

## 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: MNP Digital Inc.

Supplier Corporate Jurisdiction: 10235 101St N.W. Suite 1700 Edmonton, AB T5J 3G1

(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.

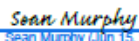
**IN WITNESS WHEREOF** the Parties have executed this Agreement as of the date first written above.

**CANOE PROCUREMENT GROUP OF CANADA**

By:   
Tyler Hannemann (Jun 16, 2026 09:05:29 MDT)  
\_\_\_\_\_  
Name: Tyler Hannemann  
Title: General Manager

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

Supplier Legal Name: MNP Digital Inc.

By:   
Sean Murphy (Jun 15, 2026 14:02:50 EDT)  
\_\_\_\_\_  
Name: Sean Murphy  
Title: Partner, National Digital Solutions Leader

**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: MNP Digital Inc.  
Does your company conduct business under any other name? If yes, please state: MNP  
Address: 2010 11th Ave Suite 900  
Regina , Saskatchewan S4P 0J3  
Contact: MNP Digital Proposal Team  
Email: MNPDigital.ProposalTeam@mnp.ca  
Phone: 306-751-8038  
Fax: 306-790-7990  
HST#:

## Submission Details

Created On: Wednesday February 25, 2026 10:37:44  
Submitted On: Tuesday March 24, 2026 10:16:31  
Submitted By: MNP Digital Proposal Team  
Email: MNPDigital.ProposalTeam@mnp.ca  
Transaction #: 3038e15a-cc93-4d3a-95cf-7f34044b5f0d  
Submitter's IP Address: 147.243.242.182

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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):	MNP Digital Inc. MNP
2	Proponent Address:	10235 101St N.W. Suite 1700 Edmonton, AB T5J 3G1
3	Proponent website address:	https://mnpdigital.ca
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	Wendy Gneuz, Partner Wendy.gneuz@mnp.ca
5	Proponent's primary contact for this proposal (name title address email address):	Wendy Gneuz, Partner Wendy.gneuz@mnp.ca
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	Dan Caringi, Partner Dan.caringi@mnp.ca
7	Proponent GST registration number:	737245134
8	If the Proponent is representing a consortium, each member of that consortium.	N/A
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.	Founded in 1958 in Brandon, Manitoba, MNP LLP is one of Canada's largest national professional services firms, providing accounting, consulting, tax, and digital advisory services to public, private, and not for profit organizations. The firm is 100% Canadian owned and operated, with decisions made locally and informed by Canadian values. MNP's business philosophy is client centred, partner led, and community focused, emphasizing practical advice, long term relationships, and measurable outcomes. Core values include integrity, collaboration, respect, and a strong commitment to serving Canadian communities. With more than 80 years of continuous operation, MNP brings proven stability, depth of experience, and long term accountability relevant to this solicitation. MNP Digital, Inc. is the fastest-growing arm of MNP's full-service accounting and advisory firm. From meeting fast-changing customer demands to streamlining operations, being driven by the right digital strategy and fueled by the right technology is critical for organizations that are eager to get ahead. Made up of over 500 professionals located across Canada, MNP Digital provides a unique mix of strategic advisory and technical expertise to help accelerate digital transformation and deliver long-term value for our clients. We're a Premier & Managed Canadian Microsoft Cloud Partner and were inducted into Microsoft's Inner Circle (top 1% of Microsoft Business Applications Partners globally) in 2025. We are honored to have been the only Canadian Partner selected for the Inner Circle this year. The graphic to the right outlines our core service offerings across MNP Digital.
10	Where is your headquarters located?	MNP's national head office is located in Calgary, Alberta.
11	Do you have 250 or more full time employees in Canada?	Yes. Our organization employs more than 250 full time employees in Canada, with over 9,000 of professionals nationwide supporting clients across public, private, and not for profit sectors. Our Canadian workforce spans more than 150 offices across the country, providing the capacity, scalability, and continuity required to support engagements of this nature.
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	None. MNP is not currently subject to any suspension or debarment by public entities in Canada.

**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 type="radio"/> Yes <input checked="" 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	Edmonton, Calgary, Toronto
2	British-Columbia	<input type="radio"/> Yes <input type="radio"/> No	Vancouver, Victoria, Edmonton, Calgary, Toronto
3	New-Brunswick	<input checked="" type="radio"/> Yes <input type="radio"/> No	Saint John - Prince William, Edmonton, Calgary, Toronto
4	Manitoba	<input type="radio"/> Yes <input type="radio"/> No	Edmonton, Calgary, Toronto
5	Newfoundland and Labrador	<input checked="" type="radio"/> Yes <input type="radio"/> No	Edmonton, Calgary, Toronto
6	Northwest Territories	<input type="radio"/> Yes <input type="radio"/> No	Edmonton, Calgary, Toronto
7	Nova-Scotia	<input checked="" type="radio"/> Yes <input type="radio"/> No	Edmonton, Calgary, Toronto
8	Nunavut	<input type="radio"/> Yes <input type="radio"/> No	Edmonton, Calgary, Toronto
9	Ontario	<input checked="" type="radio"/> Yes <input type="radio"/> No	Edmonton, Calgary, Toronto
10	Prince Edward Island	<input type="radio"/> Yes <input type="radio"/> No	Edmonton, Calgary, Toronto
11	Québec	<input checked="" type="radio"/> Yes <input type="radio"/> No	Edmonton, Calgary, Toronto
12	Saskatchewan	<input type="radio"/> Yes <input type="radio"/> No	Regina, Saskatoon, Edmonton, Calgary, Toronto
13	Yukon	<input checked="" type="radio"/> Yes <input type="radio"/> No	Edmonton, Calgary, Toronto

