting agency for its Members, and in that capacity issued the RFP for the purchase of goods and/or services.
- B. The Supplier is engaged in the business of selling some or all of those goods and/or services, and responded to the RFP.
- C. Canoe wishes to enter into an agreement with the Supplier for the purchase of goods and/or services by Members, pursuant to a purchase program administered by Canoe.
- D. The Parties wish to set out the terms and conditions upon which those purchases will occur, and under which the purchase program will be administered.

NOW THEREFORE, in consideration of the premises and the mutual covenants herein contained and of other good and valuable consideration (the receipt and sufficiency of which are hereby acknowledged by each Party), the Parties hereby agree as follows:

**ARTICLE 1
INTERPRETATION**

1.1 Definitions

In this Agreement the following terms have the corresponding meanings.

"**Administrative Fee**" means the fee paid by the Supplier to Canoe as described in this agreement (Administrative Fee) and protected under FOIPPA.

11.11 Further Assurances


Each Party will take all necessary actions, obtain all necessary consents, file all necessary registrations and execute and deliver all necessary documents reasonably required to give effect to this Agreement.

11.12 Counterparts

This Agreement may be executed in any number of counterparts. Either Party may send a copy of its executed counterpart to the other Party by Electronic Transmission instead of delivering a signed original of that counterpart. Each executed counterpart (including each copy sent by Electronic Transmission) will be deemed to be an original; all executed counterparts taken together will constitute one agreement.

IN WITNESS WHEREOF the Parties have executed this Agreement as of the date first written above.

CANOE PROCUREMENT GROUP OF CANADA

By: 
Tyler Hannemann (May 1, 2026 12:55:41 MDT)
Name: Tyler Hannemann
Title: General Manager

By: 
Stéphanie Dion (Apr 30, 2026 16:16:54 CDT)
Name: Stéphanie Dion
Title: Manager of Procurement

Supplier Legal Name: Sylogist Ltd.

By: SUJEET KINI
SUJEET KINI (May 1, 2026 13:41:51 EDT)
Name: Sujeet Kini
Title: Chief Financial Officer

SCHEDULE "A"
RFP PARTICULARS

PART B – RFP PARTICULARS

A. THE “DELIVERABLES”

SOLUTIONS-BASED SOLICITATION

This solicitation process is structured as a solutions-based solicitation, indicating that Canoe is seeking services aligned with the general requirements outlined in the scope of this RFP and consistent with widely accepted industry standards.

The objective of this RFP is to identify and engage qualified suppliers capable of delivering a comprehensive portfolio of Public Sector Enterprise Resource Planning (ERP) Software to support the operational needs of municipalities, cities, federal provincial governments, academic institutions and healthcare organizations. Proponents may include related services provided these are complementary to the proposed commodities.

B. REQUESTED SERVICES

Canoe is seeking proposals from qualified suppliers for Enterprise Resource Planning (ERP) Software for both Integrated ERP Suite and best of breed models.

The Proponent must primarily provide an ERP solution. Proponents whose main products are unrelated systems, such as emergency management, land-use planning, permitting, or inspections software, will not meet this requirement unless they also supply a full ERP solution as their primary offering.

The proposed solution must be an ERP solution that natively supports, at minimum, the following core administrative capabilities for public entities without relying on multiple standalone software products:

- integrated financial management
- general ledger, payables, receivables
- procurement and contract lifecycle management
- HR, payroll, and timekeeping
- budget development, forecasting, and reporting
- asset management and work management
- workflow automation, audit trail, and role-based access
- analytics and reporting within the SaaS environment
- vendor-hosted, vendor-maintained, continuously updated

The following three types of solutions are acceptable:

Model 1. Integrated ERP Suite solution

A single, unified Enterprise Resource Planning system that delivers the core administrative functions—finance, HR/payroll, procurement, budgeting, taxation, utilities, reporting—within one integrated platform and one data model. These systems are designed to operate as a cohesive whole rather than as combined standalone applications.

Model 2. Best-of-Breed solutions

An ERP solution delivery approach where the ERP platform provides core administrative functions and specialized third-party applications are used for specific business needs. The ERP must expose open, well-documented APIs to support secure, reliable integration, and must remain the primary system of record for administrative data provided that:

- the ERP platform includes open, well-documented APIs or connectors.
- integration with third-party systems can be accomplished in a straightforward manner; and
- the ERP platform remains the system of record for core administrative functions.

Model 3. Specialty Municipal Systems solutions

Smaller-scope municipal systems that provide important but limited administrative functionality (such as AP automation, taxation, utility billing, or legacy finance functions) but do not constitute a full ERP solution as described above. Software for emergency management, land-use planning, permitting, GIS or inspections are not included in this RFP.

Solutions assembled from separate products, or solutions primarily designed for unrelated domains (such as emergency management, permitting, land planning, or inspections systems), will be considered non-compliant unless they form part of a unified ERP solution.

Proponents are expected to provide a broad selection of services at reduced prices, offering better value than they typically would to federal and provincial governments, municipalities, cities, academic institutions and school boards. They must address a wide variety of applications and equipment needs. These products, services and/or goods are designed to support or complement the proposed equipment, products, or services, helping maintain smooth operations, greater efficiency, and long-term effectiveness in these sectors.

Canoe prefers suppliers that provide a sole source of responsibility for the services provided under a resulting master agreement. If a proponent is including products, and services of its subsidiary entities, the proponent must also identify all included subsidiaries in its proposal. If proponent requires the use of distributors, dealers, resellers, or subcontractors to provide the equipment, products, or services, the proposal must address how the products or services will be provided to Members, and describe the network of distributors, dealers, resellers, and/or subcontractors that will be available to serve Members under a resulting Program Agreement.

It is expected that proponent's have knowledge of all applicable industry standards, laws, and regulations and possess an ability to market and distribute the equipment, products, or services to Members.

1. Utilisation of the contract – Canoe members

Canoe Members may choose but are not obligated to utilise the services during the term of the agreement. There is no minimum guarantee of usage.

2. Requirements

Proponents are expected to submit a comprehensive proposal that clearly demonstrates the overall best value in alignment with the scope outlined in this Solicitation. The evaluation of best value will encompass, but is not limited to, consideration of the following components within your RFP submission:

- Competitive pricing across the span of services offered beyond a defined service offering.

- Proponents must specify any costs that are excluded from the pricing of their proposed product or service. These might include expenses such as installation, setup, required training, or initial inspections. In addition, proponents should explain any distinctive distribution or delivery options that are part of the proposal.
- Our Members frequently inquire about several aspects, including: the speed and cost of accessing services, procedures for service access, establishing their own review processes, potential location constraints, user-friendliness of service access, support for the local economy, compliance with trade agreements, advantages for their entities when utilizing this contract, availability of knowledgeable contacts for inquiries, commitment to customer care, expected service quality, and potential impacts on their operations and financial outcomes.

To support an industry leading value-based solution, Canoe is requesting that all interested proponents provide a thorough and comprehensive description of their ability to provide the Deliverables when answering the specification questionnaires in the Procurement Portal.

D. MANDATORY SUBMISSION REQUIREMENTS

1. Submission and Specification Questionnaires

Proponents must answer specification questionnaires directly into Canoe's Procurement Portal. Proposal materials should be prepared and submitted in accordance with the instructions in the Procurement Portal, including any maximum upload file size.

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided.

2. Pricing

Each proposal must include pricing information that complies with the instructions set out in the Procurement Portal.

E. MANDATORY TECHNICAL REQUIREMENTS

- i. The Proponent must primarily provide an integrated Enterprise Resource Planning Software solution. Proponents whose main products are unrelated systems, such as emergency management, land-use planning, permitting, or inspections software, will not meet this requirement unless they also supply a full ERP solution as their primary offering and will be deemed non-compliant.
- ii. Proponents must be the OEM of the proposed ERP software solution. Resellers, distributors, brokers, agents, or any other parties who are not the original software manufacturer are not eligible to submit proposals. Proposals submitted by non-OEM entities will be deemed non-compliant and will not be evaluated.

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

F. PRE-CONDITIONS OF AWARD

- Submission of proof of insurance

- Satisfactory reference check if required by Canoe

G. EVALUATION CRITERIA

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Proponents must provide their response in Canoe's procurement portal.

Non-Price Rated Criteria Category	Points
Program offering -Solution offered -Quality standards, certifications -Core ERP capability coverage -Extensibility, integration and interoperability -Technical Support	25
Suitability and Member profile -Functionality and fit -Comparative positioning -Effort requirement -Members' ease of access to program offering	20
Experience -Market share -Public sector experience/clients -Group purchasing experience	15
Engagement, sales, marketing and training plan	10
Subtotal	70
Pricing Classification -Discounts offered	30
Total Points	100

Proponents should refer to the instructions in the Procurement Portal and provide all required information in accordance with the instructions provided in the Procurement Portal.

H. PRICE

Pricing is worth 30 points of the total score.

Instructions on How to Provide Pricing

- Proponents should submit their pricing information electronically within the Procurement Portal.
- Rates must be provided in Canadian funds, exclusive of all applicable duties and taxes.
- Unless otherwise indicated in the requested pricing information, rates quoted by the proponent must be all-inclusive and must include all labour and material costs, all travel

and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees, duties, tariffs or other charges required by law.

I. AWARD

There are 3 classifications of award:

Group 1. Integrated/full suite ERP solutions: all proponents within 10 points of highest score or top four (4) proponents whichever is greatest are awarded a contract.

Group 2. Best-of-Breed solutions: all proponents within 10 points of highest score or top four (4) proponents whichever is greatest are awarded a contract.

Group 3. Specialty Municipal solutions: all proponents within 10 points of highest score or top three (3) proponents whichever is greatest are awarded a contract.

