Request for Information

Financial Management System (FMS) Transformation



November 2, 2026

Contents

Purpose 2
About CPSA **2**
Project Detail 3
Introduction 3
Definitions 4
Project Sponsor 5
Business Sponsor 5
Objectives 5
Existing Ecosystem and Architecture 8
Major Phases and Activities of the Project 16
Response to the Request for Information 16
RFI Timeline 17
Submission 17
Requested Information 17
FMS Software Information 17
Implementation Partner Information 18
Product Support Requirements 18
Pricing Information 19
Project Plan and Timeline 19
Data Migration 19
Reporting and Analytics 19
Opportunities and Innovation 20
CPSA Resource Requirements 20
Conflicts of Interest 20
Evaluation 20
Response Conditions 21
Contingencies 21
Modifications 22
Response Submission 22
Incurred costs 22
Contact Information 22
Appendices 23-28
Submission Form 239-40

Purpose

The College of Physicians & Surgeons of Alberta (CPSA) is seeking information from qualified implementation partners on the implementation of a new Financial Management System (FMS) at CPSA to replace the current Microsoft Dynamics Great Plains (GP) 2018 accounting software, handle financial transactions that are generated in our SQL custom database, and integrate with other existing software. This Request for Information (RFI) outlines the requirements for a new comprehensive software platform, or FMS, that is capable of managing CPSA's financial operations by combining accounting, reporting, analytics, and budgeting in one unified system and/or seamlessly integrating with existing systems. It also outlines the requirements of an implementation partner capable of configuring, integrating, and deploying the FMS at CPSA. CPSA invites implementation partners to submit information on the recommended FMS software itself, as well as on how they may supply, design, develop and implement the software at CPSA, within a single response.

About CPSA

CPSA, a not-for-profit organization, is Alberta's medical regulator and responsible for overseeing the practice of medicine in Alberta. Alberta's *Health Professions Act* (HPA) grants physicians and physician assistants the privilege of profession-led regulation, which is carried out by CPSA.

Our work to guide the medical profession ultimately protects Albertans. This work includes:

- Registering physicians, surgeons, osteopaths, and physician assistants
- Supporting continuing competence and performance in practice
- Investigating and resolving complaints related to physicians and physician assistants
- Contributing to public policy affecting health care delivery
- Accrediting health facilities
- Engaging in evidence-based medical regulation, research and program evaluation
- Guiding professional conduct and ethical behaviour

CPSA is governed by a Council that includes physicians, public members and representatives from Alberta's medical schools. Public members are appointed by Alberta's Lieutenant Governor, while regulated members are elected by their professional peers. Also on Council are Alberta's two medical deans, and medical learners who sit as observers. Dr. Colleen Forestier, the Registrar, is responsible for the day-to-day operations of CPSA and leads a team of about 210 staff in Edmonton.

To learn more about CPSA, please visit cpsa.ca.

Our Vision

Professional, ethical, and competent regulated members providing the highest quality care for all Albertans.

Our Mission

To serve and protect all Albertans, contributing to their health and wellness, by supporting and guiding regulated members to proudly provide high quality care together with healthcare partners and patients.

Project Detail

Introduction

CPSA processes a wide range of financial transactions to support its role as Alberta's medical regulator. Its primary sources of revenue include: annual or registration fees paid by physicians, physician assistants and professional corporations; assessment fees; facility-related annual and registration fees; and other regulatory service fees. Expenditures support core regulatory activities such as physician registration and licensing, continuing competence and quality assurance programs, complaints investigation and discipline processes, accreditation of medical facilities, research and analytics, information technology, governance, and corporate operations.

CPSA follows established financial controls, including budget approval by Council, delegated spending authorities, financial monitoring by the Finance & Audit Committee, and an annual external audit to ensure transparency, accountability, and responsible stewardship. As a public facing, regulatory organization, security and accuracy of financial information is of particular importance.

CPSA currently uses Microsoft Dynamics Great Plains (GP) 2018 as its general ledger and core accounting software. Microsoft has announced the end of support for GP, requiring that CPSA migrate to a new software. The key milestones of the GP software sunset are:

- **December 31, 2029:** Microsoft will end product support, including technical support, product enhancements, regulatory (tax) updates, and service packs.
- **April 30, 2031:** Microsoft will end all security updates, leaving organizations responsible for managing security risks on an unsupported platform.

While GP will continue to function beyond these dates, it will no longer receive updates to address evolving business, regulatory, security, or technology requirements. A replacement software is required to support comprehensive and secure financial reporting at CPSA.

CPSA currently also utilizes a customized SQL database (internally called DOC) for its membership database, including financial transactions. This database maintains

all financial transactions with physicians, physician assistants, professional corporations, sponsors, equipment owners and facilities. Transactions consist of invoices, adjustments, credit notes, and payments, as well as the tracking of expenses and invoices for assessments and complaints. This DOC database is managed by CPSA's internal IT team.

