

## 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: Endeavour Solutions Inc. (Endeavor4)

Supplier Corporate Jurisdiction: 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7  
(the "**Supplier**"), as of

Date of Agreement: May 1, 2026 regarding

RFP No. CAN-2026-002

RFP Title Implementation Services for 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 6, 2026 15:56:51 MDT)  
Name: Tyler Hannemann  
Title: General Manager

By:   
Stéphanie Dion  
Name: Stéphanie Dion  
Title: Manager of Procurement

Supplier Legal Name: Endeavour Solutions Inc. (Endeavor4)

By:   
Steve Ewing (May 6, 2026 19:38:04 EDT)  
Name: Steve Ewing  
Title: Vice President

**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 Implementation Services for Public Sector Enterprise Resource Planning (ERP) Software to support the operational needs of municipalities, cities, 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 Implementation Services for ERP Software.

The Proponent will be required to provide professional services with the technical expertise and management required to modernize Canoe Member's digital infrastructure while updating business functions to improve data accuracy and operational efficiency.

Canoe has engaged with over 70 public agencies in preparation of this RFP in Q4 of 2025.

Many are users of legacy platforms which will no longer offer mainstream support within the next couple years.

#### Core Service Categories

- **Vendor selection support:** As required, assist Canoe Members in identifying the most suitable ERP software before the implementation begins. The proponent will act as an expert advisor to guide Members through a structured needs assessment process. This service includes gathering detailed business requirements from stakeholders, create the necessary technical specifications, coordinate software demonstrations and perform a fit gap analysis to identify system limitations, etc.
- **ERP solution roadmap:** create and maintain an ERP solution roadmap to align with Canoe Members' business objectives and needs including a strategic roadmap, stakeholder engagement, implementation timeline, milestones, etc.
- **Business process engineering:** evaluate existing operations to identify inefficiencies. They redesign workflows to align with industry best practices and the functional capabilities of the ERP platform.
- **Technical architecture and configuration:** design the system environment. This includes configuring software modules, developing integrations with external applications, and ensuring the platform meets Canadian cybersecurity and data residency standards as required by Canoe Members.
- **Data governance and migration:** execute a comprehensive data strategy including

extract, clean, and validate legacy data to ensure a seamless transition into the new database architecture without compromising data integrity.

- **Organizational change management:** deliver structured training programs and communication plans to minimize operational downtime and manage the transition for personnel. User adoption is critical for Canoe Members.
- **Quality assurance and deployment:** conduct end-to-end system testing and User Acceptance Testing (UAT) as well as manage the final deployment to the live environment and provide immediate technical stabilization.
- **Post-Deployment technical support:** provide ongoing technical maintenance and help desk services following the system launch. This includes incident management, software patching, and performance monitoring to ensure the system remains stable and secure.

### **Services offered:**

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. These services are designed to support or Canoe Members with the implementation of their ERP solution.

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

It is expected that proponents have knowledge of all applicable industry standards, laws, and regulations and possess an ability to market and distribute the services to Members.

### **ERP Software solutions available to Canoe Members:**

Canoe Members currently have access to Microsoft software solutions under its technology program. <https://canoeprocurement.ca/program/technology-program/>

Canoe currently has a request for proposal for ERP Software Solutions which is available at <https://canoe.bidsandtenders.ca/Module/Tenders/en/Tender/Detail/e0b77942-3a19-4910-8762-b7cb739d2264> where OEMs interested are listed.

Canoe expects to award contracts to multiple software OEMs as part of RFP CAN-2026-001 for the following types of ERP software solutions:

#### **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.

### **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 category.

#### **1. Utilization 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 meet the following mandatory requirement(s). Proponents who do not meet the mandatory technical requirement(s) will be deemed non-compliant and their proposal will not be evaluated further.

ii.

Mandatory Requirements – All Proponents	Required Documentation
<p><b>Information Security.</b> The proponent must hold a valid ISO 27001 certification or equivalent international standard, or provide a current SOC 2 Type II or NIST 800-53 audit report or CyberSecure Canada Certification or Canadian Program for Cyber Security Certification (CPCSC) Level 1 or 2 certification.</p>	<p>Attach a copy of the certificate or the executive summary of the SOC 2 or NIST 800-53 report in the procurement portal.</p>
Mandatory Requirement - Software Partnership	Required Documentation
<p>Proponent who claim to be certified implementation partner or have certification for the ERP software(s) solutions they include in their proposal response must provide proof of certification from the software OEM(s) or provide evidence of an equivalent partnership status with a comparable cloud service provider or technology vendor.</p>	<p>Attach a formal letter or certificate from the software manufacturer or service provide confirming partner/certification status in the procurement portal.</p>

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.

<b>Non-Price Rated Criteria Category</b>	<b>Points</b>	<b>Minimum points</b>
Experience -Public sector experience and expertise with ERP implementation services	20	15
Program offering -ERP Software solution and selection process -Member access to program offering -Scalability and staffing -Technical Support	15	10
Risk identification and mitigation plan -Proactive risk mitigation and reduction of impact to budget, timelines, scope	15	11
Situational questions	15	11
Engagement, sales, marketing and internal training plan	10	7
<b>Subtotal</b>	<b>75</b>	<b>54</b>
<b>Pricing Classification</b> -Discounts offered	25	
<b>Total Points</b>	<b>100</b>	

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 25 points of the total score.

### **Instructions on How to Provide Pricing**

- (a) Proponents should submit their pricing information electronically within the Procurement Portal.
- (b) Rates must be provided in Canadian funds, exclusive of all applicable duties and taxes.
- (c) 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. Partners:** All proponents within 8 points of highest score.

**Group 2. Non-partners:** all proponents within 8 points of highest score.

### **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 8% difference of the highest score. On a 100-point scale, the margin is 8 points below the top score.

If fewer than four proponents fall within the initial 8% 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 8 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-2026-002 - Implementation Services for Enterprise Resource Planning (ERP) Software

Opening Date: February 11, 2026 5:15 PM

Closing Date: March 24, 2026 3:00 PM

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## Vendor Details

Company Name: Endeavour Solutions Inc.  
Does your company conduct business under any other name? If yes, please state: No  
Address: 2233 Argentia Rd suite 300e  
Mississauga , ON L5N 2X7  
Contact: Scott Jorgens  
Email: sjorgens@endeavour365.ca  
Phone: 905-542-2139 232  
HST#: HST 10283 5220 RT0001

## Submission Details

Created On: Tuesday February 17, 2026 09:34:42  
Submitted On: Tuesday March 24, 2026 13:55:53  
Submitted By: Scott Jorgens  
Email: sjorgens@endeavour365.ca  
Transaction #: ee2857c1-789f-45a6-8f36-1264c03c1557  
Submitter's IP Address: 147.243.254.172

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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):	Endeavour Solutions Inc. (Endeavor4)
2	Proponent Address:	Toronto office (Headquarters) - 2233 Argenta Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3
3	Proponent website address:	<a href="https://www.endeavorsolutions.ca/">https://www.endeavorsolutions.ca/</a>
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	
5	Proponent's primary contact for this proposal (name title address email address):	
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	
7	Proponent GST registration number:	102835220RT0001
8	If the Proponent is representing a consortium, each member of that consortium.	Endeavour Solutions Inc. is submitting this proposal as a single legal entity and is not representing a consortium. All services proposed under this submission will be delivered directly by Endeavour Solutions Inc., which will act as the sole proponent and contracting party with Canoe. No consortium partners, joint venture members, or affiliated entities are included as part of this proposal.
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.	Endeavour Solutions Inc. is a Canadian Corporation operating as a professional services firm with more than 37 years of experience delivering Microsoft ERP, CRM, and cloud business applications to public sector, non profit, and mid market organizations across North America. Founded in 1989 as a business application training provider, Endeavour evolved alongside Microsoft business technologies, building deep expertise in financial systems, operational process design, and organizational change management. Endeavour's business philosophy is rooted in long term partnership, accountability, and practical outcomes. We focus on understanding client operations first, then applying technology to improve efficiency, transparency, and service delivery while minimizing disruption to day to day operations. Core values are Knowledge, Integrity, Trust, and Accountability. These values are reinforced through a collaborative delivery model, experienced consultants, and a commitment to standing behind recommendations through implementation and support. With a long history supporting Microsoft ERP and CRM platforms and extensive experience with public sector and regulated organizations, Endeavour brings the stability, institutional knowledge, and delivery discipline required to support Canoe's objectives over the full lifecycle of this engagement. Unique to Endeavour is our strong partnership with Sylogist Ltd which has specialized add-ons for Microsoft Dynamics 365 Business Central ERP called SylogistGov which are built specifically for Canadian Municipalities. Endeavour has over 1200 active clients across North America, of which over 50 are Municipalities using Dynamics GP and 18 are Municipalities either using or in the process of implementing SylogistGov and Business Central through Endeavour. Endeavour also has well over 50 non-profit organizations using Dynamics GP which expect to start plans for cloud migration in the months and years ahead.
10	Where is your headquarters located?	Endeavour Solutions Inc. Toronto office (Headquarters) - 2233 Argenta Road, Suite 300 Mississauga, Ontario L5N 2X7
11	Do you have 250 or more full time employees in Canada?	No, we have over 90 full-time employees in Canada, representing the majority of staff at Endeavour Solutions
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	None

**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	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"?  As per Bill S211 an "Entity" means a corporation or a trust, partnership or other unincorporated organization that (a) is listed on a stock exchange in Canada; (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: (i) it has at least \$20 million in assets, (ii) it has generated at least \$40 million in revenue, and (iii) it employs an average of at least 250 employees; or (c) is prescribed by regulations.  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.	<input type="radio"/> Yes <input checked="" type="radio"/> No