## 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>MNP Digital brings deep and proven experience supporting public-sector organizations through complex ERP initiatives that modernize financial, operational, and service-delivery environments. Our public-sector ERP experience spans rural and urban municipalities, regional governments, Indigenous governments, and other public and non-profit organizations, where accountability, transparency, auditability, and long-term sustainability are critical success factors.</p> <p>We support ERP initiatives across the full lifecycle, from early-stage needs assessments and procurement through implementation oversight and post-go-live stabilization. Our teams have led ERP readiness assessments, market scans, and current-state analyses; developed detailed business, functional, and technical requirements; supported RFP drafting and evaluation; and provided independent oversight during implementation to help clients manage risk, control scope, and achieve intended outcomes.</p> <p>MNP Digital has supported ERP initiatives involving core financials, budgeting, procurement, payroll, human resources, taxation, utility billing, capital asset management, grants management, and reporting. We understand the operational realities of public-sector environments, including constrained resources, legislative and policy requirements, multi-year budgeting cycles, and the need to maintain uninterrupted service delivery during system transitions. Our approach is grounded in practical public-sector experience and informed by our broader municipal and public-sector advisory work across Canada.</p>
Describe the services you offer public sector clients for ERP implementation.	<p>MNP Digital provides end to end ERP implementation services tailored to the needs of public sector organizations. Services include:</p> <ul style="list-style-type: none"> <li>• ERP Strategy and Readiness Assessment</li> <li>• Business case development, current state assessment, vendor selection support, and roadmap planning aligned to public sector priorities and funding models.</li> <li>• Solution Design and Configuration</li> <li>• Future state process design, fit gap analysis, system configuration, and public sector-specific control design.</li> <li>• Data Migration and Integration</li> <li>• Data extraction, cleansing, validation, migration, and integration with surrounding systems (e.g., payroll, asset systems, grants, and reporting platforms).</li> <li>• Project, Risk, and Change Management</li> <li>• PMO services, risk and issue management, stakeholder engagement, communications, and structured change and training programs to support adoption.</li> <li>• Testing, Deployment, and Go Live Support</li> <li>• System integration testing, user acceptance testing, cutover planning, and stabilization support.</li> <li>• Post Implementation Support and Optimization</li> <li>• Hypercare, continuous improvement, process optimization, and reporting enhancements.</li> </ul> <p>MNP delivers these services using a pragmatic, phased or integrated implementation approach, depending on client requirements, capacity, and risk profile.</p>
Detail your experience managing multi-jurisdictional or group purchasing contracts.	<p>MNP Digital has significant experience supporting ERP initiatives in complex, multi-jurisdictional environments, including counties, regional governments, Indigenous organizations, and organizations with decentralized or multi-site operating models. These environments often require balancing standardization with local flexibility, aligning diverse stakeholder groups, and establishing clear governance and decision-making structures.</p> <p>Our experience includes supporting shared-service environments, region-wide ERP initiatives, and procurement processes that involve multiple departments, business units, or participating entities. We help clients design governance models that clearly define roles, responsibilities, escalation paths, and decision authority, ensuring transparency and accountability throughout procurement and implementation.</p> <p>MNP Digital supports group purchasing and multi-jurisdictional initiatives by aligning requirements where appropriate, managing stakeholder input, and establishing consistent evaluation and implementation frameworks. Our approach reduces duplication of effort, supports economies of scale, and helps participating organizations achieve shared objectives while respecting jurisdiction-specific needs, policies, and operational constraints.</p>
List the current third party certifications your firm has related to ERP implementations.	<p>MNP maintains a range of professional, technology, and security related credentials that support ERP implementations, including:</p> <ul style="list-style-type: none"> <li>• ERP platform vendor certifications held by individual consultants across leading ERP solutions used in the public sector</li> <li>• Project management certifications (e.g., PMP®, PRINCE2®) held by project leadership and PMO resources</li> <li>• Change management certifications (e.g., CCMP, Prosci®) supporting user adoption and organizational readiness</li> <li>• Information security and risk frameworks applied across technology projects (e.g., alignment to ISO 27001, SOC, and NIST based controls, as applicable).</li> </ul>
List anything else you would like to include as part of your offering.	<p>As part of our ERP services, MNP Digital brings a broader public-sector and digital transformation perspective that extends beyond system implementation. Our work is informed by national public-sector research, benchmarking, and insights into emerging trends in municipal and public-sector service delivery. We regularly help clients connect ERP initiatives to broader goals related to financial sustainability, service modernization, data and analytics, and organizational readiness.</p> <p>We emphasize long-term partnership, transparency, and practical delivery. Our national footprint allows us to scale resources efficiently while maintaining local presence and contextual understanding. By integrating strategy, technology, and change management, MNP Digital helps public-sector organizations implement ERP solutions that are fit-for-purpose, well-adopted, and positioned to deliver lasting value.</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 *
Sage Intacct	<input checked="" type="radio"/> Yes <input type="radio"/> No	100+	50+	<p>MNP Digital is a certified implementation partner for Sage Intacct and has completed numerous ERP implementations for public-sector and publicly accountable organizations, particularly Indigenous governments, Indigenous education authorities, and Indigenous economic development corporations. Completed implementations include multi-entity financial environments, payroll integrations, budgeting, project costing, fixed assets, and reporting, often replacing legacy on-premise systems such as Sage 50, Sage 300, or Microsoft Dynamics GP.</p> <p>Latest completed public-sector implementations include:</p> <ul style="list-style-type: none"> <li>• Indigenous government organization (multi-entity, approximately 300+ users)</li> <li>• Indigenous education authority (three schools, approximately 1,000 students and 300 staff)</li> <li>• Indigenous economic development corporation (13 entities, approximately 40 users)</li> </ul>
Microsoft Dynamics 365 Business Central (including municipal solutions built on Business Central)	<input checked="" type="radio"/> Yes <input type="radio"/> No	25+	20	<p>MNP Digital is a Premier &amp; Managed Canadian Microsoft Cloud Partner and has led ERP implementations for municipalities and regional governments using Microsoft Dynamics 365 Business Central, including municipal specific solutions built on that platform (e.g., SylogistGov). These projects include core financials, payroll, procurement, asset management, and integrations with departmental and citizen facing systems. MNP Digital's municipal ERP work demonstrates experience operating within legislative, transparency, and service continuity constraints typical of Canadian local governments.</p> <p>Latest completed public sector implementations include:</p> <ul style="list-style-type: none"> <li>• Alberta municipality (mid sized, finance and payroll)</li> <li>• Regional municipality / county government</li> <li>• Local government shared services environment</li> </ul>

**Program offering**

Describe your program offering.