Currently transactions in DOC are summarized each day and imported as a journal entry into GP. In addition, all expense activity for assessments and complaints are exported from GP and imported into DOC on a daily basis. Accounting transactions are decentralized by department for the membership activity. Transactions for mass billing of annual fees, invoicing for fees throughout the year and entry of payments are handled primarily by the department level-users. Some automated upload of payment activity via credit cards and pre-authorized payments are in place.

Our internal IT team no longer desires to maintain the accounting transactions in DOC.

This project includes the opportunity to improve how membership financial transactions are captured while also providing better visibility to department-level users. The DOC membership database will remain. Two possible alternatives for handling of financial transactions are:

Option 1: Integrate financial transactions into the new FMS and allow the transactions to be viewed within DOC.

Option 2: Integrate financial transactions into the new FMS. Users would log into the new FMS to access the transactions and view balances.

CPSA also uses other software, outlined in *Existing Ecosystem and Architecture* section below, which is integrated with our GP core accounting software.

Accordingly, CPSA is seeking (1) a recommendation for the best FMS software to replace GP and handle membership financial transactions, and support CPSA's business needs; and (2) an Implementation Partner that can successfully design, develop, configure, and implement that FMS at CPSA.

Respondents may recommend one or more software solutions that best meet CPSA's business, functional, technical, security, and reporting requirements. The functional and technical capabilities required of the proposed Financial Management System are described in the *Functional Requirements* section of this RFI.

Definitions

The following definitions shall apply to all documents:

a) "**Addendum**" or "**Addenda**" means such further additions, deletions, modifications or other changes to the RFI;
b) "**Financial Management System**", or FMS, means a comprehensive software

platform that manages or integrates the systems to achieve CPSA's financial operations, including accounting, reporting, analytics, and budgeting;

c) "**Implementation Partner**" means the vendor responsible for recommending, designing, developing, testing, and implementing the selected Financial Management System at CPSA, as well as all other responsibilities assigned to the Implementation Partner within this RFI;
d) "**Respondent**" means the implementation partner submitting a response to the Request for Information;
e) "**Response**" means a document submitted by a Respondent in reply to this RFI;
f) "**RFI**" means this Request for Information package in its entirety, inclusive of all schedules and addenda/addendum that may be issued by the CPSA;
g) "**Shall**" or "**Must**" as used in this RFI reflects a mandatory requirement for the submission to be considered by CPSA;

Project Sponsor

Sarah Stelmack (Director, Corporate Services) and Julia Rudolf (Manager, Finance Transformation) of the College of Physicians & Surgeons of Alberta

Business Sponsor

Tracy Simons (Chief Financial Officer), Michael Neth (Chief Operating Officer), and Jim Kiddoo (Chief Information & Privacy Officer) of the College of Physicians & Surgeons of Alberta

Objectives

The overall goals of the FMS Transformation project are:

- Identify a software that can replace GP with a modern, scalable and integrated financial management system aligned with the requirements in this RFI while considering future business requirements/opportunities;
- Implement and configure the FMS to align with CPSA's business processes and financial controls;
- Successfully migrate financial data from GP and other relevant systems to the new FMS;
- Integrate the FMS with systems across CPSA to support efficient, accurate, and automated information sharing;
- Streamline and modernize financial processes through increased automation, workflow capabilities, and reduction of manual processes;
- Provide comprehensive training to CPSA staff;
- Ensure a smooth transition to production with minimal disruption to business operations.

Project Team and Deliverables

The successful Implementation Partner will be responsible for executing the design, development, implementation, testing, deployment, and stabilization of the new FMS, and training of staff. The Implementation Partner will work collaboratively with CPSA throughout the project to ensure the solution is configured to meet CPSA's business, technical, security, and reporting requirements. Responsibilities of the Implementation Partner include, but are not limited to:

- Assessing existing CPSA systems, and determining and documenting technical integration requirements between the new FMS and existing CPSA systems (e.g., SharePoint, SQL, CoreIntegrator, Solver, etc.)
- Reviewing and documenting current-state and future-state finance business processes and recommending opportunities for process improvement, automation, and standardization to align with new FMS;
- Providing recommended server and storage hardware requirements for the recommended FMS;
- Delivering the installation and implementation of the FMS;
- Providing any customization in relation to the software, interfaces, and/or integrations to other software at CPSA;
- Implementing user roles and permissions;
- Designing and configuring workflows, approval processes, financial controls, and segregation of duties within the FMS;
- Developing and executing a comprehensive data migration strategy, including data cleansing, validation, reconciliation, and cutover planning;
- Supporting the migration and validation of historical financial data, customer records, vendor records, fixed asset information, and open transactions;
- Conducting vendor-led internal testing and user acceptance testing (UAT), including facilitation of UAT sessions with CPSA staff;
- Facilitating a pilot, including provision of real-time troubleshooting, gathering of user feedback, and implementation of required improvements;
- Working with CPSA Project Manager to provide training and procedure manuals for all designated user roles;
- Ensuring a smooth transition to and deployment of the new FMS;
- Business process testing and financial reconciliation testing;
- Developing standard and customized financial reports, dashboards, and analytics required by CPSA;
- Resolving any emergent system issues, errors or bugs;
- Providing helpdesk and emergency contact for troubleshooting of any issues arising during rollout; and
- Providing post-implementation refinement for a period of at least 3 months after go-live.