**Building Ontario Businesses Initiative Act (BOBIA) - 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	Building Ontario Businesses Initiative Act	Answer *
1	Is your business a supplier, manufacturer or distributor of any business structure that conducts its activities on a permanent basis in Ontario, as defined by the Building Ontario Businesses Initiative Act?  Does your business either,  i. has its headquarters or main office in Ontario, or  ii. has at least 250 full-time employees in Ontario at the time of the applicable procurement process.	<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 services in this area? *	List locations serving this province
1	Alberta	<input checked="" type="radio"/> Yes <input type="radio"/> No	Toronto office (Headquarters) - 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3
2	British-Columbia	<input checked="" type="radio"/> Yes <input type="radio"/> No	Toronto office (Headquarters) - 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3
3	New-Brunswick	<input checked="" type="radio"/> Yes <input type="radio"/> No	Toronto office (Headquarters) - 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3
4	Manitoba	<input checked="" type="radio"/> Yes <input type="radio"/> No	Toronto office (Headquarters) - 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3
5	Newfoundland and Labrador	<input checked="" type="radio"/> Yes <input type="radio"/> No	Toronto office (Headquarters) - 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3
6	Northwest Territories	<input type="radio"/> Yes <input checked="" type="radio"/> No	
7	Nova-Scotia	<input checked="" type="radio"/> Yes <input type="radio"/> No	Toronto office (Headquarters) - 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3
8	Nunavut	<input type="radio"/> Yes <input checked="" type="radio"/> No	
9	Ontario	<input checked="" type="radio"/> Yes <input type="radio"/> No	Toronto office (Headquarters) - 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3
10	Prince Edward Island	<input checked="" type="radio"/> Yes <input type="radio"/> No	Toronto office (Headquarters) - 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3
11	Québec	<input checked="" type="radio"/> Yes <input type="radio"/> No	Toronto office (Headquarters) - 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3
12	Saskatchewan	<input checked="" type="radio"/> Yes <input type="radio"/> No	Toronto office (Headquarters) - 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3
13	Yukon	<input type="radio"/> Yes <input checked="" type="radio"/> No	Toronto office (Headquarters) - 2233 Argentia Road, Suite 300 East Tower Mississauga, Ontario L5N 2X7 Vancouver office - 625 Howe St Suite 610, Vancouver, BC V6C 2T6 Edmonton office - 1253 91st Street SW - Suite 102 Edmonton, AB T6X 1E9 Halifax office - 90 Western Pkwy, Suite 102 Westway IV Bedford, Nova Scotia B4B 2J3

**Experience - Public Sector**

Describe your experience with implementing ERP softwares with public sector clients

Question	Response *
Describe your experience providing ERP implementation services for public sector entities.	<p>Endeavour Solutions Inc. has more than three decades of experience delivering Microsoft ERP implementation services and providing long-term post-implementation support for public-sector entities, including municipalities, counties, utility authorities, conservation authorities, and broader public and not-for-profit organizations across Canada. Endeavour has led full lifecycle ERP initiatives encompassing discovery, solution design, configuration, data migration, integration, training, change management, and post-go-live support for finance-centric, highly regulated public-sector environments.</p> <p>Endeavour has extensive experience implementing and supporting municipal finance, taxation, utilities, payroll, and asset management operations, including complex multi-fund accounting structures, legislated reporting, audit requirements, and council-driven governance models. The firm has successfully implemented and modernized ERP platforms for municipalities transitioning from legacy systems such as Microsoft Dynamics GP, Diamond Municipal, Vadim iCity, Bellamy ERP, and other purpose-built municipal applications to modern, cloud-based ERP solutions, including SylogistGov built on Microsoft Dynamics 365 Business Central.</p> <p>Endeavour's public-sector ERP experience includes both single-entity and multi-entity municipal environments, supporting shared services, regional governance models, and independent municipal operations while preserving data segregation, financial autonomy, and compliance. Engagements commonly involve complex data conversion, chart of accounts redesign, integration with third-party systems such as GIS, metering, permitting, and document management, and the establishment of workflow controls and approvals aligned with public-sector internal control standards.</p> <p>As a long-standing Microsoft partner and authorized SylogistGov implementation partner, Endeavour combines deep public-sector process knowledge with certified Microsoft and municipal ERP expertise. Endeavour's delivery approach emphasizes risk management, stakeholder engagement, operational continuity, and measurable outcomes, ensuring public-sector clients achieve successful ERP modernization while maintaining service delivery, accountability, and transparency throughout implementation and beyond.</p> <p>Endeavour currently provides support desk, training and technical ERP services for over 50 clients using Microsoft Dynamics GP for their Canadian Municipalities. We expect that many if not all of these 50 current Municipal GP clients will be upgrading to the cloud in the next 1 to 3 years.</p>
Describe the services you offer public sector clients for ERP implementation.	<p>Endeavour Solutions Inc. provides end-to-end Microsoft ERP implementation services reflective to the operational, financial, and governance requirements of public-sector entities, including municipalities, counties, utility authorities, conservation authorities, and broader public and not-for-profit organizations. Our services are designed to support full lifecycle ERP modernization while maintaining operational continuity, regulatory compliance, and strong financial controls throughout the implementation process.</p> <p>Our ERP implementation services begin with project initiation and discovery, including stakeholder engagement, current-state assessment, business process review, and requirements validation. This phase establishes governance structures, decision authorities, risk management approaches, and a detailed implementation roadmap aligned to public-sector oversight and accountability models.</p> <p>Endeavour delivers solution design and configuration services that align Microsoft ERP functionality to public-sector business processes, including fund accounting, budgeting, procurement, payroll, utilities, taxation, and asset management. Configuration is performed using standard platform capabilities wherever possible, with extensions and integrations applied only where required to meet legislated or operational needs.</p> <p>We provide comprehensive data migration services, including data assessment, cleansing, mapping, conversion, balancing, and validation. Endeavour has extensive experience migrating from legacy public-sector systems such as Microsoft Dynamics GP, Diamond Municipal, Vadim iCity, Bellamy ERP, and other finance and operational platforms, ensuring historical integrity, auditability, and continuity of reporting.</p> <p>Endeavour also delivers integration and interoperability services, connecting the ERP platform with third-party systems commonly used in public-sector environments, such as GIS, metering and billing systems, permitting and licensing solutions, document management, and Microsoft 365. Integrations are implemented using secure APIs, standard connectors, or approved middleware to ensure reliability and long-term maintainability.</p> <p>To support adoption and operational readiness, Endeavour provides training and organizational change management services, including role-based training, process documentation, user acceptance testing support, and change impact planning. Training approaches are tailored to public-sector staffing models and emphasize practical, task-based learning to support day-one readiness.</p> <p>Endeavour manages Go-live planning and deployment, including cutover coordination, production readiness validation, and post-go-live stabilization (Hypercare). Following implementation, we offer ongoing application support and optimization services, including functional support, enhancements, reporting refinement, and assistance with regulatory or organizational changes.</p> <p>Across all engagements, Endeavour acts as the Main implementation partner, providing project management, quality assurance, and a single point of accountability. Our delivery approach emphasizes transparency, risk mitigation, and measurable outcomes, ensuring public-sector clients achieve successful ERP implementations that support long-term operational efficiency, financial integrity, and public accountability.</p>
Detail your experience managing multi-jurisdictional or group purchasing contracts.	<p>Endeavour Solutions Inc. has extensive experience delivering ERP implementation services within multi-jurisdictional public-sector environments and group purchasing frameworks, where contracting authorities, governance structures, and participating entities vary by jurisdiction. Endeavour regularly supports municipalities, counties, utilities, conservation authorities, and other public entities operating under provincial legislation, regional oversight, and shared procurement arrangements.</p> <p>Endeavour has participated in and delivered services under group purchasing organization (GPO) and cooperative procurement models such as the Alberta Provincial Government, Peel Region, where master agreements or standing offers are established at a regional or national level and subsequently leveraged by individual public-sector members through call-offs, statements of work, or participating addenda. In these models, Endeavour works directly with each participating entity to scope, price, and execute ERP implementations in compliance with the governing procurement framework while respecting entity-specific requirements, approvals, and budget authorities.</p> <p>In multi-jurisdictional engagements, Endeavour manages variation in regulatory requirements, financial structures, and reporting obligations across provinces and public-sector types. This includes accommodating differences in financial legislation, payroll rules, privacy and data residency requirements, audit expectations, and governance models, while maintaining consistent delivery standards, project controls, and service quality.</p> <p>Endeavour has also supported regional and shared-services environments, including scenarios where multiple municipalities or agencies coordinate procurement activities but maintain independent ERP systems, financial autonomy, and data segregation. Endeavour's approach emphasizes clear governance, defined decision authority, transparent change management, and standardized delivery artifacts to reduce risk and ensure accountability across participating jurisdictions.</p> <p>Across all group and multi-jurisdictional engagements, Endeavour acts as the prime implementation partner, providing centralized project management, consistent pricing frameworks, standardized methodologies, and coordinated resource planning. This enables public-sector clients to benefit from cooperative procurement efficiencies while ensuring each participating organization receives an ERP implementation aligned to its specific operational, regulatory, and organizational needs.</p>
List the current third party certifications your firm has related to ERP implementations.	<p>Endeavour Solutions Inc. maintains the following third-party certifications and partner authorizations directly related to ERP implementation services:</p> <p>Microsoft Solutions Partner – Business Applications Endeavour is a certified Microsoft partner with specialization in Microsoft Dynamics 365 Business Central and related cloud business applications, which form the ERP foundation for many public-sector implementations delivered by Endeavour.</p> <p>Authorized Sylogist Implementation Partner (SylogistGov) Endeavour is an authorized implementation, training, and support partner for SylogistGov, Sylogist's municipal ERP solution built on Microsoft Dynamics 365 Business Central, and has been recognized for its delivery performance within the Canadian public-sector market.</p> <p>Microsoft-Certified Consultants (Dynamics 365 / Business Central) Endeavour's ERP delivery teams include consultants with Microsoft role-based certifications across financials, application configuration, data migration, and cloud deployment, supporting compliant and standards-based ERP implementations for public-sector clients.</p>
List anything else you would like to include as part of your offering.	<p>In addition to delivering SylogistGov as a full-suite municipal ERP, Endeavour Solutions provides a range of complementary services and capabilities that extend the value of the core platform while remaining fully aligned with Microsoft and public-sector best practices. These offerings enable municipalities to address unique operational needs without compromising platform integrity, supportability, or long-term scalability.</p> <p>Endeavour offers Microsoft Power Platform–based extensions, including the design and delivery of custom applications using Power Apps, Power Automate, and Power Pages. These solutions are used to support municipal processes that sit adjacent to core ERP functionality, such as facilities and asset booking, internal approvals, inspections, contract tracking, and departmental workflows. For example, Endeavour has delivered a custom Facilities Booking application for municipal use that integrates with Microsoft 365 and ERP data, providing staff with streamlined scheduling, approvals, and reporting without introducing standalone systems.</p> <p>Endeavour also provides advanced financial planning and analysis (FP&amp;A) and reporting capabilities, including custom financial dashboards, multidimensional analysis, and management reporting using Microsoft Power BI/Dynamics 365 Business Central reporting tools and established relationship with Vena Solutions . These capabilities support budget analysis, long-range financial planning, variance analysis, and council or executive reporting, allowing municipalities to move beyond static financial statements to more proactive, data-driven decision-making.</p> <p>Additional offerings include workflow automation and approvals, leveraging native ERP functionality and the Power Platform to enforce financial controls, segregation of duties, and audit trails across finance, procurement, payroll, and operational processes. Endeavour also supports integration with third-party municipal systems, including GIS, permitting, metering, document management, and Microsoft 365, ensuring SylogistGov functions as part of a broader, connected municipal technology ecosystem.</p> <p>Finally, Endeavour provides post-implementation optimization and continuous improvement services, helping public-sector clients adapt their ERP and related tools as organizational needs evolve. This includes reporting refinement, incremental automation, adoption of new Microsoft platform capabilities, and advisory support to ensure municipalities continue to realize value from their ERP investment over time.</p> <p>Together, these additional offerings allow municipalities to leverage SylogistGov as a stable, compliant ERP foundation while extending functionality through configurable, cloud-native tools that reduce manual effort, improve transparency, and support modern public-sector service delivery.</p>