Question	Response *
Provide a high level profile of your company.	<p>MNP Digital Inc. is the digital advisory and technology implementation arm of MNP LLP, a Canadian professional services firm founded in 1958. MNP is 100% Canadian owned and operates with a national footprint and strong local presence across more than 150 communities.</p> <p>MNP Digital brings together professionals across Canada with experience spanning strategy, data, applications, enterprise platforms, cloud, cybersecurity, and organizational change. This integrated model allows us to support clients across the full digital lifecycle, from early strategy and planning through implementation, optimization, and ongoing operations.</p> <p>MNP Digital takes a people-first, business-led approach to digital transformation. We do not start with technology. We work with leaders and teams to understand business objectives, operational challenges, and service expectations, and then translate those needs into practical digital solutions using the right mix of people, process, and technology.</p> <p>MNP Digital combines strategic advisory and technical delivery within a single team, avoiding handoffs between strategy and implementation. We focus on outcomes rather than deliverables alone, and we measure success by the value achieved for the organization, its people, and the communities it serves.</p> <p>MNP Digital brings together public sector advisory expertise and ERP implementation capability, supporting municipalities, Indigenous governments, and other publicly accountable organizations through complex technology and organizational transformation initiatives. Engagements are partner led and focused on delivering practical, sustainable outcomes aligned with public sector governance and accountability requirements.</p>
Describe the ERP implementation services you offer public sector clients.	<p>MNP Digital provides end-to-end ERP implementation services for public-sector clients, supporting organizations across the full lifecycle of ERP transformation for Microsoft Business Central, SylogistGov ERP, and Sage Intacct. Services include ERP readiness assessments to evaluate current-state capabilities, solution selection support, detailed implementation planning, system configuration, data migration, testing, training, go-live support, and post-implementation stabilization. These services are delivered using a structured, phased implementation methodology designed to support public-sector accountability, auditability, and service continuity.</p> <p>ERP implementation services are delivered within formal governance and project management frameworks that emphasize risk management, milestone control, and transparent reporting. In addition to implementation delivery, MNP Digital also provides independent project management and implementation oversight services to help public sector clients manage vendor performance, scope, timelines, and organizational impacts throughout the ERP initiative.</p>
Describe your standard implementation methodology, include typical key milestones.	<p>MNP Digital follows a structured, phased ERP implementation methodology that includes:</p> <ol style="list-style-type: none"> <li>1. Initiation and Planning – governance setup, scope confirmation, and detailed project planning</li> <li>2. Discovery and Design – current state review, future state design, and fit gap analysis</li> <li>3. Build and Configuration – system configuration, integrations, and reporting setup</li> <li>4. Data Migration and Testing – data cleansing, migration, system and user acceptance testing</li> <li>5. Training and Change Readiness – role based training and readiness validation</li> <li>6. GoLive and Stabilization – cutover, hypercare, and transition to steady state support.</li> </ol> <p>This methodology is integrated with project management, quality assurance, and risk management activities throughout the lifecycle.</p>
Explain how you adapt your methodology for different member size and complexity of projects.	<p>MNP Digital scales its methodology based on organizational size, complexity, and internal capacity. For smaller members, we streamline governance, reduce documentation overhead, and focus on rapid adoption. For larger or multi-entity members, we emphasize formal governance, phased rollouts, and enhanced change management to manage risk and stakeholder complexity.</p>
Describe your approach to data migration for legacy systems.	<p>MNP Digital addresses data migration through data readiness, validation, and testing activities as part of the overall implementation and readiness process. Data is reviewed and validated prior to go live to support accuracy, continuity, and audit readiness, with testing activities used to confirm successful migration and system functionality.</p>
Describe your project management office structure and the tools you use to track progress and share updates with clients.	<p>MNP Digital provides formal project management services integrated with quality assurance and risk management. This includes defined governance structures, project leadership roles, issue and risk tracking, milestone monitoring, and regular status reporting.</p> <p>Project progress is reviewed through structured reporting and governance forums, with risks and issues escalated as required. This approach supports transparency, informed decision making, and effective oversight throughout the ERP implementation lifecycle.</p>
Describe how you handle dispute resolution during an active implementation.	<p>MNP Digital manages disputes through early issue identification, open communication, and structured escalation within established governance frameworks. Issues are documented, assessed for impact, and escalated through defined decision making and steering committee processes where required, supporting timely resolution and minimizing disruption to project progress.</p>
Detail your quality assurance and testing protocols before system go live.	<p>Quality assurance is embedded throughout the ERP implementation lifecycle and is supported by structured review and testing activities at each major phase of the project. Protocols include configuration reviews to confirm alignment with approved requirements, system integration testing to validate data flows and interfaces, and user acceptance testing to ensure the solution supports business processes and user needs.</p> <p>Prior to go live, formal readiness assessments are conducted to confirm system stability, data integrity, user preparedness, and overall implementation readiness. Advancement through major project milestones, including go live, requires documented sign off from appropriate stakeholders, providing assurance that quality standards have been met and risks are appropriately managed before proceeding. These activities are governed through formal project controls, milestone reviews, and approval processes consistent with MNP Digital's documented ERP implementation and project management approaches for public sector clients.</p>
Describe your strategy for organizational change management and user adoption. Also describe how you measure user adoption.	<p>MNP Digital's organizational change management approach is integrated into the overall ERP implementation and project management framework and is designed to support effective knowledge transfer, readiness, and adoption across impacted user groups. The approach includes early identification of impacted stakeholders, structured communication and engagement throughout the project, leadership involvement, and role based training aligned to how users interact with the system.</p> <p>Change management and training activities are delivered in coordination with solution design, testing, and go live readiness activities to ensure users are supported as the system evolves toward deployment.</p> <p>Enhanced change management services are also available above and beyond the base services included in our overall approach. This would include assigning a dedicated change manager to lead a change management work stream as part of the overall implementation project and develop and deliver a comprehensive change management plan.</p> <p>User adoption is assessed using multiple indicators focused on readiness and practical system use. These include training participation and completion, user involvement in hands on testing and validation activities, feedback gathered during training and readiness checkpoints, and post go live support interactions. These measures help confirm user confidence and capability prior to go live and support targeted follow up during stabilization to reinforce adoption and minimize disruption to operations.</p>
List the training delivery methods you offer, as well as the customized training tools for Members.	<p>Training delivery is coordinated with overall change management and go live readiness activities. Users are trained once system configuration and testing have reached sufficient maturity, allowing for hands on practice in a realistic environment. Training completion and participation are used as key inputs into go live readiness assessments to help ensure Members are prepared to transition to the new ERP system with minimal disruption to operations.</p> <p>To support effective adoption and ensure readiness for go live, MNP Digital delivers training through a combination of structured delivery methods and customized tools. These approaches are designed to accommodate different learning needs, roles, and organizational contexts, and are outlined below.</p> <ol style="list-style-type: none"> <li>1. Instructor led training (in person or virtual) aligned to the configured solution</li> <li>2. Role based workshops tailored to user responsibilities</li> <li>3. Training materials and job aids reflecting configured processes</li> <li>4. Recorded training sessions to support ongoing reference and continuity</li> </ol> <p>Training participation supports readiness validation prior to go live.</p>
Explain how you assess user readiness before the system goes live.	<p>User readiness is assessed through a combination of training participation, hands on involvement in testing activities, and structured readiness validation prior to go live. Training completion is tracked to confirm that impacted users have received role appropriate instruction aligned with the configured ERP solution. Users are also engaged in hands on testing and validation activities, which provides practical exposure to the system and helps confirm their ability to perform required tasks in a realistic environment.</p> <p>Readiness is further validated through feedback gathered during training and readiness checkpoints, as well as confirmation with department leads to assess user confidence, capability, and preparedness to transition to the new system. These inputs are used as part of overall go live readiness assessments to help ensure the organization is prepared for deployment with minimal disruption to operations.</p>
Explain how you ensure resource continuity throughout the duration of a project.	<p>MNP Digital ensures resource continuity by assigning a core project team for the duration of the engagement, supported by access to a broader national resource pool. Core team members provide consistency in project knowledge, decision making, and delivery, while the national resource pool allows MNP Digital to supplement capacity or specialized expertise as needed without disrupting project momentum.</p> <p>To support continuity, MNP Digital emphasizes knowledge transfer, documentation, and collaboration throughout the project lifecycle. Where changes in resourcing are required, overlap planning and structured knowledge transfer are used to ensure continuity of delivery and minimize disruption to the Member. This approach supports stable project execution while maintaining flexibility to respond to evolving project needs.</p>
Describe your process for replacing a team member if a member requests a change.	<p>If a Member requests a change to a project team resource, MNP Digital works collaboratively with the Member to understand the concern and the desired outcome. Based on this discussion, MNP Digital proposes a qualified replacement with appropriate skills and experience to meet the project's requirements.</p> <p>To minimize disruption and maintain continuity, structured knowledge transfer and overlap planning are used to transition responsibilities effectively. This approach ensures that project knowledge is retained, delivery momentum is maintained, and the Member experiences minimal impact to project progress or outcomes.</p>
Detail your experience managing multi-jurisdictional or group purchasing contracts.	<p>MNP Digital has experience participating as a delivery and advisory partner within multi-jurisdictional and group purchasing contract environments, particularly in the public sector. In these engagements, we work within established procurement and contractual frameworks led by a sponsoring organization, consortium, or purchasing authority, supporting participating jurisdictions through advisory, implementation, and delivery services.</p> <p>MNP Digital is experienced in navigating the complexities that arise in these environments, including differing local policies, approval processes, operational requirements, and readiness levels across participating jurisdictions. We support coordination across entities, respect jurisdiction-specific constraints, and help ensure that each participating organization derives value from the group purchasing arrangement while remaining compliant with the overarching contract structure.</p>
List anything else you would like to include as part of your offering which is complementary to the main offering of ERP Implementation Services?	<p>In addition to ERP implementation services, MNP Digital offers a range of complementary services designed to support Members throughout the full ERP lifecycle. These include ERP readiness assessments to help Members assess current state capabilities and prepare for implementation, as well as independent implementation oversight services to support governance, risk management, and delivery assurance.</p> <p>MNP Digital also provides strategic technology planning and governance services, cybersecurity and privacy advisory services, data and analytics advisory services, post implementation optimization support and CRM implementation and support services. These complementary offerings help Members strengthen controls, improve data quality and reporting, and maximize long term value from their ERP investment beyond initial go live.</p>