Competitive Range

Canoe intends to award contracts to all proponents within the Competitive Range. This method ensures Canoe Members have access to high quality vendors and a diverse choice of solutions to meet their needs.

Canoe will rank all proponents by their total score. The Competitive Range includes the highest-ranked proponent and all subsequent proponents whose total scores fall within a 10% difference of the highest score. On a 100-point scale, the margin is 10 points below the top score.

If fewer than four proponents fall within the initial 10% range, Canoe will expand the range to include the highest-ranked proponents. In this case, the score of the second last-ranked proponent becomes the new minimum score for that category.

Canoe reserves the right to limit the Competitive Range to ensure contract quality and management efficiency. Canoe will exclude any proponent whose score is more than 10 points below the top-ranked proponent unless that proponent is needed to meet the minimum award requirements.

[End of Part B]

SCHEDULE "B"

SUPPLIER RESPONSE TO THE RFP

CAN-2026-001 - Public Sector Enterprise Resource Planning (ERP) Software

Opening Date: January 21, 2026 3:28 PM

Closing Date: March 20, 2026 3:00 PM

Vendor Details

Company Name: Sylogist
Address: 5902 1a St SW
Suite 401
Calgary, AB T2H 0G3
Contact: Marketing Sylogist
Email: marketing@sylogist.com
Phone: 403-266-4808
HST#:

Submission Details

Created On: Tuesday January 27, 2026 12:44:20
Submitted On: Friday March 20, 2026 08:17:45
Submitted By: Marketing Sylogist
Email: marketing@sylogist.com
Transaction #: 25958752-a5ed-45f4-bb24-d3355656a12d
Submitter's IP Address: 147.243.197.22

Proponents must review and complete the requirement lists and questionnaires as part of their submission.

Corporate Profile

Line Item	Question	Response *
1	Proponent Legal Name (and applicable d/b/a if any):	Sylogist Ltd.
2	Proponent Address:	Corporate Headquarters 5920 1a St. SW Suite 401 Calgary, AB T2H 0G3 Canada Phone: 403-266-4808
3	Proponent website address:	https://www.sylogist.com
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	Joel Leetzow Chief Executive Officer, Sylogist Ltd. Email: joel.leetzow@sylogist.com Phone: 587-582-3971 Address: 5920 1a St. SW Suite 401 Calgary, AB T2H 0G3 Canada
5	Proponent's primary contact for this proposal (name title address email address):	Jacob Richardson Partner Sales Executive, Sylogist Ltd. Email: jacob.richardson@sylogist.com Phone: 825-540-5909 Address: 5920 1a St. SW Suite 401 Calgary, AB T2H 0G3 Canada
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	Gerry Grant Sales Engineer, Sylogist Ltd. Email: gerry.grant@sylogist.com Phone: 780-499-0739 Address: 5920 1a St. SW Suite 401 Calgary, AB T2H 0G3 Canada
7	Proponent GST registration number:	138251889RT0001
8	If the Proponent is representing a consortium, each member of that consortium.	Sylogist Ltd. is not representing a consortium.
9	Provide a brief history of your company, including your company's core values, business philosophy, and longevity in the industry relating to this solicitation.	<p>Sylogist is a public sector SaaS company providing comprehensive ERP, CRM, fundraising, education administration, and payment solutions that empower its customers to carry out their missions. Sylogist knows and understands the business process challenges being faced in the marketplace and that simply providing a technological solution will not automatically solve those challenges. Sylogist has the experienced people, the proven methodologies, and the municipal government-focused technology needed to modernize and streamline operations in a manner that resonates with your users. Our 30 years of implementing and servicing governments allowed us to define and identify the most effective and efficient best practices. Sylogist has honed strategies that not only benefit our customers but also lead to cost savings.</p> <p>30 Years Experience:</p> <p>Sylogist has over 30 years of local government experience in North America, primarily within Canada. We have a dedicated focus on serving the public sector in the long term and have been building municipal account, property tax, utility billing systems for many years. This focus has allowed Sylogist to invest in a bold and new vision of municipal accounting for municipalities and alike.</p> <p>About Us:</p> <ul style="list-style-type: none"> • Sylogist – Canadian HQ – TSX: SYZ • 30+ years in business • Microsoft Solutions Partner – Business Applications • Purpose-built Municipal ERP and Public Sector CRM Solutions powered by Microsoft Dynamics 365 • 2000+ Customers <p>Sylogist's family of products are built on the Microsoft ecosystem. The familiarity of Microsoft's user interface and functionality, used every day by millions of users, plays a pivotal role in adoption. By utilizing a consistent and intuitive interface across various applications (i.e., O365, Windows, Teams) users can seamlessly transition between tasks and platforms making it easy and scalable to meet strategic needs. This approach results in a synergistic environment that can support the complexities of multiple entities.</p> <p>SylogistGov is SaaS-based solution featuring an integrated set of local government- specific capabilities to support the efficient planning, budgeting, reporting, delivery and management of municipal services. It is a solution purpose-built for communities that have a population of less than 125,000. Integrated modules include ERP, Taxation, Utility Billing, Licensing, Citizen Portal, Payroll, Human Resources, and Budgeting.</p> <p>SylogistGov ERP is a Microsoft Solutions Partner – Business Applications solution built on Microsoft Dynamics 365 Business Central.</p> <p>Commitment to Long-Term Partnership:</p> <p>With over 30 years of industry experience and a dedicated focus on serving the public sector, Sylogist is committed to being your long-term partner. Our ongoing investment in cutting-edge technologies and continuous product enhancement ensures that public entities will always have access to the latest innovations and dedicated support from our service teams. As a Microsoft Solutions Partner – Business Applications, you can trust in our stability and commitment to excellence.</p>
10	Where is your headquarters located?	Calgary, Alberta
11	Do you have 250 or more full time employees in Canada?	Sylogist Ltd. employs 200 people full time North America wide.
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	Sylogist Ltd. is not debarred from any public entities in Canada. Nor has any suspensions in Canada.

ERP Solution Classification included in your submission

Canoe will award solutions in 3 distinct categories. Select the one which represents your solution.

Definitions

Integrated / Full Suite ERP Solution

A single, unified Enterprise Resource Planning system that delivers the core administrative functions—finance, HR/payroll, procurement, budgeting, taxation, utilities, reporting—within one integrated platform and one data model. These systems are designed to operate as a cohesive whole rather than as combined standalone applications.

Best-of-Breed Solution

An ERP solution delivery approach where the ERP platform provides core administrative functions, and specialized third-party applications are used for specific business needs. The ERP must expose open, well-documented APIs to support secure, reliable integration, and must remain the primary system of record for administrative data.

Municipal Specialty Systems Solution

Smaller-scope municipal systems that provide important but limited administrative functionality (such as AP automation, taxation, utility billing, or legacy finance functions) but do not constitute a full ERP solution as described above. Solutions for emergency management, land-use planning, permitting, GIS or inspections are not included in this RFP.

Category *
Integrated/full suite ERP Solution

Bill S-211 declaration

Please note that the response to the information is being collected as data collation for internal use only. The response provided has no bearing on the ability for Proponents to respond to this RFP.

Line Item	Bill S-211	Answer *
1	<p>Does the Proponent identify itself as an "entity" as defined under the Fighting Against Forced Labour and Child Labour in Supply Chains Act or "Bill S211"?</p> <p>As per Bill S211 an "Entity" means a corporation or a trust, partnership or other unincorporated organization that</p> <p>(a) is listed on a stock exchange in Canada;</p> <p>(b) has a place of business in Canada, does business in Canada or has assets in Canada and that, based on its consolidated financial statements, meets at least two of the following conditions for at least one of its two most recent financial years:</p> <p>(i) it has at least \$20 million in assets,</p> <p>(ii) it has generated at least \$40 million in revenue, and</p> <p>(iii) it employs an average of at least 250 employees; or</p> <p>(c) is prescribed by regulations.</p> <p>Please note that the response to the information is being collected as data collation for internal use only. The response provided either yes or no has no bearing on the ability for Proponents to respond to this RFP.</p>	<input checked="" type="radio"/> Yes <input type="radio"/> No

Geographical coverage for offering

Identify the geographical locations included in your offering. While Canoe members are nation wide, **Proponents can select to serve a defined geographical area based on their capabilities.**

Line Item	Province/Territory	Do you currently offer goods in this area? *	Is this area included in your offering for this RFP *	Comments
1	Alberta	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
2	British-Columbia	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
3	New-Brunswick	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
4	Manitoba	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
5	Newfoundland and Labrador	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
6	Northwest Territories	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
7	Nova-Scotia	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
8	Nunavut	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
9	Ontario	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
10	Prince Edward Island	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
11	Québec	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
12	Saskatchewan	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
13	Yukon	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	

Type of solution and complexity of entity served

This will be used as a quick guide for Members.