**ERP Software Public Sector Implementation Expertise**

Provide the requested information from implementations done with your public sector clients only.

Canoe will not evaluate the quantity of software solutions a Vendor can implement. Canoe will evaluate the Vendor's demonstrated experience with completed implementations.

Name of ERP Software *	Partner status? *	Total number of completed implementations *	Total number of implementations in progress *	Name and size of public sector client for the latest 3 completed implementations *
SylogistGov Core Financials, Property Tax, Utilities, Canadian Payroll, HR Time & Talent, Citizen Portal	<input checked="" type="radio"/> Yes <input type="radio"/> No			Alberta, Municipality, 9,000 Residents    Alberta, Municipality, 7,500 Residents Ontario, Municipality, 4,000 Residents
Microsoft Dynamics 365 Business Central	<input checked="" type="radio"/> Yes <input type="radio"/> No			Ontario, Not-for-profit, 3,000 Employees    Ontario, Not-for-profit, 200 Employees Ontario, Provincial Agency, 100+ Employees
Microsoft Power Platform	<input checked="" type="radio"/> Yes <input type="radio"/> No			Alberta, Not-for-profit, 3,000 Employees    Ontario, Municipality, 200 Employees Nova Scotia, Public Sector Entity, 6,000 Employees

**Program offering**

Describe your program offering.

Question	Response *
Provide a high level profile of your company.	<p>Endeavour Solutions Inc. is a Canadian professional services firm specializing in enterprise resource planning (ERP), customer relationship management (CRM), and cloud business applications for public-sector, non-profit, and mid-market organizations. Founded in 1989, Endeavour has more than three decades of experience delivering complex, finance-centric ERP implementations across Canada and North America.</p> <p>Endeavour is a Microsoft Solutions Partner with deep expertise in Microsoft Dynamics 365 Business Central, Microsoft Dynamics GP, the Microsoft Power Platform, and cloud services hosted on Microsoft Azure. The firm is also an authorized implementation and delivery partner for SylogistGov, a municipal ERP solution purpose-built for Canadian local governments and public-sector entities.</p> <p>Headquartered in Mississauga, Ontario, Endeavour operates nationally with offices in Ontario, British Columbia, Alberta, and Nova Scotia, enabling localized service delivery and ongoing client support across jurisdictions. Endeavour's team includes accountants, business consultants, project managers, solution architects, developers, and technical specialists with extensive experience supporting public-sector governance, regulatory compliance, and financial accountability requirements. Endeavour's business philosophy is grounded in knowledge, integrity, trust, and accountability, with a focus on long-term client partnerships and practical outcomes. The firm delivers full lifecycle ERP services including advisory, implementation, integration, data migration, training, change management, and post-go-live support, helping public-sector organizations modernize their systems while maintaining operational continuity and transparency.</p>
Describe the ERP implementation services you offer public sector clients.	<p>Endeavour Solutions delivers ERP implementation services to public-sector clients using a partner-led implementation model across SylogistGov, Microsoft Dynamics 365 Business Central, and Microsoft Power Platform solutions. Under this model, Endeavour acts as the primary implementation partner and single point of accountability for project delivery, while working closely with the software vendors for product alignment, escalation, and roadmap coordination.</p> <p>For SylogistGov, Endeavour leads all client-facing implementation activities including project governance, requirements validation, municipal business process configuration, data migration, integrations, testing, training, and post-go-live stabilization. Sylogist provides the underlying SaaS platform, product updates, and advanced technical support, while Endeavour ensures the solution is configured and deployed in alignment with municipal operational, financial, and regulatory requirements.</p> <p>For Microsoft Dynamics 365 Business Central, Endeavour delivers partner-led implementation services focused on core financial management, budgeting, procurement, reporting, and compliance. Services include solution design, chart of accounts configuration, fund accounting structures, data conversion from legacy systems, integrations with third-party municipal applications, and user training, ensuring Business Central functions as the financial backbone of the ERP environment.</p> <p>For Microsoft Power Platform solutions, Endeavour designs, builds, and deploys partner-led extensions that complement the core ERP, including custom Power Apps, workflow automation using Power Automate, portals using Power Pages, and advanced analytics with Power BI. These solutions are used to address municipal needs such as facilities booking, approvals, inspections, internal workflows, and financial planning and analysis, while remaining fully integrated with SylogistGov and Business Central.</p> <p>Across all three platforms, Endeavour applies a consistent delivery methodology covering discovery and planning, configuration, data migration, integration, testing, training, go-live support, and ongoing optimization. This partner-led approach provides public-sector clients with clear accountability, reduced delivery risk, and a unified implementation experience across ERP, financial systems, and digital process automation.</p>
Describe your standard implementation methodology, include typical key milestones.	<p>Endeavour Solutions follows a structured, partner-led implementation methodology designed specifically for public-sector ERP initiatives, balancing disciplined project controls with flexibility to accommodate municipal governance, resource constraints, and operational risk. The methodology emphasizes early validation, phased delivery, and strong change management to ensure continuity of service and successful adoption.</p> <p><b>Project Initiation and Governance</b> The implementation begins with formal project initiation, including confirmation of scope, success criteria, governance structure, roles and responsibilities, and communication protocols. A detailed project plan, risk register, and decision-making framework are established to align with public-sector oversight and accountability requirements.</p> <ul style="list-style-type: none"> <li>- Project kickoff</li> <li>- Governance and steering committee confirmation</li> <li>- Finalized project plan and schedule</li> </ul> <p><b>Discovery and Requirements Validation</b> Endeavour conducts structured discovery workshops with finance, operational, and IT stakeholders to validate requirements, review current-state processes, and confirm future-state design assumptions. This phase ensures the solution aligns with municipal business processes, regulatory obligations, and reporting needs before configuration begins.</p> <ul style="list-style-type: none"> <li>- Requirements validation workshops</li> <li>- Current-state and future-state process confirmation</li> <li>- Solution design sign-off</li> </ul> <p><b>Solution Configuration and Build</b> During this phase, Endeavour configures SylogistGov and Microsoft Dynamics 365 Business Central to support approved business processes, financial structures, and controls. Where applicable, Power Platform solutions (custom apps, workflows, reporting, dashboards) are designed and developed to complement the core ERP while maintaining platform standards and supportability.</p> <ul style="list-style-type: none"> <li>- Core ERP configuration complete</li> <li>- Power Platform extensions developed (if applicable)</li> <li>- Configuration walkthrough and approval</li> </ul> <p><b>Data Migration and Integration</b> Endeavour executes data migration activities including data assessment, cleansing, mapping, conversion, balancing, and validation from legacy systems. Integrations with third-party municipal systems (e.g., GIS, utilities, payments, document management) are implemented and tested to ensure end-to-end operational continuity.</p> <ul style="list-style-type: none"> <li>- Data migration test cycles completed</li> <li>- Integration testing completed</li> <li>- Data validation and reconciliation sign-off</li> </ul> <p><b>Testing and User Acceptance</b> System testing and user acceptance testing (UAT) are conducted to confirm functional readiness, data accuracy, security roles, and workflows. End-users validate real-world scenarios to ensure the system supports daily municipal operations prior to go-live.</p> <ul style="list-style-type: none"> <li>- System testing completed</li> <li>- User acceptance testing sign-off</li> <li>- Go-live readiness approval</li> </ul> <p><b>Training and Change Enablement</b> Endeavour delivers role-based training, process documentation, and knowledge transfer to prepare users for the new system. Training focuses on practical, task-based scenarios aligned to municipal roles and responsibilities, supporting confidence and adoption at go-live.</p> <ul style="list-style-type: none"> <li>- End-user training completed</li> <li>- Support and operational readiness confirmed</li> </ul> <p><b>Go-Live and Stabilization</b> Endeavour manages go-live planning and execution, including cutover activities and post-go-live stabilization (hypercare). During this period, Endeavour provides elevated support to quickly resolve issues and ensure smooth transition to steady-state operations.</p> <ul style="list-style-type: none"> <li>- Production Go-live</li> <li>- Hypercare period completed</li> <li>- Transition to ongoing support</li> </ul> <p><b>Post-Implementation Support and Optimization</b> Following stabilization, Endeavour provides ongoing application support, optimization, and advisory services. This includes reporting enhancements, incremental automation, and support for regulatory or organizational changes to ensure long-term value realization.</p>