**ERP software solution selection support process**

Question	Answer *
Describe your process for conducting a business needs assessment for a public sector member.	MNP Digital conducts business needs assessments using a structured, collaborative, and business-led approach tailored to public sector environments. We work closely with leadership, business, functional, and technical stakeholders to develop a clear understanding of the current-state operating environment, service delivery challenges, legislative and regulatory requirements, and strategic priorities. Our process includes facilitated workshops, interviews, and working sessions to document existing processes, roles, systems, data flows, and pain points across departments. We place particular emphasis on understanding cross-departmental dependencies, service impacts, and public sector governance considerations. Findings are validated with stakeholders to ensure accuracy and shared understanding. The results are consolidated into a documented business needs and readiness assessment that clearly articulates future-state requirements, priorities, and constraints. This assessment reflects both strategic objectives and day-to-day operational needs, and provides a practical, defensible foundation to support procurement, decision making, and subsequent implementation planning.
Explain how you develop technical specifications for an ERP software.	MNP Digital develops technical specifications by translating approved business and functional requirements into clear, measurable technical expectations that support ERP procurement and implementation planning. Our approach ensures that technical specifications remain grounded in business needs while providing sufficient detail for vendors to propose fit-for-purpose solutions. We consider system architecture, data and integration requirements, security and privacy obligations, reporting needs, and technical dependencies identified during the assessment phase. We also assess data readiness, existing system constraints, and future scalability requirements to ensure technical specifications are realistic and aligned with the organization's operating context. Technical requirements are structured to support fair and transparent evaluation, reduce implementation risk, and ensure alignment between the Member's requirements and ERP solution capabilities. This approach helps enable informed solution selection and provides a strong foundation for implementation, integration, and long-term sustainability.
Describe your methodology for conducting a fit gap analysis between member needs and software capabilities.	MNP Digital conducts fit-gap analysis by systematically evaluating how well ERP software capabilities align with documented Member business and functional requirements. The analysis compares required capabilities against standard system functionality to determine where requirements can be met through configuration, where business process changes may be appropriate, and where true gaps, risks, or workarounds exist. Our methodology assesses functional coverage, integration requirements, data and reporting needs, security and privacy considerations, and operational impacts. Each requirement is categorized to clearly identify alignment, trade-offs, and implementation implications, allowing Members to understand the practical consequences of configuration, customization, or process change decisions. The fit-gap analysis supports informed decision making by providing clear visibility into alignment, constraints, and risks, while ensuring that both strategic objectives and day-to-day operational priorities are reflected. The results form a defensible foundation for solution selection, implementation planning, and change management.
Detail your approach to calculating the total cost of ownership for software solutions.	MNP Digital calculates total cost of ownership using a lifecycle-based approach that considers both initial and ongoing cost components associated with ERP software solutions. This includes software licensing or subscription costs, implementation effort, data conversion and integration requirements, internal resourcing impacts, and training and change management considerations. We also assess ongoing operating costs such as support and maintenance, hosting or cloud services, system administration, upgrades, and vendor dependency considerations. Where relevant, we consider scalability, future module adoption, and long-term sustainability to provide a realistic view of costs over time. This approach enables Members to understand the full financial implications of each solution, compare options on a consistent basis, and make informed value-for-money decisions that align with public sector budgeting, funding, and planning constraints.
How do you confirm your firm's neutrality regarding partnerships or financial incentives you may receive from software OEMs?	MNP Digital provides vendor-agnostic advisory services focused on Member requirements rather than specific software products. ERP recommendations are based on documented business, functional, and technical needs identified during assessment and planning activities. Partnerships are disclosed transparently, and selection support is delivered independently of implementation delivery to ensure unbiased, best-fit outcomes for Members. We keep our advisory and implementation teams separate to ensure we are remaining neutral.
	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 and discovery discussion</li> <li>2. High level needs assessment</li> <li>3. Scope definition and approach confirmation</li> <li>4. Development of project plan and pricing</li> <li>5. Formal proposal submission.</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>At a minimum, MNP Digital requires the following information to develop a project plan and price proposal:</p> <ul style="list-style-type: none"> <li>• Organizational size and structure</li> <li>• Current ERP environment and legacy systems</li> <li>• Core functional scope (e.g., finance, payroll, procurement, assets)</li> <li>• Desired timelines or target implementation windows</li> </ul> <p>This information enables MNP Digital to size the engagement appropriately and develop a realistic scope and pricing approach.</p>
List the information which would be helpful but not mandatory for your firm to provide a project plan and price proposal to Members.	<p>While not mandatory, the following information helps refine planning assumptions, reduce uncertainty, and improve pricing accuracy:</p> <ul style="list-style-type: none"> <li>• Detailed process documentation or workflow descriptions</li> <li>• Inventory of system integrations and surrounding applications</li> <li>• Data quality assessments or known data challenges</li> <li>• Internal resourcing assumptions and availability of Member staff</li> </ul> <p>Where this information is not available, MNP Digital incorporates appropriate assumptions and confirms them during early project phases.</p>