Question	Response *	Comments
Deployment model	SaaS Multi-Tenant	In context of Software as a Service (SaaS), Sylogist offers a multi-tenant model where a single instance of a software application serves multiple customers or tenants. Each tenant's data and configurations are isolated, ensuring privacy and security.
Solution Category (Full Suite ERP, Best of Breed Solution, Specialty Municipal solution)	Full Suite ERP	<p>SylogistGov Full Suite ERP:</p> <p>Sylogist Gov Modules include:</p> <p>Financials:</p> <p>SylogistGov Core Financials ERP:</p> <p>This suite of functionalities centralizes financial data, optimizes revenue collection, ensures transparent cash transactions, and streamlines procurement and payment processes. It also facilitates compliance, asset management, budgeting, and forecasting for effective municipal financial management. SylogistGov Core ERP includes General Ledger, Accounts Receivables, Cash Receipts, Bank Reconciliation, Purchasing, Accounts Payable, Financial Reporting, Fixed Assets, Capital Project Management, Budget Management, and Advanced Budgeting.</p> <p>Grant Management:</p> <p>Grant Management Manage and track grant funds, ensuring compliance with grantor requirements.</p> <p>Payroll/HR:</p> <p>Integrated payroll ensures accurate and timely payroll processing, adheres to legal and tax regulations, and provides a consolidated view of employee data, compensation, and benefits. Payroll and Human Resources includes Employee Self Service, Time Entry, Expense Entry, Leave Management, and Employee Onboarding.</p> <p>Revenue Management:</p> <p>Taxation:</p> <p>This functionality empowers officials to efficiently manage property details, utilizing an integrated GIS system and historical assessment data to handle inquiries effectively. It aids in determining property values, generating tax bills, and tracking overdue accounts, while also facilitating property sales tracking and offering tools for informed tax levy scenario analysis. Taxation includes Property Assessments, Valuation & Rate Setting, Billing & Collections, Delinquent Accounts & Liens, Property Transfer & Sales, and Tax Levy Scenario & Approval.</p> <p>Utilities:</p> <p>This system captures and manages consumption data from utility meters, aiding in rate determination and bill generation based on consumption, and handling consumer-related tasks like connections and disconnections. Utilities includes Metering & Consumption Data, Rate Setting & Tariff Management, Billing & Collections, Delinquent Accounts & Penalties, and Consumer Management & Service Requests.</p> <p>Pet/Business Licensing:</p> <p>This portal streamlines pet and business license applications for residents and businesses, offering online submission, fee management, real-time updates, and downloadable approvals. It enables independent application tracking, payment, document upload, notifications, and renewals, while also managing inspections, expiry reminders, and enforcement actions, including fines and penalties, if necessary. Licensing includes Application Processing, Fee Collection & Management, Self-service application management, Status Tracking & Notifications, Compliance & Inspection Scheduling, Expiration & Renewal Management, and Enforcement & Violation Management.</p> <p>Gravel Ticketing:</p> <p>SylogistGov ERP's Gravel Ticketing solution is purpose-built to enhance municipal gravel handling operations using the robust Microsoft Business Central platform. Leveraging a customized Power App, this integrated solution provides interactive ticketing and seamless operational management within the Dynamics 365 environment.</p> <p>Community Engagement & Data Intelligence:</p> <p>Citizen Portal:</p> <p>An adaptable community portal with offering seamless integration with taxation, utility billing, and licensing systems, providing residents a one-stop platform for information, services, and transactions tailored to the municipality's unique needs and identity. Citizen Portal includes Property & Account Management, Taxation, Utilities, Licensing, and Self-Service Requests.</p> <p>GIS Integration:</p> <p>This functionality encompasses ARC GIS integrations, providing features like foundational mapping, data connectivity, and a Power BI connector for enhanced visualization and analysis.</p>
Complexity of entity served (Small-mid, mid-market, large complex)	Small - Mid Public Sector	SylogistGov is a SaaS based solution featuring an integrated set of local government- specific capabilities to support the efficient planning, budgeting, reporting, delivery and management of municipal services. It is a solution purpose-built for communities that have a population of less than 200,000. Integrated modules include ERP, Taxation, Utility Billing, Licensing, Citizen Portal, Payroll, Human Resources, and Budgeting.
Implementation model (Vendor-Led, Partner-Led, etc)	Partner-Led	Sylogist's implementation model is partner led. Sylogist has a strong partner eco-system who are municipal experts and have tenured experience in implementing SaaS ERP solutions for public entities. What better services team to implement the ERP than those that work in the industry, perform audits and know the client's business already.

Program offering

Describe your program offering.

Question	Response *
Provide a clear description of your ERP solution. Describe the core functional areas—such as finance, budgeting, procurement, commitment control, reporting, asset and inventory management, human resources, and workflow/approvals—and explain how your solution supports the business processes normally used by municipalities and broader-public-sector entities. If and when using proprietary module names, please define how they correspond to standard public-sector functions.	SylogistGov is a comprehensive, cloud-based ERP solution purpose-built for municipalities and public-sector organizations. The solution is built on Microsoft Dynamics 365 Business Central for core Financials and extended with Sylogist-developed modules for public-sector-specific requirements. Core functional areas include General Ledger, Fund Accounting, Budgeting and Forecasting, Accounts Payable and Receivable, Procurement and Purchase Requisitions, Encumbrance and Commitment Control, Project and Grant Accounting, Asset Management, Inventory, Workflow and Approvals, and Financial Reporting. SylogistGov also includes integrated Revenue modules (Property Taxation, Utility Billing, Licensing, Cash Receipting) and a Citizen Portal for online self-service and payments. Together, these components support end-to-end municipal business processes including procure-to-pay, order-to-cash, budget-to-actual, and audit-ready financial management.
Describe the maturity of your ERP platform, including years in market, installed base in Canada, and the number and type of public-sector clients currently using your solution.	Sylogist has been delivering ERP solutions to the public sector for over 30 years, with a strong and established customer base across Canada and the United States. SylogistGov is actively used by Municipalities, Counties, Utilities, School Boards, and other public-sector entities ranging from small communities to larger regional governments. The solution reflects proven municipal best practices and is continuously refined based on real-world public-sector usage.
Describe your product roadmap for the next 36 months, including planned functional enhancements, architectural changes, module expansions, and end-of-life notices. State your release cadence and how you communicate changes to clients.	Sylogist maintains an active product roadmap that is typically planned and communicated on a rolling basis, with detailed visibility 3-6 months in advance. Enhancements are delivered regularly through Microsoft Business Central release cycles and SylogistGov updates. The roadmap includes functional enhancements, modernization initiatives, and ongoing architectural alignment with Microsoft's cloud platform, including increased use of automation, analytics, and AI-enabled capabilities as they become available and appropriate. Product updates and changes are communicated to customers and partners through release notes, webinars, and Sylogist's online knowledge base.
Include the third party certifications you have related to ERP systems cloud storage such as ISO, ANSI, CSA, SOC etc.	SylogistGov leverages Microsoft Azure and Dynamics 365 Business Central, which are hosted within Microsoft's globally certified cloud infrastructure. Microsoft maintains extensive third-party certifications including ISO/IEC 27001, ISO 27018, SOC 1 and SOC 2, CSA STAR, and other internationally recognized standards. Sylogist relies on these certifications as part of its overall security and compliance posture.
Identify the platform(s) who host your solution, where customer data is stored, processed, and backed up (primary, secondary, disaster recovery). Describe your security certifications, data protection practices, access controls, and incident-response protocols applicable to Canadian public-sector organizations.	SylogistGov is hosted on Microsoft Azure, with customer data stored and processed within Microsoft-managed data centers. Backup and disaster recovery capabilities are provided through Azure's built-in redundancy and backup services, including geo-redundant storage. Security controls include role-based access, multi-factor authentication, encryption at rest and in transit, and centralized identity management via Microsoft Entra ID. Incident response and operational security practices align with Microsoft cloud standards and Sylogist's internal security policies.
Describe your upgrade process, including frequency, required customer involvement, backward-compatibility, test environments, and support for customizations or third-party components during upgrades	SylogistGov follows Microsoft's cloud upgrade model, with regular platform updates and incremental feature releases. Updates are designed to be backward compatible and minimize disruption. Customers have access to sandbox environments for testing prior to major updates. Customizations and extensions follow Microsoft-supported extension frameworks to ensure upgrade safety and compatibility with third-party solutions.
Describe the configuration tools, low-code/no-code capabilities, and workflow engines available to clients. Identify which capabilities business users can configure without vendor or partner intervention.	Business users can configure many aspects of SylogistGov without vendor intervention, including account structures, dimensions, approval workflows, budget controls, user roles, and reporting layouts. Workflow approvals, alerts, and business rules are configurable using built-in Business Central tools. Integration with Microsoft Power Platform enables additional low-code/no-code capabilities where required.
Describe if and how your solution supports multi-entity, multi-department, or shared-services environments, including controls, reporting, and segregation of duties.	SylogistGov supports multi-entity and multi-department environments using Microsoft Business Central's multi-company architecture. Multiple legal entities (such as counties, municipalities, or departments) can operate within a single tenant, each with its own company, chart of accounts, budgets, and controls. Role-based security, segregation of duties, and audit controls are enforced per entity. Consolidated and cross-entity financial reporting is supported.
Describe your reporting and analytics capabilities, including built-in reports, self-service tools, data export methods, and support for external BI platforms.	SylogistGov includes a comprehensive set of built-in financial and operational reports, along with flexible account schedules and analytical views. Users can export data to Excel and other common formats. The solution integrates natively with Power BI, enabling advanced analytics, dashboards, and self-service reporting for finance and operational users.
Describe how your solution supports public-sector financial controls, including approval workflows, delegation of authority, commitment control, audit trails, and compliance reporting.	SylogistGov is designed to meet public-sector financial control requirements. The solution supports configurable approval workflows, delegation of authority, and role-based access controls. Commitment and encumbrance accounting ensure budget visibility before expenditures are posted. Full audit trails are maintained for financial transactions, approvals, and master data changes, supporting internal controls and external audit requirements.
Do Canoe members have the ability to choose or restrict the hosting region (including test, staging, and analytics environments)? Can the customer prohibit cross-region failover?	Hosting regions are governed by Microsoft Azure and Business Central deployment options. Customers can select available regional data centers during provisioning, subject to Microsoft availability. Cross-region failover and redundancy are managed by Azure to ensure service availability and data protection; restrictions may be subject to Microsoft platform capabilities and contractual terms.
Describe how your solution meets accessibility requirements, keyboard navigation, screen-reader compatibility, and mobile usability for public-sector staff.	SylogistGov benefits from Microsoft Business Central's built-in accessibility features, including keyboard navigation, screen-reader support, and compliance with recognized accessibility standards. The web-based interface supports modern browsers and mobile devices, enabling secure access for public-sector staff across desktop, tablet, and mobile environments.
List and describe all agreements that govern the use, support, hosting, and management of your ERP solution.	Use of SylogistGov is governed by Sylogist's standard software and subscription agreements, along with applicable Microsoft cloud service terms for Business Central and Azure. These agreements define licensing, hosting, security responsibilities, support, and data protection obligations.
List anything else you would like to include as part of your offering.	Use of SylogistGov is governed by Sylogist's standard software license and subscription agreements, including terms covering support, service management, and data protection. Hosting and cloud infrastructure services are governed by applicable Microsoft cloud service terms for Dynamics 365 Business Central and Microsoft Azure. Where applicable, data privacy and security obligations are addressed through these agreements and associated policies, which collectively define licensing, hosting, security responsibilities, service availability, and customer data protection.