Explain how you adapt your methodology for different member size and complexity of projects.	Endeavour adapts its implementation methodology based on member size and project complexity by scaling governance, resourcing, and delivery depth while maintaining a consistent core framework. For smaller or less complex members, the approach emphasizes simplified discovery, configuration-led delivery, focused data migration, and targeted training to accelerate timelines and reduce burden on staff. For mid-sized and more complex organizations, Endeavour expands discovery, data conversion cycles, integration workstreams, testing, and change management to address multi-fund structures, cross-departmental processes, and regulatory requirements. For larger or highly complex projects, the methodology incorporates phased delivery, enhanced governance and reporting, multiple testing cycles, and dedicated change management to manage risk, resource constraints, and operational continuity, ensuring the solution is right-sized to each member's needs without over-engineering.
Describe your approach to data migration for legacy systems.	Endeavour's approach to data migration for legacy systems is structured, iterative, and audit-focused, with specific experience migrating from municipal platforms such as Microsoft Dynamics GP, Vadim iCity and Bellamy ERP. The process includes early data assessment and cleansing, detailed mapping from legacy charts of accounts and operational data to the target ERP, multiple test conversion cycles, and reconciliation to ensure completeness and accuracy. Data migration is executed alongside configuration and testing to validate real-world scenarios, with final cutover including balance verification and formal sign-off to preserve historical integrity and minimize disruption to municipal operations.
Describe your project management office structure and the tools you use to track progress and share updates with clients.	Endeavour operates a centralized Municipal specific department acting as a Project Management Office (PMO) that provides governance, standards, and oversight across all public-sector ERP implementations. The PMO establishes project controls, reporting cadence, risk and issue management, and change control, with a dedicated project manager assigned as the primary client point of contact. Project progress is tracked using structured project plans, milestone reporting, and issue logs, with regular status updates shared through written status reports and scheduled meetings. Endeavour leverages Microsoft-based tools, including Microsoft Project, SharePoint, Teams, and Excel, to manage schedules, track deliverables, and provide transparent, auditable communication aligned with public-sector governance expectations.
Describe how you handle dispute resolution during an active implementation.	Endeavour handles dispute resolution during active implementations through a structured, escalation-based approach focused on early identification, transparency, and timely resolution. Issues are logged and addressed at the project team level first, with clear documentation and agreed corrective actions. If unresolved, matters are escalated through defined governance channels to senior project and executive stakeholders for resolution. Endeavour emphasizes collaborative problem-solving, maintains formal change and issue control, and ensures disputes are resolved without disrupting project timelines, scope, or essential municipal operations.
Detail your quality assurance and testing protocols before system go live.	Endeavour's quality assurance and testing protocols are designed to confirm functional readiness, data integrity, and operational stability before go-live. Testing includes configured solution walkthroughs, system testing, data validation and reconciliation, integration testing, and role-based user acceptance testing using real-world municipal scenarios. Issues are logged, prioritized, and resolved through controlled remediation cycles, with formal sign-off required before go-live to ensure the system meets business, control, and reporting requirements.
Describe your strategy for organizational change management and user adoption. Also describe how you measure user adoption.	Endeavour's organizational change management approach focuses on early engagement, role-based communication, and practical, task-focused training to support adoption across all user groups. Change activities are integrated into the implementation lifecycle and include stakeholder alignment, impact awareness, role-based training, and hands-on validation through user acceptance testing. User adoption is measured through training participation, successful completion of UAT scenarios, post-go-live support trends, and user feedback, allowing targeted follow-up to address gaps and ensure the system is effectively adopted in day-to-day operations.
List the training delivery methods you offer, as well as the customized training tools for Members.	Endeavour offers role-based training delivered through instructor-led sessions (virtual), focused workshops, and guided user acceptance testing, supplemented by recorded sessions for reference. Customized training tools include client-specific process documentation, task-based training guides, configuration walkthroughs, and scenario-based exercises aligned to municipal roles, ensuring members can effectively perform day-to-day operations in the system at go-live.
Explain how you assess user readiness before the system goes live.	Endeavour assesses user readiness before go-live through a combination of completed role-based training, successful execution of user acceptance testing scenarios, validation of security roles and workflows, and confirmation that key users can perform day-to-day tasks independently. Readiness is further evaluated through issue resolution trends during testing, stakeholder sign-off, and confirmation that support processes and reference materials are in place to ensure a stable transition to production.
Explain how you ensure resource continuity throughout the duration of a project.	Endeavour ensures resource continuity by assigning named core team members at project initiation, supported by documented roles, knowledge transfer practices, and centralized project oversight. Continuity is maintained through a centralized PMO, standardized delivery documentation, cross-trained resources, and controlled transition processes to ensure coverage for planned or unplanned changes without disrupting timelines, quality, or client relationships.
Describe your process for replacing a team member if a member requests a change.	Endeavour follows a structured replacement process that prioritizes continuity and minimal disruption, beginning with consultation with the member to understand concerns and requirements. A qualified replacement resource is identified from Endeavour's cross-trained team, supported by documented knowledge transfer and PMO oversight, ensuring a seamless transition while maintaining project momentum, quality, and accountability.
Detail your experience managing multi-jurisdictional or group purchasing contracts.	Endeavour Solutions has proven Vendor of Record (VOR) and cooperative procurement experience supporting public-sector organizations across multiple jurisdictions. Under these arrangements, Endeavour operates as a single contracting entity while delivering ERP implementation services to individual municipalities and agencies through call-offs, statements of work, or participating addenda, consistent with VOR and group purchasing frameworks. Endeavour has demonstrated the ability to comply with vendor qualification, work with multiple vendors, governance, and reporting requirements while maintaining consistent service standards and accommodating jurisdiction-specific legislative, financial, and operational needs for participating member.
List anything else you would like to include as part of your offering which is complementary to the main offering of ERP Implementation Services?	Endeavour offers complementary services that extend the value of Microsoft Dynamics 365 ERP implementations, including design and implementation of Microsoft Dynamics 365 Customer Service, Contact Centre, Customer Relationship Management, and Microsoft Power Platform Dataverse solutions (Power Apps, Power Automate, Power Pages, Power BI and Power Virtual Agents (now Copilot Studio), for custom apps, workflow automation, and portals, advanced financial and operational reporting using Power BI, and integration with third-party municipal systems such as GIS, permitting, payments, and document management. Additional services include managed services and support of the applications in scope of this Program, including implementation optimization, adoption of new Microsoft platform features, reporting refinement, and advisory support to help members continuously improve processes and maximize long-term value from their Microsoft ERP and related Business Applications that complement their ERP platform investment.

#### ERP software solution selection support process

Question	Answer *
Describe your process for conducting a business needs assessment for a public sector member.	Endeavour conducts a business needs assessment through structured discovery workshops with finance, operational, and IT stakeholders to understand current-state processes, pain points, regulatory requirements, and desired outcomes. The assessment includes review of financial structures, reporting needs, integrations, data quality, and organizational readiness, resulting in validated requirements, prioritized scope, and a future-state design that aligns the ERP solution to the member's size, complexity, and public-sector operating model.
Explain how you develop technical specifications for an ERP software.	Endeavour develops ERP technical specifications by translating validated business requirements into a structured specification matrix that defines functional, technical, integration, data, security, and reporting needs, then mapping each requirement to out-of-box capability, configuration, or required customization with clear response codes and notes. This includes documenting priorities (e.g., essential vs desired), assumptions and constraints, and producing a traceable requirements list used for fit-gap, solution design, and vendor/solution evaluation.
Describe your methodology for conducting a fit gap analysis between member needs and software capabilities.	Endeavour conducts fit-gap analysis by mapping validated member requirements to ERP capabilities using a structured requirements matrix that classifies each item as standard, configurable, or requiring extension. Each gap is documented with impact, risk, and recommended resolution (process change, configuration, integration, or customization), allowing members to clearly understand how needs are met and where trade-offs exist. Results are reviewed with stakeholders to confirm scope, prioritize gaps, and finalize an implementation approach aligned to municipal requirements and governance expectations.
Detail your approach to calculating the total cost of ownership for software solutions.	Endeavour calculates total cost of ownership by evaluating all lifecycle cost components, including software licensing or subscriptions, implementation services, data migration, integrations, training, ongoing support, and anticipated enhancement or optimization needs. Costs are assessed over a multi-year horizon and aligned to the member's size and complexity, with assumptions documented so members can clearly understand initial, recurring, and variable costs and make informed, long-term investment decisions.
How do you confirm your firm's neutrality regarding partnerships or financial incentives you may receive from software OEMs?	Endeavour confirms its neutrality by maintaining a vendor-agnostic advisory approach, disclosing any formal partner relationships, and ensuring recommendations are based solely on the member's documented requirements and best-fit outcomes. Any incentives or partner benefits received from software OEMs do not influence solution selection, pricing, or implementation recommendations, and all engagements are governed by transparent scopes, fixed methodologies, and client-approved decisions to ensure objectivity and fairness.
	N/A
	N/A

#### Member access to program offering

Question	Response
List the steps required for Canoe Members who want to engage with your firm to discuss their ERP implementation needs. Begin from initial contact to providing a price proposal and quotation.	<ol style="list-style-type: none"> <li>1) Initial Contact: Canoe Members contact Endeavour through the Canoe program, referral, or direct inquiry to discuss high-level objectives and context.</li> <li>2) Introductory Discussion: Endeavour conducts an initial meeting to understand the member's environment, scope, timelines, and ERP goals.</li> <li>3) Non Charge Endeavour ERP Discovery Assessment: Endeavour performs a light discovery to confirm solution fit, complexity, and required services.</li> <li>4) Requirements Validation: Key requirements, assumptions, and constraints are validated to define scope and delivery approach.</li> <li>5) Day in the Life ERP Demo: Custom tailored demo to the Canoe member based on the discovery and scope validate. used to further refine the scope and expectations for the Low, Medium and High complexity ranges within Endeavour's estimates.</li> <li>6) Proposal with Proposed Approach: Endeavour outlines the recommended solution, implementation model, and high-level timeline.</li> <li>7) Final Pricing and Terms Development: A detailed price proposal and quotation (SOW) are prepared based on validated scope, effort, and delivery assumptions.</li> <li>8) Final Contract Signing: Endeavour provides the formal price proposal and quotation (SOW) for member review and approval, along with the Endeavour Master Services and Non-Disclosure Agreement.</li> </ol>
List all the information you require at minimum from Canoe members in order to provide a project plan and subsequent price proposal to Members.	<p>Organizational context: Member type, size, governance structure, and primary stakeholders.</p> <p>Current environment: Existing ERP and related systems, key integrations, and deployment model.</p> <p>Scope and objectives: In-scope functional areas, priorities, success criteria, and known constraints.</p> <p>Data overview: High-level data volumes, legacy systems, and data quality considerations.</p> <p>Timeline and resourcing: Target timelines, key dependencies, and internal resource availability.</p> <p>Procurement context: Applicable Canoe contract, procurement requirements, and approval process.</p> <p>Completed Endeavour ERP Discovery Assessment: used to validate the level of complexity of each ERP Implementation, along with the modules and services needed.</p>
List the information which would be helpful but not mandatory for your firm to provide a project plan and price proposal to Members.	Endeavour can provide sample project plans and sample price ranges but the above minimum information would be required and mandatory for a firm and contract-worthy project plan and price proposal.