CPSA expects the Implementation Partner to leverage leading practices for financial system implementations and to identify opportunities to simplify business processes, reduce reliance on manual work and custom integrations and improve reporting and access to information for decision-making. Vendors should clearly identify any opportunities to consolidate existing financial processes or systems as part of their proposed solution as well as suggestions on ways to implement artificial intelligence, workflow automation and any other emerging capabilities.

The Implementation Partner will be supported by CPSA's internal Project Manager, Financial Management System (FMS PM), who will:

- Coordinate and support project delivery by managing timelines, resources, internal communications, and stakeholder engagement;
- Serve as the primary liaison between CPSA teams and the Implementation Partner;
- Identify and apply best practices for implementation and configuration of recommended FMS;
- Support updating of processes and procedures to align with new FMS and ecosystem;
- Support development of project documentation, including process maps, standard operating procedures, and training materials;
- Support data migration and validation;
- Facilitate testing and pilot readiness;
- Coordinate training, change management, and adoption activities; and
- Ensure alignment, risk tracking, and reporting for all phases of the project.

The FMS PM will not perform vendor responsibilities but will provide the coordination and internal support required for successful implementation. CPSA's internal Manager, Finance Transformation, and Director, Corporate Services, will provide additional project support, including managing risks, reviewing critical outputs, developing internal processes, and validating functionality and end-to-end finance processes. CPSA's Information Management (IM) team will also be involved in this project by supporting integration with existing software, data migration from legacy systems, configuration and customization of new FMS to meet organizational needs, and user set up and management. IM will also be responsible for internal network and security set up.

CPSA has not yet selected the Financial Management System. The FMS software and the Implementation Partner will be selected through this procurement process.

Existing Ecosystem and Architecture

CPSA has a Windows (Microsoft) operating system and environment and currently uses the following software (see *Appendix IV* for visual outline):

SOFTWARE	USES
CoreIntegrator (CI)	• Electronic accounts payable workflow and approvals for vendor invoices and employee expenses. • CPSA departments are responsible for reporting and coding their own expenses through CI. • Expenses for assessments or complaint files are integrated from CI into GP via unique file numbers (in GP, MDA codes) • Once coding and approval are complete, transactions are pushed to accounting software via GP's eConnect service and posted to general ledger expense and/or accounts payable subledger. • When pushed to GP, transactions requiring payment also initiate cheque or EFT payment batch. • After cheque or EFT payment is processed in GP, payment details (i.e. payment date and EFT number) are pulled back to CI using backfill utility that looks at data tables in GP and grabs payment information for each transaction. • Offers API integration compatible with most accounting systems (see Accounting System Integrations - CoreIntegrator).
Solver	• Financial planning and analysis (FP&A) platform that offers budgeting, forecasting, reporting, and consolidation tools. • Integrated with GP through direct connection to GP SQL Server database. • Financial transactions posted in GP update the Solver data warehouse on a scheduled nightly basis. In addition, manual updates can be performed by the Accounting team to refresh the data in the warehouse. • Financial data from GP modules (General Ledger and Payables) are loaded into Solver's data warehouse and populate reports, allowing for report customization and data drill down. • Separate data warehouse records payroll activity for forecasting and budgeting staffing costs. Employee, salary grids, benefits and global assumptions for benefits and market adjustments to salaries and benefits are tracked. • Expense data is pulled from GP into Solver to calculate payroll withholding amounts for honorarium payment processing in GP. • Offers API integration compatible with most accounting systems (see Solver Integrations | Connect Your ERP & Data Sources to FP&A Software).