**Scalability and staffing**

Question	Answer *
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>MNP Digital manages multiple, concurrent ERP implementation projects through structured governance, formal project management practices, and coordinated resource planning. Projects are delivered using a phased implementation approach with defined milestones, allowing work to be sequenced and resourced appropriately across engagements. Central oversight through formal PMO practices supports visibility into timelines, dependencies, and resource demands across projects.</p> <p>MNP Digital assigns dedicated core teams to individual Member engagements while leveraging a broader national resource pool to balance capacity and address peak demand. This approach allows MNP Digital to respond to increased demand resulting from legacy system sunseting while maintaining delivery quality, continuity, and accountability across multiple Member implementations.</p>
Detail how you ensure consistent pricing and service levels across all participating members.	MNP Digital ensures consistent pricing and service levels by applying standardized service descriptions, delivery approaches, and pricing structures aligned with the Canoe program framework. Pricing is based on defined scope, complexity, and delivery approach, using consistent assumptions and rate structures across Member engagements. Service levels are supported through standardized project governance, reporting, and quality assurance practices applied consistently across projects. This approach promotes transparency, fairness, and predictability for Members while allowing scope and delivery to be scaled based on individual Member needs.
Explain your staffing model and structure.	MNP Digital's staffing model is based on assigning a dedicated core project team to each ERP engagement, supported by access to a national pool of specialized resources. Core team members provide continuity and accountability throughout the project lifecycle, while the broader resource pool enables flexibility to address specialized needs, workload fluctuations, and concurrent project demands. This model supports consistent delivery while allowing MNP Digital to scale resources across multiple Member engagements without compromising project quality or service continuity.
List the main categories of personnel for implementation project team and the certification required for each one. (technical leads, project managers etc.)	<p>ERP implementation project teams are typically comprised of the following roles:</p> <ul style="list-style-type: none"> <li>• Project Managers – Responsible for project governance, coordination, schedule management, and reporting throughout the ERP implementation lifecycle.</li> <li>• ERP Functional Leads and Consultants – Responsible for requirements alignment, functional design, and configuration of ERP solutions based on Member needs, solution certification required.</li> <li>• Technical Leads / ERP Solution Architects – Responsible for technical design, integrations, and supporting data migration and system architecture, solution certification required.</li> <li>• Change Management and Digital Adoption Specialists – Responsible for training delivery, readiness activities, and supporting user adoption.</li> </ul> <p>Roles are aligned to project scope and complexity and are adjusted based on Member requirements and implementation approach.</p>
Explain if and how you use contracted resources or sub-contractors to supplement your workforce.	<p>MNP Digital primarily delivers ERP services using internal resources to ensure consistency, quality, and accountability. Where additional capacity or specialized expertise is required, contracted resources may be used in a controlled manner and integrated into MNP Digital's delivery, governance, and quality assurance frameworks.</p> <p>All resources, whether internal or contracted, are subject to the same project controls, documentation standards, and oversight to ensure consistent service levels and minimal disruption to Member engagements.</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.	MNP Digital provides application maintenance and support services that include break fix support, incident and problem management, configuration and usage support, and minor enhancements. Support requests are submitted through defined support channels and are prioritized based on severity and business impact. Support is typically provided during standard business hours, with escalation to senior resources and governance bodies where required. Response expectations and service levels are defined through agreed support arrangements, including monthly or retainer based models.
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.	MNP Digital operates a partner led support model where MNP serves as the primary point of contact for Members. MNP directly supports functional configuration issues, usage questions, integrations, reporting, and environment management. ERP OEMs provide support for core application defects, platform level issues, and vendor delivered updates. MNP coordinates all interactions with the ERP OEM on behalf of the Member.
Describe how support responsibilities are divided between your company and ERP OEM, including issue triage, root-cause analysis, and platform-level defects.	MNP Digital is responsible for issue intake, triage, and initial investigation, including root cause analysis for configuration, data, and integration related issues. Where issues are identified as platform level defects or core application issues, MNP escalates and manages the case with the ERP OEM. MNP tracks progress and communicates status and resolution updates to the Member.
Describe how technical support interacts with OEM update and release process, including communication of upcoming releases, support for regression issues, and schedule stability.	MNP Digital supports Members through ERP OEM update and release cycles by reviewing upcoming releases, assessing potential impacts, and supporting testing and rollout activities. Where release related issues arise, MNP assists with triage and coordinates escalation with the ERP OEM. Update timing and support activities are aligned to Member operational schedules to minimize disruption during critical business periods.

## 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. *
Resource turnover resulting in loss of key project knowledge and skills	Create and maintain a knowledge repository where key information and documentation are stored; conduct frequent team check ins; establish succession plans for key roles within both MNP and Member teams.	Preserves critical project knowledge and continuity, reducing delays and rework caused by staff changes and minimizing schedule and cost impacts.
Insufficient project team capacity to meet required activities within the planned schedule	Explore additional capacity through added resources or backfill; consider staff augmentation models; revise timelines to better align with realistic capacity.	Proactively addressing capacity constraints reduces schedule slippage and avoids cost escalation caused by compressed timelines or reactive resourcing.
Staff availability constraints due to competing responsibilities outside the project	Plan additional resourcing to backfill roles where required; prepare a detailed project schedule at project onset to support advance scheduling; coordinate scheduling through a single resource with visibility into team calendars.	Improves predictability of resource availability, reduces missed milestones, and minimizes delays caused by scheduling conflicts.
Stakeholder disengagement or unavailability impacting requirements and decision making	Develop and execute a detailed stakeholder engagement plan to proactively identify impacted stakeholders, required inputs, and engagement timing; schedule stakeholder consultations at the onset of the project.	Ensures timely input and validation, reducing late changes, rework, and delays that negatively impact scope, schedule, and outcomes.
Scope expansion beyond agreed requirements impacting cost and timeline	Clearly agree and approve scope early in the project; use formal change communication throughout the project; define and agree on deliverables and scope boundaries.	Controls scope growth, protects budget and schedule, and ensures alignment between agreed objectives and delivered outcomes.
Approval delays preventing timely progression of project activities	Establish clear approval criteria and deliverables; proactively communicate approval timelines and due dates; carefully manage critical path activities to minimize downstream impacts.	Reduces idle time and bottlenecks, supporting smoother project flow and minimizing schedule delays caused by late approvals.
Inability to meet agreed timelines due to insufficient planning or unanticipated dependencies	Complete project activities concurrently where appropriate to accommodate unanticipated delays; add project resources as necessary to address timing constraints.	Increases schedule resilience and reduces the likelihood of missed milestones without compromising scope or quality.