Scalability and staffing

Question	Answer*
<p>Explain how you will manage multiple, simultaneous implementation projects for different members who may have similar competing timelines. With legacy software sunseting by 2029, there will be increased demand and a bottle neck effect for demand for ERP Implementation services.</p>	<p>Endeavour currently manages multiple concurrent Microsoft ERP implementations on a constant basis. Our team of employees balances start dates with capacity to ensure the success of projects. Our capacity-managed delivery model is designed for periods of elevated demand driven by legacy system sunseting, including the hiring of additional resources. A dedicated public-sector Practice Lead / PMO oversees portfolio planning, resource allocation, and schedule coordination across all active member projects. Projects are sequenced using standardized intake criteria including member readiness, legacy risk, regulatory deadlines, and internal resourcing constraints to avoid over-commitment and timeline conflicts.</p> <p>We assign core teams to each implementation, supported by shared specialist pools for data migration, integrations, reporting, and change management. This model enables scale without compromising continuity or service quality. Standardized methodologies, templates, and accelerators reduce delivery variability while allowing each member's scope, size, and complexity to be right-sized.</p> <p>To mitigate the anticipated Microsoft Dynamics GP End of Life December 2029 (with extended security to April 2031), which will create a peak in demand, resulting in a potential bottleneck, we are proactively planning phased starts, staggered go-live windows, and configuration-first delivery approaches where appropriate. Early discovery and readiness assessments are used to confirm feasible timelines and identify risks before commitments are made. When competing timelines arise, priority is managed transparently through governance, with clear escalation paths and early adjustments to sequencing or scope to protect member outcomes.</p> <p>This approach allows Endeavour to scale delivery responsibly, maintain consistent service levels, and support Canoe members through peak ERP modernization demand without sacrificing quality, accountability, or project success.</p>
<p>Detail how you ensure consistent pricing and service levels across all participating members.</p>	<p>Endeavour ensures consistent pricing and service levels through standardized program governance, transparent pricing controls, and centralized delivery oversight. Endeavours standard process will be to offer Canoe Members a no charge Endeavour ERP Discovery Assessment to validate and analyse the client's level of complexity across the Low, Medium and High complexity ranges outlined in the Endavour pricing model and uploaded "additional document". Canoe Members will have access to the discounted tier role-based rate cards via Canoe and pricing estimates (upper range ceiling) defined under the Program Agreement, ensuring equitable pricing regardless of member size, geography, or timing of engagement. Pricing is applied consistently through Statements of Work aligned to the same rate structure, with any scope-driven adjustments clearly documented and approved.</p> <p>Service consistency is maintained through a centralized public-sector PMO that enforces common delivery standards, methodologies, templates, and quality controls across all implementations. Each project follows the same core lifecycle, governance checkpoints, reporting cadence, and escalation paths, ensuring predictable service levels while allowing scope and effort to be right-sized to each member's complexity.</p> <p>Named project roles, standardized deliverables, and shared specialist pools further ensure uniform access to qualified resources and expertise. Regular internal reviews, portfolio oversight, and adherence to Canoe reporting and audit requirements provide ongoing assurance that pricing integrity and service quality are consistently applied across all participating members. While rate structures are consistent across members, total project cost varies based on implementation scope, complexity, and required effort. Endeavour will request an Annual increase of 3% via a Canoe Change Request form to allow for annual inflation starting in 2028. Endeavour will hold all rates firm until such a Change Request is submitted and approved based on Endeavour's "reasonable request".</p>
<p>Explain your staffing model and structure.</p>	<p>Endeavour uses a structured, role-based staffing model designed to support multiple concurrent public-sector ERP implementations while maintaining continuity, accountability, and consistent service levels. Each project is led by a dedicated Project Manager who serves as the single point of accountability and operates under a centralized public-sector Project Management Office that provides governance, standards, and delivery oversight across all engagements.</p> <p>Core implementation teams are composed of named resources assigned at project initiation. A list of Endeavour ERP Implementation Consultant roles and Advanced Specialty roles are in the following section. These core teams are supported by shared specialist pools for areas such as data migration, integrations, reporting, security, and change management, enabling scale without fragmenting ownership or knowledge.</p> <p>Resources are allocated based on role, experience, and public-sector domain expertise, not availability alone. Consultants are cross-trained across platforms and modules to support continuity and coverage while minimizing dependency on a single individual. Knowledge transfer, standardized documentation, and PMO oversight are used to manage planned or unplanned staffing changes with minimal disruption.</p>
<p>List the main categories of personnel for implementation project team and the certification required for each one. (technical leads, project managers etc.)</p>	<p>ERP Implementation Consultant – Core Financials            Certification: SylogistGov ERP Financial            Management Partner Certification            ERP Implementation Consultant – Property Tax Modules            Certification: SylogistGov ERP Financial            ERP Implementation Consultant – Utilities Billing Modules            Certification: SylogistGov ERP Financial            ERP Implementation Consultant – Payroll, HR and Time Modules            Certification: SylogistGov ERP Financial            ERP Implementation Consultant – Technical Integrations            Certification: SylogistGov ERP Financial            ERP Implementation Consultant – Dynamics GP Data Extraction and Migration            ERP Implementation Consultant – Microsoft 365 Admin, Security and Integration            ERP Implementation Consultant – Reporting, Budgeting, and Dashboards            ERP Implementation Consultant – Project Manager            ERP Implementation Consultant – Change Management            ERP Implementation Consultant – Advanced Specialty Organizational Change Management            ERP Implementation Consultant – Advanced Specialty FP&amp;A and FIR Reporting            ERP Implementation Consultant – Advanced Specialty Supply Chain Management</p>
<p>Explain if and how you use contracted resources or sub-contractors to supplement your workforce.</p>	<p>Endeavour primarily delivers ERP implementations using its internal consulting team to ensure accountability, continuity, and consistent service levels. Where required, we may selectively use contracted resources or approved Advanced Specialty consultants in-house or via subcontractors specifically for requested extensions or ISV add-ons, where Endeavour manages that portion of the project but the Vendor of the ISV performs the implementation. All such resources operate under Endeavour's direction, methodology, and quality controls, and Endeavour remains the prime contractor and single point of accountability. Any use of sub-contractors will be disclosed to each client in advance and subject to the same rate card, security, confidentiality, and performance requirements as internal staff.</p>