UKG	• Payroll processing and workforce management system. • Journal entries are generated and posted to GP via custom integration. • Payroll processes will continue to be completed within UKG, so general ledger-level information needs to be connected between UKG and the new software.
Database of the College (DOC)	• Customized internal database built on SQL tables . • Currently where majority of customer invoices/credit notes are generated, payments are logged, customer accounts are tracked, receivable subledger is maintained, and receivable-related reports are generated. • Daily transactional (receivable) activity in DOC is summarized into journal entries in a .csv file (see Appendix III) on a daily basis and saved on CPSA's network. The Accounting team then runs an integration manually in GP via Integration Manager to import the summarized transactions into a "DOC Import" financial batch in GP's Financial module. Internally, this is called the "DOC-to-Dyn" process. • Inversely, expenses entered in GP with a MDA code are pushed to a file on the server each night. Overnight there is a scheduled task to import the file on the server into DOC. Internally, this is called the "Dyn-to-Doc" process. This is to allow for complete job costing within DOC. The sum of the expenses incurred by file is used to generate invoices for assessment or complaint files, and to run job costing reports. • Member profiles are accessed through DOC and will still exist in the DOC environment post-FMS transformation. • Weekly, when new job costing file numbers are created in DOC, a report is generated so the Accounting staff can enter the file number (MDA) into GP to be ready for any expense transactions. • Department staff action financial transactions for their applicable customers, including invoicing for registration, annual and misc. invoices and assessment invoices or recovery of complaint costs, and recording payments received. Some assessment invoices are fixed fees while others are based on recovery of costs incurred. • As part of the annual renewal cycle, mass billing of customers is performed normally on an annual basis within DOC. Each invoice is based on certain criteria in the member profile. • Mass penalty invoicing is performed on an annual basis based on non-payment of invoice and/or non-completion of the annual renewal form as recorded in DOC. • Customers can be in multiple departments so security needs to allow for different employees to access their department's financial transactions and reports.

	• Integration between the FMS and DOC is required. • Our IT dept prefers not to build and maintain financial modules in DOC. • Pre-authorized payment (PAP) details are recorded in DOC for customers where applicable. PAP enrollment forms received are automated to record the bank details on the customer account within DOC. • PAP bank files are generated within DOC to send to the bank. The member payment is automatically recorded in the applicable file when the PAP file is run. • Functionality is required to record mass payments received via bill payment across multiple invoices. • The financial transactions in DOC are also visible under the member or professional corporation account visible in QUEST.
eCommerce CPSA Store platform (store.cpsa.ca)	• Credit card payments are collected via custom-built ecommerce platform that is connected to DOC via API integration. • Payment transaction in CPSA Store initiates generation and posting of payment transaction in DOC's customer ledgers and, in cases where DOC is programmed to do so, may generate an associated invoice within the same ledger. • API integration functionality is required of new FMS to support integration with CPSA Store.
QUEST/ SharePoint	• Member/PC/facility profile information (i.e. name, contact information, financial transactions) is pulled from SQL tables (DOC) into QUEST/SharePoint for viewing only. This requires an API integration capability to be replicated in new FMS. • Document management system for members, professional corporations.
CaseIQ	• Case management software used to track status of complaint files. No financial activity is recorded in CaseIQ. • Complaint file numbers are imported from CaseIQ into DOC (see above) via API integration, to support expense tracking, invoicing and reporting by file and provide a link between file progress and financial activity. • Currently there is duplicate manual effort to maintain file profile information between DOC and CaseIQ.
Jotform and Groveware	• Case management software used by specific departments. Currently, no financial activity automatically flows between these programs and DOC. However, should this need to change in the future, API integration capability would be required of FMS in order to integrate with Jotform and Groveware. • Jotform is currently used to generate assessor expenses which are manually uploaded to CI for payment processing. • Groveware is a platform where new assessment activity will be tracked for facility assessments. This platform is in

	development. The financial activity will be recorded in DOC and displayed in the Groveware platform. Going forward, the FMS system will record the financial transactions and will need to be displayed in the Groveware platform for facilities.
Online Application Tracking System (OATS)	• Application portal used by new members to register with CPSA. • Issues invoice and collects payment via credit card. • Currently, transactions are manually entered into DOC (and then uploaded to GP via "DOC-to-Dyn" process, see above). In future, expectation is that transactions can be entered automatically. • API integration would be required to connect OATS with new FMS.
Microsoft Power BI	• Used to summarize credit card transactions processed through eCommerce CPSA Store platform in table format, for analysis and to support bank reconciliation procedures. • Licenses available for further analysis and reporting.

Functional Requirements

The successful FMS must include the following functionalities:

FUNCTION	DETAILS
General Ledger (GL)	• Chart of Accounts setup and management (segments and structure) • Multiple fiscal periods, calendars, business units, and financial dimensions (i.e. department segments), and ability to manage which are active/inactive • Real-time financial data processing and reporting capabilities • Audit trails and transaction history • Automated amortization and revenue recognition capabilities, including the maintenance of amortization and revenue schedules • Journal entry capabilities, including aaccrual and reversing journals • Recurring journal entry functionality where the GL accounts and dollar amounts repeat for a specified number of months • Repeating journal entries where the account numbers are maintained but the dollar amounts are cleared out each month for manual entry • Reporting – standard accounting reports (see *Appendix VI*) • Ability to recode mass transactions to new G/L accounts, currently done via Corporate Renaissance Group Enhancement Changer for GL with GP • Ability to extract Trial Balance details or integrate with external software to support external auditor requirements