Core ERP Capability Coverage

Proponents must base responses on the capabilities of their ERP platform, not on a specific client's implementation.

ADD N/A if no answer

- Identify which features are native, which require configuration, which require customization, and which rely on third-party applications.
- Cite **evidence** (e.g., published documentation, release notes, client deployment patterns).
- Avoid marketing statements that do not provide measurable facts.
- Disclose any assumptions used in classifying a capability.

Evaluation will score the completeness, clarity, evidence, and practicality of proposed approaches required for a delivery of your program offering.

Capability Category	Offered *	Name and Description *	Native (OOB) Support *	If not Native: Configuration *	Requires Customization *	Third-Party Required *	Known Limitations *	Typical use case that require customization or 3rd party *	Evidence
Finance	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Microsoft Dynamics 365 Business Central (Cloud SaaS) with SylogistGOV Extensions - Core financial management including: - General Ledger - AP / AR - Cash Management - Bank Reconciliation - Multi-entity / multi-fund accounting - Budgeting - Commitment / Encumbrance Accounting (SylogistGOV extension) - Grant/Award Management (SylogistGOV extension)*	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	-Advanced public-sector encumbrance accounting requires SylogistGOV extension - Advanced multi-year capital planning may require configuration or Power BI*	Non-Applicable	- Microsoft Business Central Financial Management documentation - Microsoft release notes (current SaaS wave updates) - SylogistGOV Fund Accounting & Encumbrance module documentation*

Procurement	<input type="radio"/> Yes <input type="radio"/> No	Business Central Procurement & Purchasing with SylogistGOV Purchase Requisitions Includes: - Vendor management - Purchase Orders - Approval workflows - Three-way matching - Requisition-to-PO conversion - Commitment tracking (via SylogistGOV)*	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	- External vendor self-service portals require Power Platform or third-party tools - Formal RFP/tender bid management may require separate procurement tool"	Non-Applicable	- Microsoft Business Central Purchasing documentation - SylogistGOV Requisition module documentation
Human Resources / Payroll (if applicable to your suite)	<input type="radio"/> Yes <input type="radio"/> No	Business Central HR module + Canadian Payroll extension (if applicable) Includes: - Employee records - Payroll processing - Tax calculations - Direct deposit - ROE reporting (Canada)	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	Jurisdiction-specific payroll compliance handled through certified payroll extensions	Non-Applicable	- Microsoft AppSource payroll listings - Canadian Payroll extension documentation*
Budgeting and Planning	<input type="radio"/> Yes <input type="radio"/> No	Business Central Budget Management + SylogistGOV Budget Plans	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	Advanced forecasting modeling may use Power BI or external planning tools	Non-Applicable	- Microsoft Budget Management documentation - SylogistGOV Budget Plans documentation*
Inventory / Asset Management	<input type="radio"/> Yes <input type="radio"/> No	Business Central Inventory Management + Fixed Assets + SylogistGOV Asset Extensions (if required)	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	Enterprise EAM (maintenance scheduling, work orders) typically integrates with specialized systems (e.g., EAM platforms)	Non-Applicable	- Microsoft Business Central Inventory documentation - Microsoft Fixed Assets documentation - Public release notes confirming ongoing SaaS enhancements*
Reporting / Analytics	<input type="radio"/> Yes <input type="radio"/> No	Embedded Reporting + Power BI Integration Includes: - Standard financial statements - Account schedules - Dimension-based reporting - Excel integration - Embedded Power BI dashboards - API data access	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	Enterprise-wide data warehousing requires separate Azure architecture	Non-Applicable	- Microsoft Business Central reporting documentation - Microsoft Power BI integration documentation*
Integration and Data Architecture	<input type="radio"/> Yes <input type="radio"/> No	Cloud SaaS Architecture (Microsoft Azure) with API-First Integration Model Includes: - REST APIs - OData endpoints - Web services - Azure Active Directory (Entra ID) authentication - Event-driven architecture - Dataverse & Power Platform connectivity	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	Direct SQL database access is not permitted in SaaS (API-based integration only)	Non-Applicable	- Microsoft Business Central SaaS architecture documentation - Microsoft Learn API documentation - Public security and compliance documentation*
Platform Tools (workflow, low-code, roles/permissions, extensibility)	<input type="radio"/> Yes <input type="radio"/> No	*Business Central Extension Framework + Power Platform Integration Includes: - Role-based security - Permission sets - Workflow engine (approvals, notifications) - Extension model (AL language) - Power Automate - Power Apps - Power BI - Event subscriptions	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	Core application code cannot be directly modified in SaaS (extension-only model)	Non-Applicable	- Microsoft AL development documentation - Business Central workflow documentation - Microsoft Power Platform integration documentation
	<input type="radio"/> Yes <input type="radio"/> No	See response above	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input type="radio"/> No	See response above	See response above	See response above

Extensibility, integration and interoperability

Integration and Extensibility Overview

Area	Native Integration Features *	Limits or Constraints *	Need for Customization or Middleware *
API	Since SylogistGov is based on Microsoft Business Central ERP, the native API capabilities available in Business Central is also available in SylogistGov. In addition, Sylogist has extended the base Business Central API to work with our native fund functionality.	API endpoints need to consider the Sylogist fund dimension.	API can be extended to accommodate the fund dimension should it be necessary.
Events/webhooks	Since SylogistGov is based on Microsoft Business Central ERP, the native events and webhooks are also available in SylogistGov. In addition, Sylogist specific events have been added to the Sylogist application.	If an event or webhook does not exist, events and webhooks can be added to accommodate customer requirement.	If an event or webhook does not exist, events and webhooks can be added upon request to accommodate customer requirement.
Reporting Data Models	SylogistGov includes native Business Central financial reporting capabilities.	SylogistGov is limited to capabilities included in the Microsoft reporting engine.	SylogistGov also enables customers to use Microsoft's Power BI reporting tool to customize reports or create any report they require.
Workflow Engine	Since SylogistGov is based upon Microsoft Business Central, we leverage the workflow engine in Business Central. In addition, Sylogist adds additional workflows for sector specific workflow requirements.	SylogistGov does suppress certain Microsoft workflows in favor of sector specific Sylogist workflows.	Sylogist can enable suppressed Microsoft workflows with customization.

Technical Support

Question	Answer *
Describe the customer support services available for technical issues, including support channels, hours of availability, response and resolution targets, escalation paths, and any service-level commitments for Canoe Members.	Sylogist Partners provide the first line of support for customers. Sylogist provides the second line of support which is available for Partners to contact if they require assistance addressing the issue. In addition to support, Sylogist provides support training to Partners. Sylogist support includes technical, product, and environmental issues. Sylogist uses a ticketing system for Partners to submit and monitor support issues. Details for accessing support including hours of availability, response targets, and escalation paths are published in the Partner resources area of the Sylogist Knowledge Center. Resolution times will be dependent upon the complexity and priority of a particular issue. Sylogist support hours are from 8:00am - 7:00pm EST Monday - Friday. For technical issues that affect the ability to access or use the system these are monitored 24x7.
Describe your technical support model, including the distinction between vendor-provided support and partner-provided support. Identify which types of issues are handled directly by your company.	Sylogist Partners are responsible for the first line of support with the customer. In this model, customers will contact the Partner for technical support. As part of our Partner training, Sylogist trains the Partner on addressing support questions. Sylogist provides the second line of support where the Partner will contact Sylogist Partner support help desk for questions they are not able to address or require assistance with. Sylogist is typically involved in issues such as bug fixes, software enhancements etc.
Describe how support responsibilities are divided between your company and implementation partners, including issue triage, root-cause analysis, and platform-level defects	Sylogist Partners are responsible for the first line of support with the customer. In this model, customers will contact the Partner for technical support. For issues that come to the Sylogist technical support team, this team will triage issues based on level of severity as outlined in the Service Level Agreement published to Partners in the Sylogist Knowledge Center. The Sylogist development team would perform a root cause analysis and platform level defects as part of this process.
Describe how technical support interacts with your update and release process, including communication of upcoming releases, support for regression issues, and schedule stability	In advance of system updates, Sylogist creates and publishes release notes to the Sylogist Knowledge Center for access by both Partners and customers. In addition, Sylogist notifies Partners via email in advance of the release about the release timing as well as provide a link to the release notes.