**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.	<p>Endeavour provides structured, partner-led technical support services to Canoe Members following ERP Go-live, including both short-term stabilization (hypercare) and longer-term application support. Support is delivered through a centralized Endeavour Support Desk operating during standard business hours (Monday to Friday, 8:00 a.m. to 5:00 p.m. across all Canadian time zone business hours, excluding statutory holidays), with defined intake channels via email and phone, priority-based triage, and formal escalation paths for severity-one or mission-critical issues. Across Endeavour's client base, the support desk handles approximately 150 to 160 support tickets per week, with critical issues typically addressed within 2 to 4 hours and standard requests actioned within one business day. Escalation paths move issues from the support desk to senior functional or technical consultants and, where required, solution architects or product specialists to ensure continuity and timely resolution. After-hours and emergency support can be accommodated by escalation on an exception basis. Support may be delivered on a time-and-materials basis or through a pre-paid bank of hours, allowing Canoe Members predictable access to experienced Dynamics ERP and Power Platform specialists while maintaining operational stability post-implementation.</p> <p>Clearly defined escalation paths are in place and include Canadian-based Endeavour functional leads, technical specialists, and senior delivery or support management. Where issues relate to core ERP platform behavior, Endeavour coordinates directly with the ERP OEM (e.g., Microsoft or Sylogist) through established partner channels while remaining the single point of accountability for the member. Service scope, response expectations, and any enhanced coverage are documented per engagement to ensure transparency and alignment with each member's operational requirements.</p> <p>Members access support through a dedicated support intake process, typically via email ticket-based request, with issues logged, prioritized, and tracked through Endeavour's support management tools. Support hours are aligned to standard Canadian business hours, 8:30am to 5:00pm across all Canadian time zones, with extended or after-hours coverage available where required based on member needs and agreed support arrangements.</p> <p>Response and resolution targets are defined by issue severity and impact. Critical issues affecting core financial or operational processing are prioritized for immediate triage and accelerated resolution, while lower-severity requests are addressed within agreed service windows. Endeavour emphasizes early diagnosis, root-cause analysis, and clear communication throughout the resolution process. Escalation paths are clearly defined and include Canadian based full time Endeavour functional leads, technical specialists, and senior delivery or support management as required. Where issues relate to underlying ERP platform behavior, Endeavour coordinates directly with the ERP OEM (Microsoft or Sylogist) under established partner support channels while remaining the single point of contact for the member. Service-level commitments, including response expectations and support scope, are documented per engagement or support agreement to ensure clarity, transparency, and alignment with each member's operational requirements.</p>
Describe your technical support model, including the distinction between ERP OEM-provided support and partner-provided support. Identify which types of issues are handled directly by your company.	<p>Endeavour operates a partner-led technical support model that complements ERP OEM-provided support and serves as the primary point of contact for Canoe Members post-go-live. All support requests are initially received, triaged, and managed through Endeavour's centralized Support Desk, ensuring a single, consistent intake channel and clear accountability. Endeavour directly handles day-to-day application support, including issue diagnosis, configuration support, break-fix resolution, end-user "how-to" questions, reporting and workflow adjustments, integrations, upgrades, training, and advisory services related to Endeavour-supported ERP and Power Platform solutions. Endeavour also manages prioritization, escalation, and communication throughout the lifecycle of each support request.</p> <p>ERP OEM-provided support is engaged by Endeavour only when issues fall outside the partner's control, such as confirmed product defects, platform-level outages, or issues requiring source-code investigation or patches from the OEM. In these cases, Endeavour coordinates directly with the OEM on the client's behalf, including reproducing issues, submitting support cases, tracking resolution progress, and communicating outcomes back to the client. This model allows Canoe Members to work exclusively with Endeavour for operational support while still benefiting from OEM escalation when required, without needing to manage multiple vendors or support processes.</p>
Describe how support responsibilities are divided between your company and ERP OEM, including issue triage, root-cause analysis, and platform-level defects.	<p>Endeavour acts as the primary point of contact for all post-go-live support and is responsible for initial issue intake, triage, diagnosis, and resolution across Endeavour-supported ERP and cloud applications. All support requests are received through Endeavour's centralized Support Desk, where issues are logged, prioritized, and assigned to functional or technical consultants with direct knowledge of the client's configuration and business processes. Endeavour leads root-cause analysis for the majority of support requests, including configuration issues, data or process errors, integrations, reporting, workflows, performance concerns, and user-level issues, and resolves these directly whenever the cause is within application configuration, customization, or operational use.</p> <p>When analysis indicates that an issue is attributable to a platform-level defect or product limitation within the ERP OEM's core application or infrastructure, Endeavour coordinates escalation to the ERP OEM on the client's behalf. In these cases, Endeavour remains accountable for reproducing the issue, documenting findings, submitting OEM support cases, and managing communication through to resolution, while the ERP OEM is responsible for defect confirmation, code-level fixes, patches, or platform remediation. This division ensures clients work with a single support partner for day-to-day operations, while still leveraging OEM expertise for underlying product defects without requiring direct client engagement with the OEM support organization.</p>
Describe how technical support interacts with OEM update and release process, including communication of upcoming releases, support for regression issues, and schedule stability.	<p>Endeavour's technical support model is closely aligned with SylogistGov's OEM update and release process to ensure schedule stability, controlled adoption of new functionality, and minimal operational disruption. SylogistGov follows a structured release cadence in which minor updates are deployed directly to production on a regular basis, while major releases are scheduled and first deployed to non-production environments, allowing customers the opportunity to review and test changes prior to production rollout. SylogistGov updates are released after Microsoft Dynamics 365 Business Central updates, ensuring platform compatibility and stability.</p> <p>Endeavour acts as the primary communication and support interface for clients throughout this process. Upcoming releases and relevant changes are communicated to clients by Endeavour through support interactions, advisory sessions, and planning discussions, with guidance on functional impact, timing, and readiness considerations. Where required, Endeavour assists clients with testing, validation, and change readiness in advance of major releases. Behavior following an update, Endeavour provides first-line support, including issue triage, impact assessment, and root-cause analysis. If the issue is determined to be configuration- or usage-related, Endeavour resolves it directly. Where a regression is attributable to a SylogistGov platform defect, Endeavour coordinates escalation to Sylogist, including issue reproduction, documentation, and ongoing communication through resolution. SylogistGov may issue patches or pre-releases under controlled conditions where an issue materially impacts operations, with testing and validation performed in lower environments to protect system stability and data integrity.</p>

**Risk identification and mitigation plan**

The purpose is to show subject-matter expertise through clear identification and management of material risks ahead of time. Listing risks with high likelihood or high impact before mitigation will not reflect negatively on the Proponent. In fact, demonstrating a thorough understanding of ERP implementation risks and their management will show depth of expertise and practical experience. Proponents should use judgment and focus only on material risks that require specialized knowledge of ERP implementations.

Generic risk frameworks or methodologies, including general project risk management, transfer of risk to client via change order will not demonstrate specialized knowledge and will score poorly. Identified risks must relate directly to ERP implementation and be detailed enough to show validity and relevance. The Proponent must explain how mitigation measures avoided or minimized negative impacts on project outcomes.

Proponents should emphasize risk and issue avoidance or mitigation tactics that helped manage budget, schedule, and scope effectively without defacto transferring the risk to client.

Risk Description *	Proposed mitigation *	How this reduces deviation on project and impact on Member. *
Legacy Data Volume and Structure Misalignment During Migration: Municipal ERP implementations frequently encounter data-related risks when attempting to migrate excessive historical records or poorly aligned legacy structures into the SylogistGov Chart of Accounts and Financial Dimensions. Migrating unnecessary years of data increases conversion effort, testing cycles, and validation complexity, which can negatively impact schedule and introduce data quality issues post-go-live.	Endeavour mitigates this risk by recommending and consistently implementing a constrained, evidence-based data migration approach aligned with municipal regulatory requirements. For SylogistGov implementations, Endeavour standardizes on migrating three years of financial history and seven years of utilities data using SylogistGov-approved templates and controlled conversion tools. This approach is combined with early finance-team collaboration and structured validation cycles to ensure accurate translation of balances, dimensions, and reporting hierarchies before production cutover. How this reduces deviation on project and impact on Member	By limiting data volume to what is operationally and legally required, Endeavour materially reduces migration effort, testing duration, and reconciliation risk. This avoids schedule compression late in the project, stabilizes reporting at go-live, and prevents post-implementation data remediation that would otherwise disrupt financial operations and staff productivity.
Integration Failures Affecting Downstream Systems: Municipal ERP environments rely on integrations with payment processors, GIS, payroll, and citizen-facing systems. Poorly defined or insecure integrations can lead to data synchronization issues, failed transactions, or operational bottlenecks after Go-live.	Endeavour mitigates integration risk by leveraging SylogistGov's standardized APIs, pre-defined integration templates, and Microsoft-native security controls. Integration points are identified early, validated in non-production environments, and tested as part of end-to-end scenario testing rather than as isolated technical tasks. Role-based access controls and encrypted connections are enforced across all integration workflows.	This reduces the likelihood of post-go-live integration defects, avoids emergency fixes that disrupt operations, and ensures reliable data flow across dependent systems. Members benefit from stable downstream processes without ongoing corrective effort.
Insufficient Stabilization Immediately Following Go-Live: ERP go-live introduces heightened operational risk if users encounter issues without immediate access to knowledgeable support. Without structured Hypercare and a defined transition to steady-state support, minor issues can escalate, delay user adoption, and impact financial close or service delivery.	Endeavour mitigates this risk through a defined post-go-live Hypercare period followed by a structured transition to the Endeavour Support Desk. During Hypercare, support resources are available to address first-run processes, stabilize workflows, and resolve issues in real time. After Hypercare, ongoing support is delivered by consultants already familiar with the member's configuration, supported by a dedicated SylogistGov support model and escalation paths to Sylogist when required.	This approach minimizes operational disruption during the most sensitive phase of the project, accelerates user confidence, and prevents small issues from compounding into schedule or financial impacts. Members experience continuity of service without needing to re-explain their environment to new support resources.
Regression Issues Introduced Through ERP Updates Near Go-Live: SylogistGov follows a structured update cadence tied to Microsoft Dynamics 365 Business Central releases. If major or minor updates occur close to go-live without proper coordination, regression issues may impact configured processes, reporting, or integrations, creating instability during critical operational periods.	Endeavour mitigates this risk by aligning implementation timelines with SylogistGov's release schedule and coordinating update timing with Sylogist and the client. Major releases are validated in non-production environments first, and Endeavour supports targeted testing of impacted workflows and reports prior to production deployment. Where critical issues are identified, Endeavour works with Sylogist to leverage controlled pre-release patches that are tested and validated in lower environments before being applied.	This approach prevents unplanned rework, protects go-live stability, and avoids emergency remediation during peak operational periods. Members benefit from predictable cutover timing and reduced operational disruption while still remaining current with the SylogistGov platform.

## Situational questions

Many Canadian public entities face a common challenge. They must modernize aging, highly customized ERP systems while maintaining operational stability, protecting sensitive data, working within limited budgets and managing significant organizational change. For example, many municipal systems are approaching end of life, including Dynamics GP. They also face staffing shortages, limited consulting capacity, complex integrations, and pressures to adopt cloud, SaaS, and emerging technologies without disrupting essential services.

Using this scenario, describe how your team would lead a public sector entity through this modernization challenge. Avoid using marketing material in your response.