Accounts Payable (AP)	• Vendor management and payment processing • Integration with CoreIntegrator (expense capture and approval tool, see above) • Ability to print cheques, record wire payments and generate EFT batch payments • Automated end-to-end approval workflows and audit trails for outgoing payments • Electronic cheque signature capability for dual signatures • Aging reports, payment tracking, and historical trend and data analysis • Subledger and general ledger transactions • Streamlined vendor onboarding and approval process, including audit trail for updated banking information • Automated remittance advice distribution by email, currently done via Binary Stream with GP • Ability to recode mass transactions to new vendor ID, currently done via Corporate Renaissance Group Enhancement Changer for PM with GP • Ability to extract vendor transaction details on an ad hoc basis, currently done via SmartList Builder in GP • Ability to upload photos of receipts and/or paper invoices paired with AI-driven Optical Character Recognition (OCR) and data extraction
Accounts Receivable (AR)	• Customer invoice, refund and write off functionality • Must capture manual notes when write off or adjustments notes are being prepared by department users • Ability to integrate with custom-built ecommerce store (CPSA Store) used to collect credit card payments • Ability to generate invoices using imported .csv file data • Ability to apply credits on customer account to invoices • Ability to send reminder notices to individual or groups of customers based on non-payment of invoice or combination of non-payment of invoice and/or non-completion of annual renewal information form (as tracked in DOC) • Ability to automatically save individual reminder notices to customer profile in QUEST • Cash receipt and deposit management • Ability to maintain list of fees for multiple years, financial groups, and invoice types at once to drive amounts on invoices (see *Appendix II* for current schedule) • Different invoice/receipt number series for varying financial groups (departments) and whether invoices are manually generated or mass generated (this information helps with year end revenue reconciliations) • Aging reports and customer Statements of Accounts
Cost Allocation	• Job costing, tracking, and reporting capabilities, including ability to track costs (and revenues) by file number or cost center

	• File number to accommodate up to 15 characters including numerical, alpha and periods
Fixed Asset Management	• Fixed assets tracking, depreciation, and maintenance schedules • Asset acquisition, disposal, and transfer management • Reporting features for asset valuation and audit trails • Ability to capture pictures of assets, asset location • Bar codes with asset ID numbers are required • Ability to print bar code labels to attach to furniture
Tax management, T4 capabilities and compliance features	• Ability to send T4s to committee members (currently done via Liaison Messenger in GP from AP module details based on vendor type) • GST reporting functionality; not all program activity is eligible for GST input tax credits • Compliance with tax regulations
Banking Integration	• Integration with Canadian bank accounts for real-time transaction visibility, including automated bank statement imports • Ability to manage and receive pre-authorized debits (PAD), and ability to generate pre-authorized debit file. Also, ability for PAD info to be automatically imported • EFT file generation • Bank reconciliation and financial consolidation functionality, currently done through Encore within GP • Multibank management • Automated bank reconciliation • Cashflow forecasting and projections based on outstanding invoices and payment due dates along with trending for standard monthly/bi-weekly expense payments
Reporting	• Financial statements by department, program, cost centre, and organization-wide • Budget vs. Actual reporting • Current year vs. prior year reporting • Financial dashboard capabilities • Drill-down from financial statements to underlying transactions • Report scheduling and automated distribution • Custom report writing • Department reporting • Project reporting • File number reporting • Export to Excel and PDF
Test Environment	• Test environment prior to go live • Test environment after go live where data from Live environment can be backed up on demand for testing purposes

Revenue/ Membership financial activity	• The membership financial transactions will need to be accessible to department and accounting users based on role security • Transactions will be entered by both department and accounting users based on role security • The FMS must support rules-based invoice generation using member/customer attributes and other source data obtained from DOC. Respondents should describe how these business rules would be configured, maintained and integrated with DOC. • The amounts owing by customer by department need to be visible by department users based on role security • Receivable reports by department will only show financial transactions visible based on role security • Bulk/mass annual member invoicing by department based on custom rules • Ability to determine G/L coding required on invoices based on timing during the year to determine revenue vs deferred revenue coding • Fee schedule management; some of our fees include GST and other fees do not • Deferred revenue tracking • Automated revenue recognition schedules • Revenue by program and member category • Customers will have activity in multiple departments, but role security will determine what transactions are available for department users
Other integration Capabilities	• Ability to integrate seamlessly with other systems used by CPSA (see *Existing Ecosystem and Architecture,* above), including API integration
User Management	• User roles and permission management • Multi-factor authentication, single sign-on, and segregation of duties required
Server & Host Requirements	• Data backup and disaster recovery • Use SaaS hosted on hyperscale providers, support high availability, redundancy, and scalability • Ensure data integrity, retention policies, and regional (CANADA-based datacenter) data residency
Encryption & Network Security	• Financial records must be protected from interception and unauthorized access, ensure that communication between users, applications, and servers is private, inspected for threats, kept online despite disruptive traffic, and restricted only to verified users or systems: ○ Data in Transit: Secured using internationally recognized **TLS 1.2/1.3** encryption to protect data transferred over the internet. ○ Data at Rest: Encrypted by default i.e. utilizing SQL Server Transparent Data Encryption (TDE) or equivalent