## 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.	MNP Digital begins transition planning by documenting the current technical environment, including on-premise systems, hybrid components, integrations, data dependencies, security requirements, and operational constraints. This assessment identifies systems approaching end of life, services that are critical to day-to-day operations, and areas of technical or operational risk. Based on this understanding, we develop a phased transition plan that sequences changes into manageable stages aligned with operational calendars and business priorities. The plan defines transition activities, dependencies, cutover approaches, and success criteria, and includes contingency and rollback planning to mitigate risk. Throughout the transition, we coordinate closely with business and technical stakeholders to maintain service continuity and operational stability. This structured approach enables modernization to proceed in a controlled manner while protecting essential services, minimizing disruption, and supporting a smooth transition to a cloud or SaaS operating model.
Describe how the project team would support data cleaning, migration, and integration with other systems.	MNP Digital treats data cleaning, migration, and integration as a controlled and clearly governed workstream supported by early planning, validation, and testing. We begin by assessing data readiness, including data quality, ownership, structure, and dependencies across source and target systems. Data migration activities include data profiling, cleansing, transformation, test migrations, reconciliation against legacy reports, and formal validation prior to go-live. These steps ensure data accuracy, completeness, and usability in the new environment. Integration requirements with surrounding systems are identified early, documented in detail, and tested end to end to confirm process continuity. To support a successful migration, MNP provides templates, tools, and clear guidance to client teams, helping establish consistent approaches and accountability throughout the migration process. This disciplined approach reduces the risk of data or integration issues and supports stable operations following deployment.
Describe how the project team would address cybersecurity, privacy, and regulatory requirements during the transition.	MNP Digital would incorporate cybersecurity, privacy, and regulatory considerations into the assessment and planning phases of the project. This includes identifying current risks, understanding data sensitivity, and ensuring that security and privacy requirements are reflected in solution selection, architecture decisions, and implementation planning. Governance and risk management practices would be used to track and escalate security related risks throughout the project, ensuring these considerations are addressed before go live and during stabilization.
Describe how the project team would approach organizational change management to support user adoption.	MNP Digital integrates organizational change management activities directly into the overall project plan to support sustained user adoption and readiness. Change management is planned alongside project governance, design, testing, and deployment activities rather than treated as a standalone effort. This ensures that people-focused activities progress in step with technical milestones and decision points. Our approach includes identifying impacted stakeholder groups, assessing readiness and change impacts, and developing targeted engagement, communication, and training activities aligned to key phases of the project. Training and enablement activities are sequenced to support role-based learning and hands-on readiness prior to go-live, supported by clear communication of what is changing, why it is changing, and how users will be supported. By embedding change activities throughout the project lifecycle, MNP Digital helps reduce resistance, build confidence, and prepare users for new processes and systems. This integrated approach supports smoother transitions at go-live and stronger adoption in the post-implementation period.
Describe how the project team would assess the current legacy environment, including customizations, integrations, data quality, and risks.	MNP Digital conducts a structured current-state assessment to document the existing legacy ERP environment and identify factors that may impact modernization and implementation. This assessment includes reviewing system customizations, integrations with surrounding applications, data quality and structure, and known technical or operational risks. We work with business and technical stakeholders to understand why customizations were introduced, how integrations support end-to-end processes, and where data quality issues, manual workarounds, or technical constraints exist. The assessment also identifies complexity drivers, dependencies, and areas of heightened risk that may affect scope, sequencing, or implementation effort. Findings from the current-state assessment are used to inform the modernization roadmap, implementation approach, and risk mitigation strategies. This ensures that future-state decisions are grounded in actual operational realities and that implementation planning reflects both technical constraints and business priorities.
Describe how the project team would manage competing demands on internal staff and limited resourcing.	MNP Digital plans delivery with a clear understanding of the competing demands placed on internal staff and the realities of limited resourcing. We address this by developing the project schedule early, confirming availability assumptions with client leadership, and coordinating engagement activities well in advance to allow staff to plan around operational responsibilities. Resource capacity and availability risks are monitored through established governance forums and regular project status reporting. Where constraints arise, mitigation strategies such as phased delivery, adjusted sequencing, targeted backfill support, or focused engagement windows are applied to reduce pressure on internal teams. This approach helps balance project demands with ongoing operational responsibilities and minimizes the risk of delays caused by limited staff availability.
Describe how the project team would control costs, timelines, and risks while maintaining essential operations.	MNP Digital uses formal project management and governance controls to manage costs, timelines, and risks while maintaining continuity of essential operations. This includes defined milestones, detailed workplans, regular status reporting, and proactive identification and management of issues and risks. Scope, schedule, and cost impacts are assessed through established change control and governance processes before any adjustments are approved, ensuring transparency and informed decision making. Risks are tracked with clear mitigation actions and escalation paths, with particular attention to operational impacts and service continuity. To support a stable transition, MNP plans for stabilization and hypercare activities following key deployment milestones. These activities are designed to support the move to steady-state operations, ensure issues are addressed quickly, and confirm that essential services continue uninterrupted as the new ERP system is adopted.
<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>MNP Digital recommends implementing Finance modules in a deliberate sequence that establishes a stable accounting foundation first, followed by transaction processing, cash management, reporting, and advanced financial capabilities. This approach supports continuity of essential financial operations, reduces risk, and ensures that each component is implemented on a reliable and consistent base.</p> <ol style="list-style-type: none"> <li>General Ledger (GL)</li> </ol> <p>The General Ledger is implemented first because it establishes the core accounting framework for the organization. This includes the chart of accounts, accounting structures, fiscal calendars, and financial controls that all other Finance modules rely on. Implementing GL first ensures that financial transactions are recorded consistently and that downstream modules post to a stable and approved accounting structure.</p> <ol style="list-style-type: none"> <li>Accounts Payable (AP)</li> </ol> <p>Accounts Payable is implemented next to support vendor payments, expenditure processing, and financial controls required for day-to-day operations. With the General Ledger in place, AP transactions can be accurately coded, approved, and posted, ensuring continuity of vendor payments and financial obligations.</p> <ol style="list-style-type: none"> <li>Accounts Receivable (AR)</li> </ol> <p>Accounts Receivable follows AP to enable billing, revenue tracking, and cash inflows. Implementing AR after GL and AP ensures that revenue transactions align with established posting structures and that receivables are recorded accurately within the core accounting framework.</p> <ol style="list-style-type: none"> <li>Cash Management and Bank Reconciliation</li> </ol> <p>Cash Management and Bank Reconciliation are implemented once both AP and AR are operational. This sequencing ensures that cash balances reflect actual inflows and outflows and that bank activity can be reconciled against complete and accurate transaction data.</p> <ol style="list-style-type: none"> <li>Financial Reporting</li> </ol> <p>Financial Reporting is implemented after transaction processing and cash management are stable. This ensures that reports are based on validated data and consistent posting structures, supporting reliable financial oversight, compliance, and decision making.</p> <ol style="list-style-type: none"> <li>Budgeting and Financial Planning</li> </ol> <p>Budgeting and Financial Planning are implemented once actuals and reporting are functioning in the new system. This allows budgets to be monitored against real transaction data and supports effective financial management and forecasting.</p> <ol style="list-style-type: none"> <li>Fixed Assets</li> </ol> <p>Fixed Assets is implemented after core accounting is established because asset capitalization, depreciation, and reporting depend on stable General Ledger structures and financial controls.</p> <ol style="list-style-type: none"> <li>Grants, Funding, or Project Accounting (if in scope)</li> </ol> <p>Grants, funding, or project accounting modules are implemented last, as they depend on established General Ledger, budgeting, and reporting capabilities. Implementing these modules at the end ensures accurate tracking, reporting, and compliance once the core financial framework is fully operational.</p> <ol style="list-style-type: none"> <li>Other municipal-specific modules (if in scope)</li> </ol> <p>This sequence supports a controlled transition to the new ERP system, maintains essential financial operations throughout implementation, and reduces risk by ensuring that each Finance module is built on a stable and well-established foundation.</p>