Question	Answer*
Describe how the project team would plan and manage the transition from an on-premise or hybrid architecture to a modern cloud or SaaS platform.	<p>Endeavour plans and manages the transition from on-premise or hybrid ERP environments to a modern cloud or SaaS platform through a structured, risk-controlled approach reflective to municipal operations and the SylogistGov SaaS architecture. The transition begins with an assessment of the current environment, including legacy infrastructure, integrations, data volumes, and business processes, to identify dependencies that must be addressed prior to cutover. This allows the project team to determine which components are retired, replaced, or re-integrated within the cloud environment rather than replicated unnecessarily.</p> <p>The target architecture is established early using SylogistGov Core Financials powered by Microsoft Dynamics 365 Business Central as a SaaS platform. Configuration is prioritized over customization to align with cloud best practices and reduce long-term maintenance risk, while required extensions or integrations are delivered using supported APIs and Microsoft-native tools. This approach ensures that the solution remains compatible with ongoing SaaS updates and avoids re-creating on-premise technical debt in the cloud.</p> <p>Data transition is managed through a controlled migration strategy that limits historical data to operationally and legislatively required periods and uses SylogistGov-approved templates and tools. Data conversion activities are sequenced after user training and configuration validation so that migrated data reflects finalized structures and dimensions, reducing rework and reconciliation effort. Legacy systems are typically retained in read-only mode for reference during the transition period rather than maintained as parallel operational systems.</p> <p>Testing and cutover planning are designed to support schedule stability. Endeavour conducts unit, integration, and end-to-end user acceptance testing within non-production environments, enabling users to validate real-world scenarios before go-live. Cutover activities are coordinated to minimize operational disruption, followed by a defined Hypercare period and transition to the Endeavour Support Desk to stabilize the environment and support user adoption.</p> <p>Change management and knowledge transfer are embedded throughout the transition. Users are trained on new cloud-based workflows, security models, and self-service capabilities, supported by SylogistGov's online knowledge base and Endeavour-provided training materials. Ongoing communication around SaaS updates and release cadence ensures that members understand how the platform evolves post-implementation and can plan operationally without unexpected disruption.</p> <p>This coordinated model allows Canoe Members to benefit from regular SylogistGov innovation while maintaining predictable schedules, controlled change, and a single support partner responsible for managing the full lifecycle of updates and release-related issues.</p>
Describe how the project team would support data cleaning, migration, and integration with other systems.	<p>Data Cleaning: The project team supports data cleaning by first assessing legacy datasets to identify required versus non-required historical records, inconsistent master data, and structural misalignment with the SylogistGov Chart of Accounts and Financial Dimensions. Endeavour works collaboratively with finance and operational users to validate source data, apply standard SylogistGov templates, and address data quality issues prior to conversion, reducing downstream reconciliation and rework.</p> <p>Data Migration: Data migration is executed using SylogistGov-approved tools and Microsoft Dynamics 365 Business Central templates, following a controlled migration scope aligned to operational and regulatory needs. Endeavour typically migrates three years of financial history and seven years of utilities data, sequencing conversion after configuration and user training to ensure migrated data reflects finalized structures. Validation cycles are performed in non-production environments before final cutover.</p> <p>System Integration: Integration support begins with discovery to identify required interfaces and data flows. SylogistGov supports cloud-based APIs, pre-built system-critical integrations maintained by Sylogist, and file-based imports for structured data. Endeavour designs, develops, tests, and supports custom integrations using supported APIs, templates, or scheduled ETL processes, ensuring secure, maintainable connections without replicating legacy point-to-point dependencies.</p>
Describe how the project team would address cybersecurity, privacy, and regulatory requirements during the transition.	<p>Cybersecurity: During transition, the project team leverages SylogistGov's SaaS security model hosted on Microsoft Azure within Canadian data centres, ensuring encryption in transit and at rest, role-based access control, audit logging, intrusion detection, and DDoS protection. Access is restricted on a need-to-know basis using Microsoft Entra ID, MFA, and conditional access, with segregation of duties enforced throughout migration and cutover activities.</p> <p>Privacy: Privacy is addressed through Canadian data residency and compliance with PIPEDA, MFIPPA, and applicable provincial access-to-information legislation. Personal information is processed only under the direction of the public body, with configurable retention policies, privacy controls, and full auditability enabled during data migration, testing, and go-live. No client production data is used in development environments.</p> <p>Regulatory Compliance: SylogistGov and Endeavour align the transition with municipal regulatory obligations by maintaining certified cloud infrastructure (ISO/IEC 27001, SOC 2 Type II, NIST 800-53) and applying automatic security and compliance updates. Integration points are secured using encrypted APIs and role-based permissions, supporting compliance across financial, payroll, utilities, and citizen-facing systems without operational disruption.</p>
Describe how the project team would approach organizational change management to support user adoption.	<p>The project team treats organizational change management as an integral part of delivery, aligned to configuration, testing, and Go-live readiness rather than a standalone activity. User adoption is supported by engaging key stakeholders early during analysis and design, ensuring that system configuration, security roles, and workflows reflect how staff actually operate day to day. This early involvement helps reduce resistance and builds ownership before training begins.</p> <p>Training is role-based and delivered using a train-the-trainer model, where Endeavour trains designated super-users on real, municipally-specific processes and configurations. Training materials and walkthroughs are aligned to the scenarios and test scripts used during User Acceptance Testing, enabling users to practice end-to-end tasks with realistic data rather than generic examples.</p> <p>User Acceptance Testing is deliberately leveraged as a change-readiness activity. Key users validate transactions, reports, and workflows in a non-production environment, building confidence in the system and ensuring users are operationally prepared at go-live. Formal sign-off confirms both technical readiness and user confidence.</p> <p>Post-go-live adoption is reinforced through a defined Hypercare period followed by transition to the Endeavour Support Desk and optional "white glove" SylogistGov support. This provides responsive assistance for first-run processes, how-to questions, and stabilization activities, reducing stress on users and accelerating long-term adoption. Ongoing access to the SylogistGov knowledge base and refresher training supports continued maturity beyond implementation.</p>
Describe how the project team would assess the current legacy environment, including customizations, integrations, data quality, and risks.	<p>The project team conducts an early discovery assessment to document how the legacy environment is actually used, including active modules, reporting, third-party tools, and operational workarounds. This establishes a factual baseline for scope, sequencing, and risk identification.</p> <p>Customizations are assessed by distinguishing configuration from code-level modifications, custom reports, workflows, and extensions. Each customization is evaluated to determine whether it addresses a true business requirement or compensates for limitations of the legacy system such as Dynamics GP, informing whether it can be replaced with standard SylogistGov configuration or requires a supported extension.</p> <p>Integrations are identified and mapped through an integration discovery exercise that documents data flows, file exchanges, APIs, and dependencies on external systems such as GIS, payroll, payments, and budgeting. This allows legacy point-to-point connections to be replaced with supported APIs or standard import templates where appropriate.</p> <p>Data quality is assessed by reviewing master data structures, historical data volumes, and known integrity issues. Endeavour works with client staff to validate required retention, identify cleansing needs, and align data to SylogistGov's Chart of Accounts and Financial Dimensions prior to migration.</p> <p>Risks such as undocumented customizations, data inconsistencies, third-party dependencies, and limited internal capacity are documented and used to shape migration scope, integration design, testing strategy, and project sequencing to reduce downstream delivery risk.</p>
Describe how the project team would manage competing demands on internal staff and limited resourcing.	<p>The project team plans delivery around the reality that internal staff must continue day-to-day operations during the implementation. Endeavour structures the engagement with a small, focused core team and clear separation between project management, implementation, and training, limiting the amount of client time required at any one point. Client participation is concentrated into defined windows for design validation, testing, and decision-making rather than continuous involvement.</p> <p>Day-to-day configuration, data migration execution, and integration development are led by Endeavour resources, reducing dependency on scarce internal subject-matter experts. The project manager actively monitors workload and adjusts sequencing to accommodate peak operational periods, providing advance visibility into upcoming demands through milestone-based planning and regular status updates.</p> <p>Post-go-live, a defined Hypercare period and transition to the Endeavour Support Desk further reduce pressure on internal staff by providing immediate access to knowledgeable resources for first-run processes, issue resolution, and stabilization activities.</p>
Describe how the project team would control costs, timelines, and risks while maintaining essential operations.	<p>The project team controls cost, schedule, and risk through a phased delivery model that separates project management, implementation, and training, allowing internal staff to remain focused on essential operations. Work is sequenced so client involvement is concentrated around key decision points, design validation, testing, and approvals, rather than requiring continuous participation. This reduces disruption to day-to-day services while maintaining predictable progress.</p> <p>Costs and timelines are managed through early scope definition, standardized configuration, and reuse of proven SylogistGov templates, minimizing rework and customization risk. Day-to-day configuration, data migration, and integration execution are led by Endeavour resources, reducing dependency on limited internal capacity and helping maintain schedule stability.</p> <p>Risks to operations are mitigated through staged testing, controlled cutover planning, and a defined go-live Hypercare period. This ensures issues are identified and resolved quickly without disrupting financial processing, payroll, utilities, or citizen-facing services. Ongoing support via the Endeavour Support Desk further stabilizes operations post-go-live.</p>