	mechanisms. Encryption required at rest (AES-256) ○ Network Firewalls: Restricts communication to specific ports ○ Tenant Isolation - (**Preferred)** Multi-tenant databases strictly isolate data so that client data is never mixed or exposed to other tenants. i.e., Data to be stored in a "CPSA-only-database" ○ HTTPS access, WAF, DDoS protection, and secure API authentication required
Availability and Performance	• Minimum 99.5% uptime SLA with load balancing and auto-scaling • Defined RPO/RTO with geo-redundancy and DR testing for disaster recovery purposes
Technical Support and Training	• Comprehensive training options for users • Availability of resources for troubleshooting and ongoing system optimization • Strong vendor support and regular software updates, patches and maintenance • Continuous monitoring and defined incident response procedures
Compliance requirements	• Strictly adhere to government privacy laws, financial regulations, and globally recognized information security standards such as: SOX, GDPR, PIPEDA • Maintain ISO and SOC certifications
General	• Scalable and reliable infrastructure • Robust visibility into financial data to support better decision making • Data mining and drilling capabilities • Customization options to tailor the FMS to specific needs and processes • Intuitive user interface • Compatibility with Microsoft Office tools • Describe automated reconciliation capabilities, including bank reconciliation and other available account or transaction-matching functionality. Identify reconciliation types supported, matching rules, exception handling, workflow and reporting. • Intelligent workflow recommendations • Retention of audit history • Security by user profile, including Auditor read-only access

Although not requirements of the new FMS, please provide information on whether the proposed software is able to perform the following functions to inform of opportunities to consolidate CPSA's software and workflows:

FUNCTION	DETAILS
Grants Management	Tracking, project management and reporting capabilities for grants, including timelines, deliverables, responsibilities and budget vs. actual reporting
Budgeting and Forecasting	Budgeting and forecasting is currently completed within Solver tool and is uploaded into existing accounting software. Ability to integrate budget/forecast within FMS is of interest: • Tools for detailed budget preparation and ongoing comparison against actual expenditures • Forecasting capabilities to predict financial scenarios and outcomes • Ability to capture assumptions used for budgeting or forecasting by program area

Major Phases and Activities of the Project

The project is expected to span approximately three years:

- 2026-early 2027: Discovery & Vendor Selection
    - Request for Information dissemination and review – *see detailed timeline under "RFI Timeline" below*
    - Presentations/demonstrations from implementation partners
    - *(potentially)* Request for Proposal, subject to nature and quality of RFI responses
    - Implementation Partner and FMS system selection

- 2027: Design & Build
    - System development
    - Process design
    - System configuration
    - Implementation

- 2027-2028: Testing, Training & Go-Live
    - User testing
    - Data migration/cutover
    - Organization-wide training
    - GO-LIVE

Response to the Request for Information

In response to this RFI, CPSA is seeking 1) recommendation(s) for the best FMS software as either one solution or a combination of multiple systems to replace GP and

the financial functions in DOC and support CPSA's business needs; and 2) an Implementation Partner that can successfully design, develop, configure, and implement that FMS at CPSA. Both elements of this request should be submitted within a single response.

RFI Timeline

The timeline for responding to this RFI is as follows:

Nov 2, 2026	RFI will be made available to invited firms.
Nov 13, 2026	Respondent's deadline for submission of questions.
Nov. 23, 2026	All answers to questions will be provided.
Dec 6, 2026	All Responses must be submitted to CPSA by 12:00 pm MT (noon).
Dec 16, 2026	Notification to respondents of RFI outcome
Week of January 4, 2027	Short listed respondents will present to CPSA

The RFI timetable may be changed by CPSA at its sole discretion at any time prior to the Closing Date.

Submission

Responses are to be submitted in PDF format directly to CPSA via email, addressed to Julia Rudolf at Julia.rudolf@cpsa.ab.ca.

Requested Information

The prospective Implementation Partner should be the Respondent providing a Response. The following information should be included in your Response to CPSA:

FMS Software Information

Describe the proposed FMS solution, including product name(s), features, architecture, and functionality that meet the requirements outlined in this RFI. Outline post-implementation training and support services. Please be specific to how the software(s) meets CPSA's particular business needs.

Provide the product roadmap, including AI investment plans, for the next 3 – 5 years for the product(s) recommended for the FMS solution.

Provide the recent major enhancements for the product(s) recommended.

CPSA is seeking the Respondent's recommended future-state architecture for membership financial transactions. The Respondent should recommend the approach it considers most appropriate based on functionality, user experience, implementation complexity, integration requirements, supportability, cost, security and long-term sustainability. The options identified by CPSA are illustrative and do not limit alternative recommendations.

Provide a recommendation, a rationale, architecture/integrations, functionality retained in DOC, functionality moved to FMS, implementation risk, cost implications.

Identify any proposed integration requiring CPSA-developed or CPSA-maintained custom code.