**Engagement , Marketing and Training**

Line Item	Question	Response *
1	Describe the engagement and marketing strategy your company will implement if successful in this solicitation. Your answer should be specific to the various types stakeholders involved.	<p>MNP Digital's engagement and marketing strategy is designed to support Canoe and its Members by increasing awareness of the available services under the Canoe contract, enabling informed decision making, and ensuring consistent, appropriate use of the agreement. Our approach is collaborative, education-focused, and aligned with public sector procurement principles.</p> <p>MNP Digital will work closely with Canoe to ensure all engagement and marketing activities are coordinated, accurate, and aligned with Canoe's objectives and governance requirements. We will collaborate with Canoe to develop approved messaging and materials that Canoe can distribute directly to Members, ensuring clarity around available services, scope, and how Members can access the contract.</p> <p>We will designate a primary account and program lead responsible for coordinating activities, responding to Canoe inquiries, and ensuring consistent use of the contract across Members. This role also supports reporting, compliance, and ongoing coordination with Canoe.</p> <p>Our engagement with Canoe Members will focus on education, clarity, and accessibility rather than promotional sales activity. We will support Members through:</p> <ul style="list-style-type: none"> <li>Member-ready information materials</li> <li>Development of clear, plain-language overviews describing available services, typical engagement models, eligibility, and how to initiate a call-off or request support under the Canoe contract. These materials are designed for Canoe to distribute through its established communication channels.</li> <li>Targeted education and awareness sessions</li> <li>Participation in Canoe-led webinars, information sessions, or educational offerings focused on ERP modernization, digital readiness, and public sector technology challenges. These sessions emphasize knowledge sharing and practical insights rather than product promotion. [Canoe - Portal Entry   Word] Responsive, Member-specific engagement</li> <li>When Members express interest, MNP Digital will engage directly to understand their context, explain how the Canoe contract can be used, and outline appropriate next steps in a transparent and procurement-compliant manner.</li> <li>MNP Digital will ensure its internal teams understand the Canoe contract, its scope, and appropriate use. This includes internal briefings and guidance to ensure consistent messaging, adherence to contract terms, and alignment with Canoe expectations. Our focus is on enabling teams to respond accurately and appropriately when Members inquire about services available through Canoe.</li> <li>MNP Digital will monitor adoption of the Canoe contract through internal tracking of engagements initiated under the agreement and qualitative feedback from Canoe and Members. Metrics will focus on appropriate use of the contract, alignment with defined scope, and Member experience and satisfaction, rather than volume-driven sales measures.</li> <li>MNP Digital will participate in Canoe-led member engagement activities where there is a clear alignment with education, collaboration, and sector knowledge sharing. Our participation will be purposeful and focused on supporting Members' understanding of ERP modernization and digital transformation challenges in the public sector.</li> <li>This approach ensures Canoe Members are well informed, supported, and able to access services confidently through the Canoe contract, while maintaining transparency, consistency, and respect for public sector procurement practices.</li> </ul>
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>MNP Digital views Canoe as a trusted and neutral partner responsible for demonstrating the value, purpose, and integrity of the group purchasing arrangement to its Members. Canoe's role is central in communicating the benefits of the contract, confirming eligibility and access, and ensuring Members understand how the arrangement supports fair, efficient, and compliant procurement.</p> <p>MNP Digital's role is to reinforce this value through consistent, high-quality service delivery that aligns with the contract terms and Canoe's expectations. We support Canoe by delivering services in a transparent and predictable manner, maintaining alignment with approved scope and pricing, and providing a positive Member experience once engagements are initiated. This clear separation of responsibilities supports credibility and trust, which are critical in public sector procurement environments, while ensuring Members see tangible value through both the contract framework and the services delivered under it.</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>MNP Digital will enable relevant client-facing staff through a structured internal training approach focused on knowledge, compliance, and appropriate use of the Canoe contract. Training will emphasize the purpose and value of the group purchasing arrangement, contract scope and eligibility criteria, public sector procurement considerations, and the approved pathways for engaging Canoe Members.</p> <p>Training will be delivered through a combination of internal briefings, concise written guidance, and periodic refresher sessions. Materials will clearly outline when and how the Canoe contract should be referenced, how Members access services, and the roles and responsibilities of Canoe, the Member, and MNP Digital. This ensures staff understand the contract as an enablement mechanism rather than a sales tool.</p> <p>Engagement cadence will be light-touch and purposeful. Updates will be provided when there are changes to contract terms, processes, or Canoe guidance. This approach supports consistent, compliant application of the contract across the organization while avoiding sales-driven behaviours that are not aligned with public sector procurement principles.</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>At contract start-up, MNP Digital will establish clear internal governance and guidance to support consistent and compliant use of the Canoe contract. This includes confirming contract scope, engagement pathways, pricing structure, approval requirements, and oversight responsibilities, supported by clear internal documentation and accountability.</p> <p>A designated contract lead will oversee implementation of the agreement within MNP Digital, acting as the primary point of coordination with Canoe. This role is responsible for ensuring adherence to contract terms, supporting internal teams, and maintaining alignment with Canoe expectations from the outset. Ongoing review and monitoring will include periodic internal reviews and structured feedback from Canoe and Members to confirm appropriate use of the contract and identify opportunities for improvement. This governance-based approach supports transparency, contract integrity, and long-term sustainability, while ensuring the Canoe contract continues to deliver value to Members over time.</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>MNP Digital will monitor adoption through internal tracking of engagements initiated under the Canoe contract and qualitative feedback from Canoe and Members. Key performance indicators will focus on:</p> <ul style="list-style-type: none"> <li>• Appropriate use of the contract</li> <li>• Alignment with defined scope and eligibility</li> <li>• Member experience and satisfaction</li> <li>• Conversion rate from a member request to confirmed project</li> </ul> <p>Metrics will emphasize governance, consistency, and value rather than volume based or sales driven measures.</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>MNP Digital participates in public sector and municipal engagement activities where there is clear alignment with education, knowledge sharing, and collaboration. Our involvement in Canoe Member engagement events will be purposeful and focused on supporting Member understanding of ERP modernization, digital readiness, and public sector technology challenges.</p> <p>When attending or sponsoring Canoe-led events, MNP Digital will prioritize activities that provide practical value to Members, such as educational sessions, workshops, or facilitated discussions. Our approach is to contribute sector expertise and insights rather than promotional messaging, ensuring engagement remains aligned with public sector procurement principles and Canoe's role as a trusted, neutral contract authority.</p> <p>Participation in events will be coordinated with Canoe to ensure consistency of messaging, appropriateness of presence, and alignment with Canoe objectives and Member expectations.</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>MNP Digital maintains active involvement in public sector and municipal ecosystems through professional associations, sector forums, and collaborative networks across Canada. These relationships support sector awareness, shared learning, and thought leadership related to digital transformation, ERP modernization, and public sector service delivery. These include MISA entities across the County, Public Sector Network, and GFOA.</p> <p>These partnerships enhance credibility and trust with public sector organizations and support informed conversations about modernization challenges and opportunities. Promotion and use of the Canoe contract through these networks will remain coordinated with Canoe and aligned with public sector procurement principles, ensuring transparency, consistency, and appropriate use for Members.</p> <p>MNP Digital's focus is on reinforcing Canoe's role and the value of the contract framework, rather than independently promoting the agreement, supporting Canoe Members in accessing services with confidence and clarity.</p>