Suitability and Member profile

Question	Response *
Beyond the financial cost, what is the specific Full-Time Equivalent (FTE) commitment required from the client's internal team during a standard implementation to ensure success, and what specific technical skill sets must those internal staff possess	Implementations on average are about 9-12 months depending on scope. During that time, various members of the client's internal team will be needed to ensure success. On average, the estimate would be about 60 hours however, some resources may be more involved than others. The period that requires the most time for a client is during training and testing. Skill Sets: Will require the identification of subject matter experts for requirements gathering and everyone else should be familiar with the organizations process and their specific job requirements. Additionally, having knowledge of Office 365 products is a plus.
Describe a specific client profile (size, complexity, or industry vertical) where your solution is NOT the best fit, and explain why a competing product might serve that specific profile better.	Public entities with populations greater than 125,000 may not be the best fit for Sylogist. This aligns with where Microsoft positions Business Central in relation to size and complexity.
Describe a specific client profile (size, complexity, or industry vertical) where your solution is the best fit, and explain why a competing product might serve that specific profile better.	SylogistGov is SaaS-based solution featuring an integrated set of local government- specific capabilities to support the efficient planning, budgeting, reporting, delivery and management of municipal services. It is a solution purpose-built for communities that have a population of less than ~ 125,000. . Integrated modules include ERP, Taxation, Utility Billing, Licensing, Citizen Portal, Payroll, Human Resources, and Budgeting.
Identify functional gaps that your past public-sector clients (within the last three years) have raised during implementation.	SylogistGov is designed to support common municipal revenue and billing processes out of the box. During implementation, most feedback from public-sector clients relates not to functional gaps but to aligning the system with local operational practices and data formats. Typical areas raised during implementation include: - Adjusting data import formats from provincial assessment authorities such as MPAC (Municipal Property Assessment Corporation) or other regional assessment providers. - Aligning utility meter read files with the municipality's existing collection or field systems. - Configuring mortgage company and pre-authorized payment processing to match banking file formats and reconciliation practices. - Adapting reports and operational workflows to reflect local policies, reporting requirements, or audit practices. These items are typically addressed through standard configuration and implementation support rather than product changes.
Describe compatibility with commonly used public-sector systems (procurement portals, AP automation tools, asset systems, financial reporting tools).	SylogistGov supports common municipal operations through pre-built integrations within the Revenue Suite that are included as part of the core product and maintained by Sylogist. These integrations support typical municipal data exchanges required for revenue management, including: Property Assessment Imports: (e.g., MPAC) Municipalities can import updated property assessment records directly into the tax system to ensure accurate billing and property roll updates. Meter Read Uploads: Utility meter readings can be uploaded for water or other municipal utilities to support consumption-based billing. Mortgage and Pre-Authorized Payment Processing: Mortgage company files and pre-authorized payment batches can be uploaded and reconciled automatically, applying payments to the appropriate taxpayer accounts. These integrations are built into the platform, included in product updates, and maintained by Sylogist to support reliable municipal revenue processing.
Identify typical integration points where members often require customization.	Most municipalities using SylogistGov rely on the system's built-in revenue processing capabilities and pre-built integrations. During implementation, organizations typically configure these features to match their local operational procedures. Common areas where municipalities configure the system include: - Property assessment imports from provincial assessment authorities - Utility meter read file uploads for consumption-based billing - Mortgage company payment files and pre-authorized payment batches - Revenue reporting and reconciliation processes used by municipal finance departments These configurations allow municipalities to align the system with their billing cycles, reporting practices, and local operational requirements without requiring custom development.
	Please see response above.
	Please see response above.
	Please see response above.

Comparative Positioning

Proponents must summarize how their ERP differs from other major products in the market. This section aims to help Canoe Members understand when your solution is a good fit and when it is not.

Dimension	Strengths of your Solution *	Limitations of your solution *	Typical competitor approaches *	Members types best served *
Finance	SylogistGov financial solution is powered by Microsoft Business Central. It is a proven and adopted ERP system. Sylogist has added purpose-built fund accounting abilities that transform business Central into a system tailored to the needs of public sector organizations. The financial system benefits from connectivity of the Microsoft eco-system including Co-Pilot, Power BI etc., and connectivity to a wide range of other Microsoft software Partners.	The SylogistGov solution requires the use of the Microsoft platform.	Some competitors may create their own ERP system versus utilizing established ERP such as Microsoft Business Central. Some competitors may focus on core financials and not certain revenue modules that are focused on specific public sector entities.	Our product is purpose built for non-profits local government, Districts and Crown organizations. For local government specifically we fit best with populations under ~ 125,000.
Procurement	SylogistGov leverages Microsoft Business Central procurement capabilities enhanced with Sylogist extensions for public sector requirements. The solution supports a full procure-to-pay lifecycle including requisitions, approvals, purchase orders, vendor management, encumbrances and commitment accounting, and invoice processing. Built-in workflow and approval automation ensures compliance with municipal procurement policies while providing strong financial controls and real-time budget visibility.	The procurement functionality operates within the Microsoft Business Central framework and may require configuration or extensions to meet highly specialized procurement processes or jurisdiction-specific requirements.	Some competitors provide standalone procurement systems or bolt-on purchasing modules that integrate with their financial systems. While these solutions may offer deep procurement features, they often require additional integrations, separate user interfaces, and data synchronization between systems.	Same as above.
Reporting	SylogistGov utilizes Microsoft Business Central's reporting capabilities together with the broader Microsoft data platform, including Power BI and Excel integration. Financial, operational, and ad-hoc reporting can be produced directly from the system while also supporting advanced analytics through Power BI dashboards and data models. This approach provides municipalities with real-time visibility into financial and operational data using widely adopted Microsoft tools.	Advanced reporting and analytics may require familiarity with Microsoft reporting tools such as Power BI or Excel-based data models to fully leverage the platform's capabilities.	Some ERP competitors rely on proprietary reporting tools or separate reporting databases. While these may provide built-in reports, they can limit flexibility and may require specialized training or additional licensing to support advanced analytics and dashboarding.	Same as above.
Extensibility	The Microsoft platform is customizable, configurable, extendable, and interacts with a large eco-system of third-party software providers. The Microsoft platform can be configured to the customer's needs and can be easily configured and extended by the customer as and when needed.	SylogistGov requires knowledge and expertise of the Microsoft platform.	Some competitors may depend largely on API's to third party capabilities to incorporate various elements of a solution. While this approach can be effective, it may involve implementation and support effort.	Same as above.

Experience

Describe your experience.

Line Item	Question	Response *
1	Provide a high level description of the services you are offering in your proposal.	<p>SylogistGov provides a comprehensive ERP platform tailored for municipalities and local governments, particularly those serving populations under 125,000. Built on Microsoft Dynamics 365 Business Central, this solution centralizes financials, payroll/HR, fund accounting, taxation, utilities, licensing, asset management, and citizen-facing services into one unified system. The platform improves operational efficiency, reporting accuracy, and compliance while enabling flexible, device-agnostic access.</p> <p>SylogistGov extends its ERP foundation with municipal-specific applications—such as property tax, utilities, permitting, business licensing, and citizen portals—modernized on Microsoft Azure. These modules provide real-time insights, automated workflows, and a transparent, citizen-focused service delivery model.</p> <p>Across all solution areas, SylogistGov provides configurable dashboards, KPIs, advanced analytics, and built-in reporting tools designed to give government leaders real-time visibility into operations and enable data-driven decision-making.</p>
2	What is your Canadian public sector market share for the solutions you are proposing?	<p>Currently, there are 37 municipal customers who have selected/signed with SylogistGov in the province of Alberta and Ontario. SylogistGov became available in 2024 and has gained momentum with an active pipeline of 140 prospects and in 2026 making the system available in every single province. Our initial efforts were primarily in Alberta and Ontario but, we are now making the solution actively available. Our market approach is to actively pursue the rest of the marketplace.</p>
3	Describe the maturity of your ERP platform, including years in market, installed base in Canada, and the number and type of public-sector clients currently using your solution. Include a representative sample of public entities currently using your solution.	<p>Sylogist is a public sector SaaS company that provides comprehensive ERP, CRM, fundraising, education administration, and payments solutions that allow its customers to carry out their missions. With over 30 years' experience, we serve over 2,000 customers globally, including all levels of government, nonprofit and non-governmental organizations, educational institutions, and public compliance-driven and funded companies.</p> <p>Sylogist has industry-leading profitability, an exceptionally strong balance sheet, a track record of successful acquisitions, and a portfolio of mission-critical SaaS solutions.</p> <p>This sample illustration is to provide visibility into the kinds of organizations that use SylogistGov.</p> <ul style="list-style-type: none"> - Municipal District of Taber, Alberta - Town of Drayton Valley, Alberta - Lanark County, Ontario - Municipality of Red Lakes, Ontario - British Columbia Teachers Association
4	What do you consider to be the top three market differentiators of your services relative to this solicitation?	<p>Sylogist is a Canadian owned and operated company that provides a modern SaaS solution SylogistGov. SylogistGov saves you time with no updates to manage. It is built on Microsoft Dynamics 365 Business Central. Modules work together seamlessly, no silos, increasing efficiency. The benefits of this enhanced utilization of the Microsoft tech stack and integrations with commonly used Microsoft applications.</p> <p>SylogistGov integrated solution provides:</p> <ul style="list-style-type: none"> - Single citizen/customer record and sub-ledger that summarizes all transactions including tax, utilities, permits/licenses. - Same concept applies to property records and information. - Ability to apply a single payment across multiple transaction types. - Creates referenceable data across modules. - Ability to integrate with 3rd party solutions via open APIs. <p>This reduces effort on the part of the municipality, improving productivity and efficiency. Front office and back-office staff receive security permissions based on their role.</p> <p>We keep data secure, consistent and accurate. The design of our ledger and sub-ledger is such that real-time postings are always in balance, requiring no effort to reconcile.</p> <p>Futureproofing: Pure cloud – always current. No more working with retired software and databases.</p>
5	Describe your experience with group purchasing, including a list of current cooperative purchasing contracts in North America.	<p>Sylogist's is on the GSA contract with the US Government</p>