Implementation Partner Information

Indicate how you, as an Implementation Partner, can successfully design, develop, configure, and implement the recommended FMS at CPSA. Implementation Partners responding to this RFI must have extensive experience implementing the proposed financial system(s) and with GP migrations. Describe your expertise, qualifications and experience relevant to system implementations of a similar scope and complexity. Describe the commercial and delivery relationship between you, the Implementation Partner, and the FMS software provider.

Responses should include a brief history of the Implementation Partner and may include a summary of key project personnel, their roles, qualifications and previous experience in similar projects. Implementation Partners should also describe their experience implementing Financial Management Systems for organizations with complex billing, accounts receivable, and/or regulatory, membership-based environments. Provide references for organizations that have transitioned from Microsoft Dynamics GP to the proposed solution.

Describe any project management or administrative support that would be part of the firm’s services to CPSA.

Product Support Requirements

Provide post implementation support available:

- Support hours
- Canadian support availability
- Escalation procedures
- Client success model
- Upgrade process
- Typical release schedule

Pricing Information

Include proposed pricing and the basis for the charging of fees and expenses associated with the project, including implementation costs, subscription fees, and any other associated expenses. List any assumptions underlying the pricing information.

Pricing information should clearly distinguish between one-time implementation costs and recurring annual costs. Provide an estimated five-year total cost, including software licensing or subscriptions, implementation services, data migration, integrations, customizations, training, support, maintenance, and any third-party software requirements. Indicate any costs that CPSA will need to carry beyond any agreements entered into with you as Implementation Partner or the FMS software provider.

Costs must be provided in Canadian funds. CPSA is not exempt from GST. Please note that all pricing information provided is non-binding.

Provide information on whether pricing includes a warranty period for configuration and custom development.

Project Plan and Timeline

Outline an implementation plan and timeline within the major phases outlined within this RFI. Describe key project deliverables, governance approach, data migration methodology including migration tools used, validation and reconciliation approach, testing strategy, training and change management approach, and post-go-live support model. Identify anticipated CPSA resource requirements and key implementation risks along with recommended mitigation strategies.

Data Migration

Recommend an approach for migration of historical data, including active transactions, open balances, and historical records. Identify the recommended number of years to migrate, rationale, archive strategy, and access to pre-conversion records.

Provide the incremental cost and implementation implications associated with the recommended historical data migration approach and identify which records would remain accessible outside the new FMS.

Reporting and Analytics

Describe the reporting, dashboard, and analytics capabilities available within the proposed solution. Include information regarding standard financial reporting, ad hoc reporting, drill-down capabilities, executive dashboards, budget-to-actual reporting, data visualization, and integration with Microsoft Power BI or similar business intelligence platform.

Opportunities and Innovation

CPSA recognizes that the implementation of a new Financial Management System presents an opportunity to modernize and simplify its financial operations. Respondents are encouraged to identify opportunities to improve, automate, or consolidate existing processes and systems through industry leading practices and innovative functionality.

Respondents should describe:

- Emerging technologies, artificial intelligence capabilities, or other innovations that may provide value to CPSA.
- Recommendations or leading practices that CPSA may wish to consider as part of this transformation initiative.

CPSA Resource Requirements

Identify estimated CPSA resource requirements by project phase, including Finance, IM/IT, project management and business users, and identify anticipated periods of significant resource demand.

Conflicts of Interest

Identify any known or potential conflicts of interest that may affect the provision of services to CPSA.

Evaluation

Responses will be evaluated against the following criteria:

CRITERIA (% weighting)	DETAILS
FMS System Functional Capabilities (40%)	- The FMS system's ability to meet CPSA's functional requirements, including financial transactions, reporting and analytics. Future-state architecture for membership financial transactions. - Innovation and automation opportunities. - Product support provided post implementation.
Implementation Partner Experience and Expertise (20%)	- Demonstrated expertise, qualifications and experience to meet the requirements set out in the project definition. - Experience implementing the recommended FMS solution for organizations of similar size and complexity. - Data migration experience. - Commitment to values principles, as evidenced by company culture, policies, and practices.

Integration Capabilities (15%)	- Demonstrated ability to seamlessly integrate with existing systems as required under the proposed solution to meet CPSA's functional requirements. - Strength of API and data exchange capabilities.
Pricing and Value (15%)	- Overall cost-effectiveness of the solution, including implementation, licensing, and ongoing support. - Availability of preferential, sector-specific or other eligible pricing should be identified separately.
Implementation Plan and Timeline (10%)	- Clarity, feasibility, and completeness of the implementation plan. - Proposed timeline and ability to meet CPSA's desired implementation schedule.

When evaluating responses, CPSA may request further information from the Respondent or third parties in order to verify, clarify, or supplement the information provided in the Response. CPSA may revisit and re-evaluate the Response on the basis of any such information.

Following the receipt of responses, Respondents may be asked to provide a presentation or live demonstration, virtually or in-person, to CPSA. CPSA is under no obligation to allow or request presentations/demonstrations. If a live demonstration is requested, the Respondent(s) will be notified seven (7) days prior to the presentation date. It is anticipated that presentations will take place in December 2026 or January 2027.