**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>MNP Digital delivers services through a distributed, nationally based client facing network, supported by centralized coordination from our lead Partners, Wendy Gnez and Dan Caringi.</p> <p>This model enables local, relationship based engagement with Canoe Members across Canada, while providing consistent governance, oversight, and subject matter expertise through a central hub.</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>MNP Digital manages government sales through a partner led, relationship based engagement model rather than a volume driven sales or marketing organization. Public sector engagements are led by client facing professionals across Canada, supported by hands on Partner involvement, national subject matter specialists, and centralized coordination.</p> <p>Relevant client facing staff are enabled through internal training focused on understanding the scope and intent of group purchasing contracts such as Canoe, identifying appropriate public sector and non profit use cases, and ensuring compliant use of procurement mechanisms. Training is delivered through internal briefings, written guidance, and periodic refresh sessions.</p> <p>In a group procurement context, MNP Digital emphasizes engagement and enablement rather than marketing, supporting awareness of Canoe as an approved procurement pathway while aligning with public sector governance and accountability expectations.</p>

Environmental and social governance ESG

Question	Response *
<p>Describe your corporate ESG initiatives.</p>	<p><b>MNP Environmental, Social, and Governance (ESG) Initiatives</b>  MNP has established a comprehensive Environmental, Social, and Governance (ESG) framework that is embedded into the firm's operations, decision making processes, and client engagement practices. The ESG program reflects MNP's long standing commitment to responsible business conduct, sustainability, ethical governance, and positive community impact, and is aligned with the firm's overall strategy and core values.</p> <p><b>Environmental Stewardship</b>  MNP is committed to reducing its environmental impact through responsible resource management, sustainable workplace practices, and continuous improvement in how services are delivered. A key component of this commitment is the firm's transition to predominantly digital and paperless operations, supported by secure electronic document management, digital workflows, and cloud based collaboration tools. These practices significantly reduce paper consumption, physical storage needs, and transportation related emissions.</p> <p>To further reduce its carbon footprint, MNP actively promotes virtual collaboration, including video conferencing, webinars, and remote working arrangements, minimizing unnecessary travel between offices and client sites. Flexible and hybrid work models also contribute to reduced commuting emissions while supporting employee well being and productivity.</p> <p>MNP manages waste responsibly through recycling and composting programs, electronic waste repurposing and recycling initiatives, and supplier practices that prioritize environmentally responsible packaging and materials. The firm also encourages sustainable procurement decisions by working with vendors that demonstrate strong environmental practices and ethical standards.</p> <p>From a facilities perspective, MNP's real estate strategy emphasizes environmental efficiency and long term sustainability. The firm focuses on reducing square footage per employee, optimizing space utilization, and building or leasing office environments that align with recognized sustainability and energy efficiency standards. When offices are reconfigured or renovated, MNP prioritizes the reuse of construction materials and fixtures to reduce waste. Energy efficient equipment and devices are standard across offices, supporting lower energy consumption and improved environmental performance.</p> <p><b>Social Responsibility and Community Impact</b>  MNP's social responsibility initiatives are centered on supporting its people, strengthening communities, and contributing to inclusive economic and social outcomes. The firm places a strong emphasis on talent attraction, engagement, and retention by offering flexible work arrangements, comprehensive wellness programs, and total rewards that support work life integration and long term career development. These practices help create a supportive, respectful, and high performing workplace. Diversity, equity, and inclusion are core to MNP's culture and business strategy. The firm is committed to fostering an inclusive environment where individuals from diverse backgrounds, experiences, and perspectives feel respected and empowered. This commitment is supported through leadership accountability, ongoing education and training, inclusive workplace policies, and regular review of workforce demographics and practices to promote equity and accessibility across the organization.</p> <p>MNP has a strong history of community involvement and social investment. The firm and its team members actively contribute through charitable giving, volunteerism, sponsorships, and participation in community organizations. These efforts are focused on initiatives that strengthen local communities, support education and skills development, promote economic participation, and advance social inclusion. MNP also supports initiatives that improve access to technology and digital skills, helping to reduce barriers to participation in the modern economy.</p> <p>Community leadership is encouraged at all levels of the firm, with team members frequently serving on boards, committees, and advisory groups for non profit and community organizations. This hands on involvement ensures that MNP's social contributions are meaningful, locally informed, and aligned with community needs.</p> <p><b>Governance and Ethical Business Practices</b>  Strong governance is fundamental to MNP's ESG framework and underpins the firm's commitment to integrity, accountability, and transparency. MNP maintains clear governance structures, supported by executive leadership and firm wide policies, to guide ethical conduct, risk management, and strategic decision making.</p> <p>Cybersecurity and data privacy are treated as critical governance priorities. MNP employs enterprise wide security controls, mandatory training for all team members, and continuous monitoring to protect client and firm information. Data protection practices are designed to safeguard confidentiality, ensure compliance with applicable privacy legislation, and maintain client trust.</p> <p>MNP reinforces ethical business conduct through codes of conduct, conflict of interest policies, and anti corruption and anti bribery standards. All client engagements are subject to a structured, risk based acceptance process that considers legal, reputational, operational, and social factors before work is undertaken. Where risks are identified, mitigation strategies are required, and engagements may be declined if risks cannot be appropriately managed.</p> <p>The firm adheres to responsible tax practices and professional standards, ensuring compliance with applicable laws and regulations while maintaining transparency and ethical integrity in all advisory and professional services. Governance practices are regularly reviewed and strengthened to reflect evolving regulatory expectations, industry standards, and stakeholder requirements.</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.

- Wendy Grenz, Municipal Leader, MNP Digital 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"/>	1







**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>