Engagement , Marketing and Training

Line Item	Question	Response *
1	Describe the engagement and marketing strategy your company will implement if successful in this solicitation. Your answer should be specific to the various types stakeholders involved.	<p>Sylogist will engage its marketing team to work closely with Canoe to understand the opportunities for promoting this relationship to Canoe members. This would likely include information added to the Sylogist website and information shared on Sylogist social media, and outreach to Canoe members as available via Canoe. Various efforts may include webinars, demos, specific collateral and other joint market efforts as available via Canoe. Finally, Sylogist will engage its Reseller Partners and will work collaboratively with them to promote to Canoe members.</p>
2	Collaboration between Canoe and the vendor is essential to the buy-in of group purchasing by vendors and their distribution network. What do you expect Canoe's role to be in demonstrating the value of the contract?	<p>Sylogist would expect Canoe to communicate what channels are available in communicating to Canoe members.</p>
3	Describe how you will train your sales force and distribution network on the value of utilizing the group purchasing such as the Canoe contract for public sector and non for profit clients. Include details on measure you will put in place, such as type and cadence of engagement etc.	<p>Sylogist will train its pre-sales and sales teams on the Canoe contract including who it's for and what the benefits are. Sylogist will create materials and FAQs that will be published on the Partners resource area on the Sylogist Knowledge Center. We will run one to one training and alignment sessions with each of our Reseller Partners, so they understand the relationship and who it's for. We will train all parties on recording Canoe members in our Customer Relationship Management system for all opportunities.</p>
4	Describe your methodology and approach to a successful start up / implementation plan and ongoing review and monitoring of the contract use and promotion. Include details on measure you will put in place.	<p>The start-up approach would include a sales and marketing campaign plan for each campaign to promote the Canoe relationship. Measures for success would be tracked in our Customer Relationship Management system and will include leads generated and opportunities generated.</p>
5	How will you be monitoring the adoption and utilization of the Canoe contract by your sales and distribution network? Which key performance indicators will you be monitoring?	<p>Tracking and measuring the Canoe program will be run out of our sales Customer Relationship Management system where we will track communication campaigns to the Canoe membership and we will track opportunities which are Canoe members. The measures will include the number of opportunities that are Canoe related and Canoe members such as timing to close, estimated close date, estimated contract value, and percent probability.</p>
6	Describe your commitment to attending and/or sponsoring Canoe member engagement events (e.g., reverse trade shows, conventions, golf tournaments, educational offerings, retreats etc.)	<p>Sylogist marketing approach includes event participation and sponsorship. Sylogist would want to understand all of the engagement opportunities timing and budget so we can plan and budget accordingly. Sylogist would be an active participant in the Canoe community.</p>
7	Provide details on industry and association partnerships your company has fostered over time which will be beneficial to promoting the Canoe contract in Canada.	<p>Sylogist has been actively involved in Canada with Government Finance Officers Association (GFOA), Municipal Finance Officers Association (MFOA), and Association of Fundraising Professionals (AFP).</p>

Sales and distribution network

Question	Response *
Describe your company's capability to meet the CANOE Member needs across Canada or for each geographical area the Proponent wishes to do business in. Your response should address at least the following areas. a. Sales force. b. Reseller network or distribution methods if any. Please include details, such as the locations of your network of sales.	For the sales of SylogistGov, Sylogist works with a network of certified Reseller Partners with locations and sales/service presence in Canada. Sylogist currently works with certified Reseller Partners and looking actively to increase the Partner network. Certified Partners bring expertise within the Microsoft platform and within Public Sector. Our Partner network is capable of qualifying prospects who are a good fit for our solution and capable of running all aspects of the sales process such as demos, qualification etc.
Describe your how you manage government sales. Include details on the sales and training structure and how you specifically address sales and marketing with public sector clients in a group procurement context.	All Reseller Partners are supported with a in depth product certification exam. In addition to training, Sylogist has a Partner enablement team dedicated to the ongoing training of each Partner and the practical support of their team during the sales and implementation process. Sylogist also has Sales Engineers who works closely with our Partners' sales and pre-sales teams. These Sales Engineers have deep expertise with Sylogist products and the sectors themselves. Our marketing team has dedicated Public Sector staff that focus on marketing within the non-profit and local government sectors. We have dedicated business development representatives one who focuses on non-profit and one who focuses on Local Government who work closely with our Partners and their prospects in these sectors. We are active in both municipal conferences (MFOA & GFOA) as well as non-profit conferences. Sylogist can create marketing materials for specific groups where we promote our capabilities, run demos, and share information so that members within these groups become aware of these product offerings to determine if it is a good fit for their organization.
Describe in details the process and procedure of your customer service program, if applicable. Include your response-time capabilities and commitments, as well as any incentives that help your providers meet your service goals or promises.	Sylogist works through a certified Reseller channel, and these Resellers are responsible for ongoing support and customer service. Sylogist supports our Resellers with a dedicated Help Desk support team focused on supporting our Partners who have the primary point of engagement with customers. This team utilizes a ticketing system that enables Partners to log and track open issues. Partners also have the ability to talk and meet with members of our support team who are also available to join calls with Partners and customers as needed. In addition to Help Desk support, Sylogist has a Customer Success team with a dedicated representative who works with our Partners' Account Managers in managing the success of their customers. We do have published service level response times published in our Knowledge Center where our response times will vary depending on the urgency and nature of a particular issue ranging from one to three hours for urgent production issues to 23-48 hours for lower priority noncritical issues. We triage by urgent, high, normal, and low service levels.

Member access to program offering

Line Item	Question	Response
1	List the necessary steps for a Canoe member to set up an account and access your program offering for the first time should you be awarded a contract.	We will be tracking new member prospect and customers in our Customer Relationship Management system where we have a dedicated field where we will identify Canoe members. During the sales process, we can also capture a unique Canoe member identifier if this is relevant.
2	Describe how members can access information, pricing, discounts, services, get a quote and place an order.	Canoe members will contact one of our certified Partners to access information on pricing, services, product information, and other product details. Canoe members are welcome to contact Sylogist directly for guidance and introductions to Sylogist Resellers.
3	In a case where your company has an existing public sector customer who desires to be onboarded onto the Canoe offering, how would you address this situation?	For Canoe customers who are currently using the SylogistGov solution those customers will be bound by their current contracts and upon expiration of their current contracts will have the ability to renew their contract via Canoe.

Implementation Network

This section focuses on implementation partner information for Members. Implementation services are not included in this RFP. Do not include your marketing or promotional material.

Question	Answer *
Do you have a partner network? Enter "yes" or "no", if "no", explain how clients implement your software. If "yes" move on to question 2.	Yes.
Describe your implementation partner network, including tiers, mandatory certifications, areas of specialization, and any restrictions or required approvals that limit our choice of partner for specific modules or deployments.	Sylogist works through a certified Reseller Partner channel, and these Resellers are responsible for implementation, ongoing support and customer service. Each Reseller is required to become certified on the product and goes through formal certification training. The certification includes training on each area of the product. It is available to all Partners and staff via the Learning Management System. Gaining certification requires completion of all product training as well as successful completion of a certification exam.
Describe your partner certification process.	Each Reseller is required to become certified on the product and goes through formal certification training. The certification includes training on each area of the product. It is available to all partners and staff via the Learning Management System. Gaining certification requires completion of all product training as well as successful completion of a certification exam.
Describe how you monitor performance of your implementation network, performance review and circumstances under which the partnership status would be revoked.	Sylogist monitors Partner performance at the project level. We have Partner enablement staff assigned to each Partner's implementation. In this capacity, Sylogist is able to provide guidance and have insight on process and progress as well as the development of each Partner. In addition to working with Partners at the project level, the Sylogist team does regular management check ins with our Partners to plan to understand what each Partner needs and to assess the overall health of the partnership. Sylogist is structured to work with each Partner in a way to work with team and process. If over time Sylogist and Partner agree that the partnership is neither successful nor heading towards success, the parties would agree to disband the partnership.
How do you support the implementation of your software through your implementation network?	We support Partner implementations via our Partner enablement team that is specifically in place to ensure the success of our Partners in implementing our product. We have Partner enablement staff assigned to each Partner's implementation. In this capacity, we support the Partners staff in ensuring a successful implementation and helping to nurture their knowledge of the system.
Do you offer the same level of support to all your implementation partners?	Yes, we offer the same level of support to all of our implementation Partners. For Partner's that are early on in their implementation efforts typically offer extra close support during their implementation efforts to ensure projects are executed smoothly and the Partner's learning progresses. As Partner's gain experience via multiple implementations, they tend to require less support over time. However, our commitment to support to them at all stages of the project remain.