<p>Situation: A Member is transitioning to a new ERP system. This includes the Finance module.</p> <p>Using plain language, propose the ideal sequence for implementing the various Finance module components. Your response should include: -which component of the Finance module should go first, second and third etc; -why are you recommending this order?</p> <p>Do not state that the sequence: "depends on the client".</p>	<p>Example: Migrating from Dynamics GP to SylogistGov powered by Dynamics 365 Business Central</p> <ol style="list-style-type: none"> <li>1. General Ledger and Chart of Accounts: In Dynamics GP, everything ultimately posts to the General Ledger, and the same is true in SylogistGov. The first step is to design and configure the new Chart of Accounts, funds, dimensions, fiscal calendars, and posting rules in SylogistGov. This creates a clean financial foundation and ensures that historical GP balances and future transactions land in the correct structure. Nothing else should be implemented until the GL structure is finalized.</li> <li>2. Opening Balances and Core Financial Controls: Once the GL structure is in place, opening balances are migrated from Dynamics GP into SylogistGov. At the same time, budget controls, approval workflows, and posting validations are configured. Doing this early ensures that spending controls and approvals are active before any live transactions occur, preventing uncontrolled postings during the transition.</li> <li>3. Accounts Payable (Vendors, Invoices, Payments): In most GP environments, Accounts Payable is the highest-volume finance process. Implementing AP after the GL and controls ensures that vendor invoices, approvals, and payments can continue without disruption. This step stabilizes cash outflows and ensures vendors are paid accurately while the organization adjusts to the new system.</li> <li>4. Cash Management and Bank Reconciliation: Once payments and receipts are flowing, bank accounts and bank reconciliation are configured. This allows GP bank balances to be validated against SylogistGov and ensures deposits, EFTs, and cheques reconcile correctly. Early reconciliation is critical to maintaining confidence in financial results during the first reporting periods.</li> <li>5. Accounts Receivable (Billing and Receipts): Accounts Receivable depends on the GL and cash processes being stable. Implementing AR after cash management ensures customer billing, receipts, and aging reports align cleanly with bank deposits and financial reporting, reducing confusion during the first billing cycles post-migration.</li> <li>6. Financial Reporting and Dashboards: Once all transaction streams are active and validated, financial statements, budget-to-actual reports, and dashboards are finalized. Doing this last avoids rework and ensures reports reflect real, live data rather than interim configurations during the transition from GP.</li> </ol>
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## 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>Endeavour Solutions has multiple layers of sales and marketing that cover Canada Coast-to-Coast, currently focused on the Canadian Municipal and Canadian non-profit/government audiences in Atlantic Canada, Ontario, Manitoba, Saskatchewan, Alberta, and BC. Key themes include ERP centric websites and landing pages for lead generation (<a href="http://www.endeavorsolutions.ca">www.endeavorsolutions.ca</a>, and <a href="http://www.endeavor4solutions.com">www.endeavor4solutions.com</a>), paid marketing blogs (<a href="https://erpsoftwareblog.com/profile-page/gp-support-north/">https://erpsoftwareblog.com/profile-page/gp-support-north/</a>), internal client newsletters to Dynamics GP and Dynamics 365 Business Central clients. Endeavour attends some key industry events for Canadian Municipal Finance including GFOA Alberta, MFOA Ontario, AMA-NS Nova Scotia and MISA Ontario. We have also hosted paid webinars via <a href="http://www.municipalworld.com">www.municipalworld.com</a> magazine. Endeavour has also been invited to speak at AMCTO finance sessions in the past and plans to do so again in the future. Endeavour Solutions will actively recommend that clients and prospects use Canoe for the acquisition of ERP Implementation Services in conjunction with Endeavour's award via this RFP.</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>We will do the majority of the sales and marketing efforts. For Canoe we would expect to have Canoe maintain a profile of Endeavour Solutions within its online directory as well as communicate to its members about the award and existence of this procurement vehicle for ERP implementation. Endeavour would ask that Canoe specifically list Endeavour Solutions as an authorized vendor when talking or promoting the ERP Implementation Services. Endeavour also asks to specifically restrict sharing confidential information with non-Canoe members and to restrict the sharing of confidential information with competitors focused on similar ERP implementations.</p> <p>Furthermore, Endeavour would like to have Canoe share with interested members a modified version of the Endeavour Pricing Document uploaded into the Additional Information section of the RFP. After the award, Endeavour will modify the document to remove the illustrations of Canoe administrative fee while highlighting the cost savings to members. The encouragement of Canoe to remind prospective customers to collaborate with Endeavour to go through the non-charge Endeavour ERP Discovery process to help validate and confirm their level of complexity (low, medium or high) and relative scope and pricing, while maintaining the pre-approved Procurement status (allowing to avoid RFP) will be most appreciated. Endeavour requests a specific recommendation to members that the tiered discount is focused on encouraging members of skip a separate RFP procurement process.</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>Endeavour Solutions' marketing team will host internal email campaigns and team meetings with the Endeavour sales team and client support desk who interact with clients about the value and nature of this agreement and the value to customers (Canoe Members) to reduce their procurement costs by skipping a separate RFP process while receiving preferred pricing.</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>Endeavour Solutions' initial 2026 startup will include internal communications, and adding reference and Links to the Canoe services agreement to our website. Endeavour Solutions also has a speaking engagement and vendor booth at the May 2026 GFOA Alberta Conference in Calgary and will reference Canoe as a procurement vehicle recommended by Endeavour for ERP Implementation. We also have a similar conference at MISA in London Ontario in June 2026, and MFOA in September 2026. The measures will be a simple yes/no measure for compliance, that information was communicated at each conference within the vendor booths. Ongoing the Endeavour marketing team will report back to the primary Endeavour-Canoe contact on a Quarterly basis for reporting back on activities related to the joint marketing and promotion of the Canoe ERP Implementation Services Agreement. Performance indicators will include a quarterly summary of efforts completed to promote the agreement. As early as May 2026, once awarded, Endeavour will include in RFP Q&amp;A and responses a recommendation that prospects issuing an RFP for ERP Implementation Services consider cancelling or diverting their RFP focus to simply purchase via the Endeavour-CANOE ERP implementation agreement along with the Canoe ERP Software Agreement with Sylogist for the Software component to take advantage of the discounted and preferred pricing. Endeavour estimates of the 1700 Canadian municipalities that approximately 220 are using Microsoft Dynamics GP as their ERP. Endeavour does Dynamics GP ERP support, as well as migrations from Dynamics GP to Business Central, and to Business Central with SylogistGov. We are currently the 2025 Sylogist partner of the year and will use our reputation and influence to encourage prospective customers to currently wait till Endeavour is awarded a spot on Canoe before starting their procurement effort for a new Municipal ERP (recommending SylogistGov and/or Microsoft Business Central ERP). Dynamics GP is end of life (end of Microsoft support) on December 31, 2029, and thus we expect a strong demand of prospective municipalities and non profits to want to move to the cloud based Business Central ERP and SylogistGov. Endeavour is well positioned to win this ERP implementation business and will recommend Canoe as a means of procurement to help Canoe Members avoid going through long and costly RFP process. Endeavour also has plans for targeted marketing for other municipal users on legacy ERPs including Assist and Keystone to move to SylogistGov and Business Central.</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>A quarterly status update and reminder will be put into Endeavour's internal Sales team cadence calls to track and report on the completion of recommending the Canoe ERP Implementation Services Agreement and frequency within the quarter. This information will also be shared with the Endeavour marketing team for consolidation into quarterly reporting over the 7 year term of the Agreement.</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>Endeavour will commit to attending the GFOA Alberta annual conference and the MFOA Ontario conference on an annual basis. Additional participate and sponsorships will be evaluated on an annual basis. Other conferences and events will be evaluated for fit and anticipated ROI such as AMA-NS Nova Scotia conference and sponsored newsletters and MISA Ontario conference. We have also hosted paid webinars via <a href="http://www.municipalworld.com">www.municipalworld.com</a> magazine, and spoke at AMCTO finance sessions in the past, and plans to do so again in the future.</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>The following are a list of Coast to Coast across Canada industry associations and sponsorships that Endeavour has participated in over the past 12 months.</p> <ul style="list-style-type: none"> <li>MFOA Ontario</li> <li>GFOA Alberta</li> <li>MISA Ontario</li> <li>AMCTO Ontario</li> <li>AMA-NS Nova Scotia</li> <li>Municipal World Magazine</li> <li>The Strategy Institute's Foundation, Endowment &amp; Non Profit Investment Summit</li> </ul> <p>Future associations may include</p> <ul style="list-style-type: none"> <li>GFOA British Columbia</li> <li>Alberta Property Tax Association</li> </ul>

**Sales network**

Question	Response *
<p>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.</p> <p>a. Sales force.</p> <p>Please include details, such as the locations of your network of sales.</p>	<p>Endeavour has three direct sales people and a vice president focused on Canadian municipal and non profit prospects and customers, as well as 3 inside sales people and a Sr Director of Marketing who leads a team of marketing professionals who interact with prospective clients (CANOE members). Mississauga Ontario Head Office, James McInnis, Steve Ewing, Scott Jorgens, Jerry Bierema, Paul Sarazin, and Trish Fortin                  2233 Argentia Road, Suite 300 Mississauga Ontario L5N 2X7                  Vancouver British Columbia, Johnny Alviar                  625 Howe St Suite 610, Vancouver, BC V6C 2T6                  Virtual office: 1253 91st Street SW - Suite 102, Edmonton, AB T6X 1E9                  Halifax Nova Scotia, Jim Martell                  90 Western Pkwy, Suite 102 Westway IV, Bedford, Nova Scotia B4B 2J3</p>
<p>Describe your how you manage government sales. Include details on the sales force and training structure and how you specifically address sales and marketing with public sector clients in a group procurement context.</p>	<p>Endeavour Solutions has very stringent hiring practices for our Coast to Coast Canadian team, hiring only experienced Sales resources with experience in B2B technology sales. Each are trained and mentored internally by the Vice President as well as supported with Sales Enablement materials and training from the Sr Director of Marketing. Additional training via Webinars, meetings and online documentation is provided from both Microsoft Canada as well as Sylogist Ltd on the proposed Microsoft Dynamics 365 Business Central ERP and SylogistGov Canadian Municipal ERP and related add-ons for Property Tax, Utilities, Business License, HR/Payroll and Citizen Portal</p>

**Environmental and social governance ESG**

Question	Response *
<p>Describe your corporate ESG initiatives.</p>	<p>Endeavour Solutions' environmental impact is managed through a services- and cloud-first operating model that minimizes reliance on physical materials and travel. We follow our Environmental pledge to follow energy-efficient office practices, environmentally responsible IT recycling and disposal in accordance with provincial guidelines, and the use of recycled materials for office consumables. As a Microsoft partner, Endeavour supports Microsoft's net-zero and renewable energy commitments by delivering cloud-based solutions hosted on Microsoft Azure, reducing the carbon footprint associated with on-premises infrastructure and hardware refresh cycles. [ Social Governance</p> <p>Endeavour Solutions maintains a strong commitment to diversity, equity, inclusion, and anti-discrimination across its workforce and community engagement. The company is an equal-opportunity employer and provides accommodation throughout the hiring process. Inclusive training is mandatory for all employees and covers anti-discrimination, workplace harassment, accessibility (AODA), and cultural awareness. Endeavour actively works to reduce bias in hiring and talent development through structured assessment tools and ongoing employee education. The organization also supports employee-led initiatives, including forums focused on representation and leadership development, and engages respectfully with Indigenous communities through formal land acknowledgements and relationship-building practices.</p> <p>Endeavour's ESG practices are supported by formal policies, documented procedures, and executive oversight. The company maintains written environmental responsibility and diversity policies, reinforced through its employee handbook and ongoing training programs.</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](mailto: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.

- Scott Jorgens, Sr Director Marketing, Endeavour Solutions Inc.

**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
<b>Addendum 02 CAN-2025-002</b> Fri March 6 2026 02:04 PM	<input checked="" type="checkbox"/>	11
<b>Addendum 01-CAN-2026-002</b> Tue February 24 2026 04:24 PM	<input checked="" type="checkbox"/>	7

**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
<b>TOTALS</b>											<b>2,112.82</b>	<b>0.20</b>	<b>20.80</b>	<b>2,133.82</b>	<b>143.47</b>	<b>106.69</b>	<b>2,383.98</b>	<b>2,112.82</b>	<b>5.00%</b>	<b>105.64</b>