Environmental and social governance ESG

Question	Response *
<p>Describe your corporate ESG initiatives.</p>	<p>SylogistGov delivers its solutions entirely through Microsoft's secure, cloud-based infrastructure, reducing the environmental impact associated with legacy on-premises systems. Because SylogistGov is built on Microsoft Dynamics 365 Business Central, Municipalities gain access to modern cloud efficiencies, optimized energy consumption, reduced physical hardware, and streamlined operation with hosting provided in Microsoft Canadian data centers in Ontario and Quebec.</p> <p>By enabling Local Governments to move away from outdated, resource-intensive systems, SylogistGov supports:</p> <ul style="list-style-type: none"> -Lower IT energy use through cloud hosting instead of local servers. -Reduced waste by eliminating the need for legacy hardware lifecycle management. -Greater sustainability through real-time data insights enabling municipalities to plan, monitor, and optimize resources more effectively. <p>These cloud-based efficiencies directly support environmental sustainability for the communities SylogistGov serves.</p> <p>Social Responsibility:</p> <p>SylogistGov's mission is deeply rooted in supporting public-sector organizations including Municipalities, Utilities, First Nations/Tribal governments, and Public Agencies so they can better serve their communities.</p> <p>Key social impact pillars include:</p> <ul style="list-style-type: none"> -Empowering communities through purpose-built technology: SylogistGov solutions streamline budgeting, procurement, utilities, taxation, and citizen services, helping local governments deliver transparent, equitable, and efficient public services. -Supporting diverse public-sector organizations: Sylogist serves Municipalities across Canada and the U.S., as well as non-profits, school boards, and government agencies, reinforcing its commitment to social good across multiple sectors. -Strengthening accessibility & user experience: With a browser-based interface, real-time updates, and device-agnostic access, SylogistGov promotes inclusive service delivery for both municipal staff and the residents they support. <p>Through innovative digital tools, SylogistGov enables public-sector organizations to deliver essential services more reliably, equitably, and transparently.</p> <p>Governance & Ethical Standards:</p> <p>SylogistGov's foundation on Microsoft's trusted cloud and Dynamics 365 platform ensures strong governance, rigorous security, and compliance designed for public-sector accountability.</p> <ul style="list-style-type: none"> -Secure, Canadian-hosted data residency: SylogistGov is hosted in Microsoft's Canadian cloud datacenters, providing stringent security, compliance, and data governance required by municipal and government organizations. -Transparency & accountability for public institutions: SylogistGov's fund accounting, reporting dimensions, auditability, and real-time visibility strengthen financial governance and support municipal transparency mandates. -Reliable operations and oversight: Government customers benefit from secure authentication (SSO), automated backups, managed updates, and enterprise-grade uptime and continuity. <p>With over 30 years of serving public-sector organizations, Sylogist's governance model aligns with the high standards required by Municipalities, Utilities, Tribal Nations, and Public Agencies.</p> <p>Our Commitment:</p> <p>SylogistGov's purpose-built municipal and public-sector solutions are designed to:</p> <ul style="list-style-type: none"> -Strengthen community outcomes -Increase transparency and sustainability -Support equitable service delivery -Ensure accountable and secure governance <p>By integrating ESG principles into its technology, operations, and partnerships, SylogistGov empowers local governments and public-sector organizations to build healthier, more resilient, and more sustainable communities.</p>

Addenda, Terms and Conditions

PART D -TERMS AND CONDITIONS OF THE SOLICITATION PROCESS

Proponents should structure their proposals in accordance with the instructions in the Procurement Portal.

A proponent who submits conditions, options, variations, or contingent statements, either as part of its proposal or after receiving notice of selection, may be disqualified.

1.1.1 Ability to Provide Deliverables

The Proponent has carefully examined the Solicitation documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the Solicitation for the rates set out in its proposal.

1.1.1.2 Non-Binding Pricing

The Proponent has submitted its pricing in accordance with the instructions in the Solicitation. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

1.1.2 Proposals in English

All proposals are to be in English only.

1.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the proponent's proposal, but not attached, will not be considered to form part of its proposal.

1.1.4 Past Performance

In the evaluation process, Canoe may consider the proponent's past performance or conduct on previous contracts with Canoe or other institutions.

1.1.5 Information in SOLICITATION Only an Estimate

Canoe and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this Solicitation or issued by way of addenda. Any quantities shown or data contained in this Solicitation or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this Solicitation.

1.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

1.1.7 Proposal to be Retained by Canoe

Canoe will not return the proposal or any accompanying documentation submitted by a proponent.

1.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

Canoe makes no guarantee of the value or volume of work to be assigned to the selected proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. Canoe may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

1.1.9 Trade Agreements

Proponents should note that (based on the Members looking to purchase under this Solicitation) this procurement process is subject to the requirements of:

- Comprehensive Economic and Trade Agreement between Canada and the European Union, Chapter 19 (Government Procurement)
- Canadian Free Trade Agreement, Chapter 5 (Government Procurement)
- New West Partnership Trade Agreement, Article 14 (Procurement) and Part V, Section C (Exceptions: Government Procurement)
- Trade and Cooperation Agreement Between Ontario and Quebec, Chapter 9
- Atlantic Procurement Agreement
- Ontario Broader Public Sector (BPS) Procurement Directive

1.2 Communication after Issuance of Solicitation

1.2.1 Proponents to Review Solicitation

Proponents should promptly examine all of the documents comprising this Solicitation and may direct questions or seek additional information in writing through the Procurement Portal on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. Canoe is under no obligation to provide additional information, and Canoe is not responsible for any information provided by or obtained from any source other than the Solicitation Contact or the Procurement Portal. It is the responsibility of the proponent to seek clarification on any matter it considers to be unclear. Canoe is not responsible for any misunderstanding on the part of the proponent concerning this SOLICITATION or its process.

1.2.2 All New Information to Proponents by Way of Addenda

This Solicitation may be amended only by addendum in accordance with this section. If Canoe, for any reason, determines that it is necessary to provide additional information relating to this Solicitation, such information will be communicated to all proponents by addendum posted in the Procurement Portal. Each addendum forms an integral part of this Solicitation and may contain important information, including significant changes to this Solicitation. Proponents are responsible for obtaining all addenda issued by Canoe.

1.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If Canoe determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, Canoe may extend the Submission Deadline for a reasonable period of time.

1.2.4 Verify, Clarify, and Supplement

When evaluating proposals, Canoe may request further information from the proponent or third parties in order to verify, clarify, or supplement the information provided in the proponent's proposal. Canoe may revisit, re-evaluate, and rescore the proponent's response or ranking on the basis of any such information.

1.2.5 Restricted Communications

Proponents that fail to comply with the requirement to direct all communications to the Solicitation Contact may be disqualified from the Solicitation process. Without limiting the generality of this provision, Proponents may not communicate with or attempt to communicate with the following (unless instructed to by the Solicitation Contact):

1. any RMA director, officer, employee or agent (other than the Solicitation Contact);
2. any member of the Evaluation Team;
3. any expert or advisor assisting the Evaluation Team; or
4. any other elected official of any level of government, including any advisor to any elected official.

1.2.6 Authorized Communications, Amendments, Waivers

Proponents are advised that from the date of issue of the Solicitation through any award notification:

1. only the Solicitation Contact is authorized by CANOE to amend or waive the requirements of the Solicitation pursuant to the provisions of this Solicitation; and
2. under no circumstances shall a Proponent rely upon any information or instruction from any commissioner, officer, employee, agent of CANOE or RMA unless the information or instruction is provided in writing by the Solicitation Contact.

1.3 Notification and Debriefing

1.3.1 Notification to Other Proponents

Once an agreement is executed by Canoe and a proponent, the other proponents may be notified directly in writing and will be notified by public posting of the outcome of the procurement process.

1.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the Solicitation Contact and must be made within sixty (60) days of such notification. The Solicitation Contact will contact the proponent's representative to schedule the debriefing. Debriefings may occur in person at Canoe's location or by way of conference call or other remote meeting format as prescribed by Canoe.

1.3.3 Procurement Protest Procedure

Any proponent with concerns about the Solicitation process is required to attend a debriefing prior to proceeding with a protest.

If, after attending a debriefing, the proponent wishes to challenge the Solicitation process, it should provide written notice to the Solicitation Contact in accordance with the procurement protest procedures below:

A bid dispute must be submitted within 5 Business Days of the circumstances giving rise to the dispute. To submit a bid dispute, proponents must deliver a written submission containing:

1. The name, address, and telephone number of the Proponent;
2. An indication that the bid dispute is authorized by an authorized signing officer or representative of the Proponent;
3. The Solicitation number;
4. Identification of the statute or procedure that is alleged to have been violated;
5. A precise statement of the relevant facts;
6. Identification of the issues to be resolved;
7. The Proponent's argument and supporting documentation; and
8. The Proponent's proposed resolution. All documentation must be addressed to:

Attention: General Manager, Canoe Procurement Group of Canada
Canoe Procurement Group of Canada
2510 Sparrow Drive, Nisku, Alberta T9E 8N5

EMAIL: proposals@canoeprocurement.ca

Once a bid dispute has been received, the General Manager, Canoe Procurement Group of Canada will initiate a review of the matter. The General Manager will complete that review and provide a response to the proponent as soon as reasonably possible, but generally within 10 Business Days.

That response shall be the final response from CANOE regarding the bid dispute.

Filing a bid dispute does not affect a Proponent's ability to participate in ongoing or future procurement opportunities with CANOE.

1.4 Conflict of Interest and Prohibited Conduct

1.4.1 Conflict of Interest

For the purposes of this Solicitation, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

1. in relation to the Solicitation process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
2. having or having access to confidential information of Canoe in the preparation of its proposal that is not available to other proponents;
3. having been involved in the development of the Solicitation, including having provided advice or assistance in the development of the Solicitation;
4. receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the Solicitation;
5. communicating with any person with a view to influencing preferred treatment in the Solicitation process (including, but not limited to, the lobbying of decision-makers involved in the Solicitation process); or
6. engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive Solicitation process or render that process non-competitive or unfair; or
7. in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
8. could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
9. could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

1.4.2 Disqualification for Conflict of Interest

Canoe may disqualify a proponent for any conduct, situation, or circumstances, determined by Canoe, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing supplier of Canoe may be precluded from participating in the Solicitation process in instances where Canoe has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

1.4.3 Disqualification for Prohibited Conduct

Canoe may disqualify a proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if Canoe determines that the proponent has engaged in any conduct prohibited by this Solicitation.

1.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Procurement Portal.

1.4.5 Proponent Not to Communicate with Media

Proponents must not, at any time directly or indirectly, communicate with the media in relation to this Solicitation or any agreement entered into pursuant to this Solicitation without first obtaining the written permission of the Solicitation Contact.

1.4.6 No Publicity or Promotion

CANOE does not wish any Proponent, including the Ranking Proponent, to make any public announcement or distribute any literature regarding this Solicitation or otherwise promote itself in connection with this Solicitation or any arrangement entered into under this Solicitation without the prior written approval of CANOE.

If a Proponent, including the Ranking Proponent, makes a public statement either in the media or otherwise that is contrary to CANOE's wishes noted above, then:

1. CANOE may disqualify that Proponent; and
2. although CANOE intends to treat all Proposals as confidential, CANOE may disclose any information about a Proponent's Proposal to provide accurate information and/or to rectify any false impression which may have been created.

1.4.7 No Lobbying

Proponents must not, in relation to this Solicitation or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the selected proponent(s).

1.4.8 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of Canoe; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this SOLICITATION.

1.4.9 Supplier Suspension

Canoe may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including, but not limited to, the following:

1. illegal or unethical conduct as described above;
2. the refusal of the supplier to honor its submitted pricing or other commitments;
3. engaging in litigious conduct, bringing frivolous or vexatious claims in connection with Canoe's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or

4. any conduct, situation, or circumstance determined by Canoe, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, Canoe will notify the supplier of the grounds for the suspension and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by Canoe in making its final decision.

1.5 Confidential Information

1.5.1 Confidential Information of Canoe

All information provided by or obtained from Canoe in any form in connection with this Solicitation either before or after the issuance of this Solicitation:

1. is the sole property of Canoe and must be treated as confidential;
2. is not to be used for any purpose other than replying to this SOLICITATION and the performance of any subsequent contract for the Deliverables;
3. must not be disclosed without prior written authorization from Canoe; and
4. must be returned by the proponent to Canoe immediately upon the request of Canoe.

1.5.2 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by Canoe. The confidentiality of such information will be maintained by Canoe, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by Canoe to advise or assist with the Solicitation process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this Solicitation, questions are to be submitted to the SOLICITATION Contact.

1.6 Procurement Process Non-Binding

1.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty, and without limitation:

1. this Solicitation will not give rise to any Contract-A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
2. neither the proponent nor Canoe will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this Solicitation.

1.6.2 No Contract until Execution of Written Agreement

This Solicitation process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and Canoe by this Solicitation process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

1.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of Canoe to enter into an agreement for the Deliverables.

1.6.4 Cancellation

Canoe may cancel or amend the Solicitation process without liability at any time.

1.6.5 Competition Act

Under Canadian law, a Proponent's Proposal must be prepared without conspiracy, collusion, or fraud. For more information on this topic, visit the Competition Bureau website at <http://www.cb-bc.gc.ca/eic/site/cb-bc.nsf/eng/01240.html>, and in particular, part VI of the *Competition Act*, R.S.C. 1985, c. C-34.

1.7 Rights of Canoe Procurement Group of Canada – General

In addition to any other express rights or any other rights which may be implied in the circumstances, CANOE reserves the right to (in its sole discretion):

1. make public the names of any or all Proponents;
2. request written clarification or the submission of supplementary written information from any Proponent and to incorporate such clarification or supplementary written information into the Proponent's Proposal;
3. waive formalities and accept Proposals that substantially comply with the requirements of this Solicitation;
4. contact or not contact any or all references provided by the Proponent;
5. verify with any Proponent or with a third party any information, or check references other than those provided by Proponents, as set out in a Proposal;
6. disqualify any Proponent whose Proposal contains misrepresentations or any other inaccurate or misleading information, or any Proponent whose reasonable failure to cooperate with CANOE impedes the evaluation process, or whose Proposal is determined to be non-compliant with the requirements of the Solicitation;
7. disqualify any Proponent that has a Conflict of Interest or Unfair Advantage, or where reasonable evidence of any Unfair Advantage or Conflict of Interest is brought to the attention of CANOE, and CANOE determines that no reasonable mitigation is possible, or that the Proponent has not taken sufficient steps to promptly address such matters to the satisfaction of CANOE;
8. disqualify any Proponent that is bankrupt or insolvent, or where bankruptcy or insolvency are a reasonable prospect;
9. disqualify any Proponent that has engaged in significant or persistent deficiencies in performance of any substantive requirement or obligation under a prior contract or contracts;
10. disqualify any Proponent if the Proponent, or any officers, directors or other key personnel of the Proponent:
 - a. are subject to final judgments in respect of serious crimes or other serious offences; or
 - b. have engaged in professional misconduct or acts or omissions that adversely reflect on the commercial integrity of the Proponent – including where there is any evidence that the Proponent or any of its employees or agents colluded with any other Proponent, its employees or agents in the preparation of its Proposal, or have made false declarations to CANOE;
11. disqualify any Proponent if the Proponent has failed to pay taxes;
12. make changes, including substantial changes, to this Solicitation provided that those changes are issued by way of addenda in the manner set out in this Solicitation;
13. accept or reject a Proposal if only one Proposal is submitted;
14. accept any Proposal in whole or in part;
15. reject a subcontractor proposed by a Proponent within a consortium;
16. reject a Proposal:
 - a. if CANOE or RMA has initiated a dispute, claim or litigation with that Proponent;
 - b. if that Proponent has initiated or is involved in a dispute, claim or litigation against CANOE or RMA that CANOE or RMA considers to be frivolous, vexatious, without merit and/or unreasonable;
 - c. if the Proponent has failed to satisfy an outstanding debt to CANOE or RMA;
 - d. if the Proponent has a history of illegitimate, frivolous, unreasonable or invalid claims;
 - e. if the Proponent provides incomplete, unrepresentative or unsatisfactory references; or
 - f. if CANOE determines that it would not be in the public interest to accept the Proposal;
 - g. select a Proponent other than the Proponent whose Proposal reflects the lowest cost to CANOE; or
 - h. cancel this Solicitation process at any stage (without providing reasons), and thereafter issue a new request for proposals, request for qualifications, engage in limited tendering, or take no further action in respect of the matters contemplated by this Solicitation.

By submitting a Proposal, the proponent authorizes the collection by CANOE of the information identified in this Solicitation which CANOE may request from any third party.

1.7.1 No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this Solicitation.

1.7.2 Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by Canoe to the advisers retained by Canoe to advise or assist with the Solicitation process, including with respect to the evaluation of this proposal.

1.8 Governing Law and Interpretation

These Terms and Conditions of the Solicitation Process (PART D):

1. are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
2. are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
3. are to be governed by and construed in accordance with the laws of the province of Alberta and the federal laws of Canada applicable therein.

End of PART D

I have the authority to bind the Proponent.

- Grant McLarnon, Chief Revenue Officer, Sylogist Ltd.

Conflict of Interest

The proponent must declare all potential Conflicts of Interest or unfair advantages as described in this Solicitation. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; AND (b) were employees of Canoe within twelve (12) months prior to the Submission Deadline.

By Selecting "NO" in the box below, the Proponent declares that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the Solicitation.

Yes **No**

The Proponent is deemed to have read and taken into account all addenda issued by Canoe.

Please check the box in the column "I have reviewed this addendum" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
Addendum 03 - CAN-2026-001 Tue March 3 2026 11:04 AM	<input checked="" type="checkbox"/>	5
Addendum 02 - CAN-2026-001 Sun February 8 2026 12:43 PM	<input checked="" type="checkbox"/>	4
Addendum 01 - CAN-2026-001 Tue January 27 2026 07:48 AM	<input checked="" type="checkbox"/>	2

Schedule "B1"

PRICING

Schedule "C"**MARKETING AND PROMOTION OF AGREEMENT**

Once the Agreement is awarded, the Supplier will meet with Canoe to discuss an effective launch strategy, and shall provide:

- Supplier's contact information;
- Customer engagement strategy;
- Access to knowledge sharing materials (e.g., webinars);
- Escalation process;
- Marketing materials, and,
- Other relevant materials.

To support Members, Canoe and the Supplier will work together to encourage the use of the Agreement resulting from this RFP.

The Supplier will actively promote the Agreement to Members by:

- Educating and creating awareness within their dealer and distribution networks about group purchasing, Canoe Procurement Group and the use of Canoe contract by Members;
- Conducting sales and marketing activities directly to onboard Members;
- Providing excellent and responsive Members support;
- Identifying Members savings; and
- Identifying improvement opportunities (e.g., planning priorities, multi-year projects).

Canoe will promote the use of the Agreement with Members by:

- Using online communication tools to inform and educate;
- Holding information sessions and webinars, as required;
- Attending, when appropriate, Members and Supplier events;
- Facilitating Member engagement, where appropriate;
- Providing effective business relationship management;
- Managing and monitoring Supplier performance;
- Facilitating issue resolution; and
- Marketing Supplier promotions.

Schedule "D"

SAMPLE SALES REPORT



Supplier Name: OFFICE SUPPLY COMPANY
 Canoe Contract Number: CAN-2024-III
 Month: June
 Year: 2024

CANOE SUPPLIER ADMIN FEE TEMPLATE
 Monthly Submission of Data Required

Member Number	Member Name	Province	Branch (if applicable)	Date of Purchase	Transaction Date	Accounting Date	PO #	Invoice #	Item Description	Category (Parts / Labour / Service)	Item cost	Miscellaneous	Freight	Subtotal	PST	GST/HST	Total Invoice	Amount eligible for Admin Fee	Admin Fee Rate	Admin Fee to Canoe
AB1603	SAMPLE ONLY County of your County	AB	ED	3/5/2024	3/5/2024	3/5/2024	555662	9955623	Pens	Parts	5.32	-	-	5.32	-	0.27	5.59	5.32	5.00%	0.27
AMM5002	SAMPLE ONLY RM of your town	MB	WN	2/1/2024	2/25/2024	3/1/2024	TR33556	9955624	Trays	Parts	552.30	0.20	0.50	553.00	33.18	27.65	613.83	552.30	5.00%	27.62
SAR1222	SAMPLE ONLY Town of At Home	SK	RG	12/23/2023	1/31/2024	3/1/2024	202403ijj	9955625	Whiteboard	Parts	1,555.20	-	20.30	1,575.50	110.29	78.78	1,764.56	1,555.20	5.00%	77.76
TOTALS											2,112.82	0.20	20.80	2,133.82	143.47	106.69	2,383.98	2,112.82	5.00%	105.64

Schedule "E"

LICENSING TERMS AND CONDITIONS