Response Conditions

Contingencies

This RFI may be used to inform Implementation Partner and/or FMS software selection but does not represent a commitment to enter a future contract. If subsequent competitive bidding opportunities are issued, the CPSA is under no obligation to advise any Respondent. Any potential bidders should monitor the CPSA website for such opportunities, which will be open to all potential bidders, whether or not a response to this RFI was submitted. Responses to this RFI does not create any contractual relationship or obligations between the CPSA and the submitting party.

Confidentiality

All information provided in response to this RFI will be treated as confidential. All information provided by or obtained from CPSA in any form in connection with this RFI must be treated as confidential and is not to be used for any purpose other than replying to this RFI.

Modifications

CPSA reserves the right to issue addenda or amendments to this RFI, in which case CPSA may at its discretion extend the Submission Deadline for a reasonable period of time.

Response Submission

To be considered, all Responses must be submitted in the manner set forth in this RFI. It is the Responder's responsibility to ensure that its Response arrives on or before the specified time. CPSA shall only accept and receive electronic responses though the email listed.

Respondents shall promptly examine all of the documents comprising this RFI and shall report any errors, omissions or ambiguities to CPSA. Respondents may direct questions or seeking additional information in writing on or before the Respondent's deadline for submission of questions to the CPSA via email Julia.rudolf@cpsa.ab.ca. CPSA is under no obligation to provide additional information but may to do so at its sole discretion. It is the responsibility of the Respondent to seek clarification via email listed on any matter it considers to be unclear. CPSA shall not be responsible for any misunderstanding on the part of the Respondent concerning the RFI or its process.

Incurred costs

This RFI does not commit CPSA to pay any costs incurred in the preparation of a Response in response to this request and Responder agrees that all costs incurred in developing its Response are the Responder's responsibility.

Contact Information

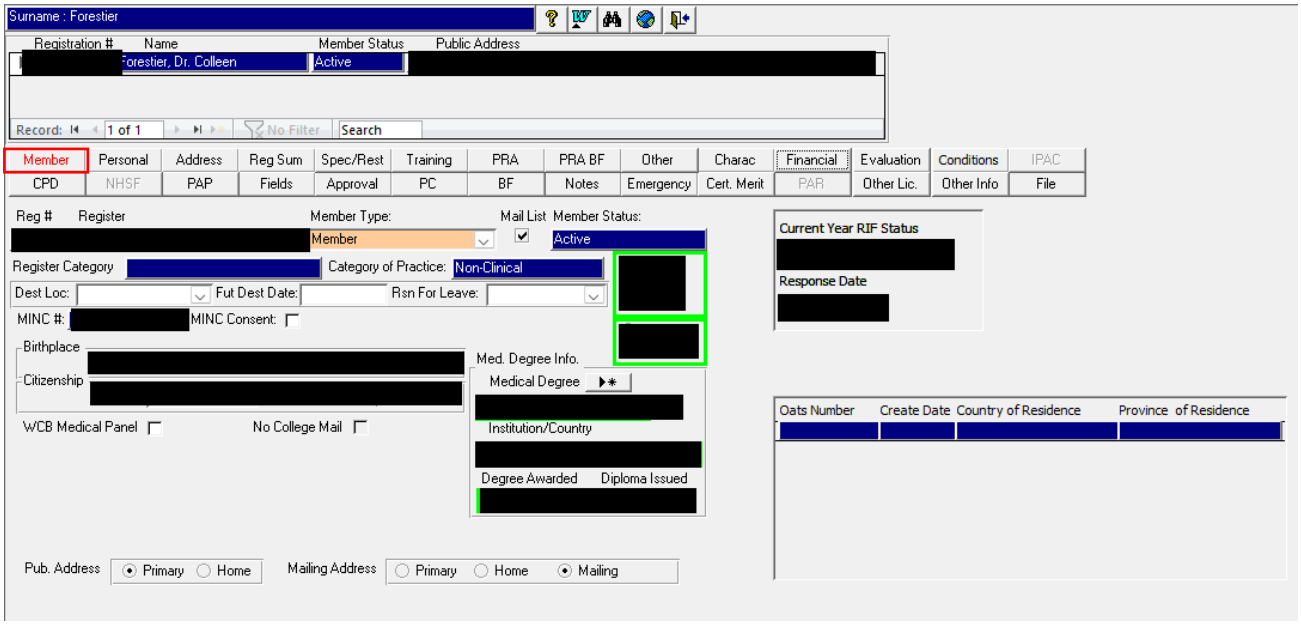
All inquiries should be directed to the following individuals via email:

College of Physicians & Surgeons of Alberta
2700, 10120 – 100 St NW
Edmonton, AB
T5J 0N3

Julia Rudolf, Manager, Finance Transformation
julia.rudolf@cpsa.ab.ca

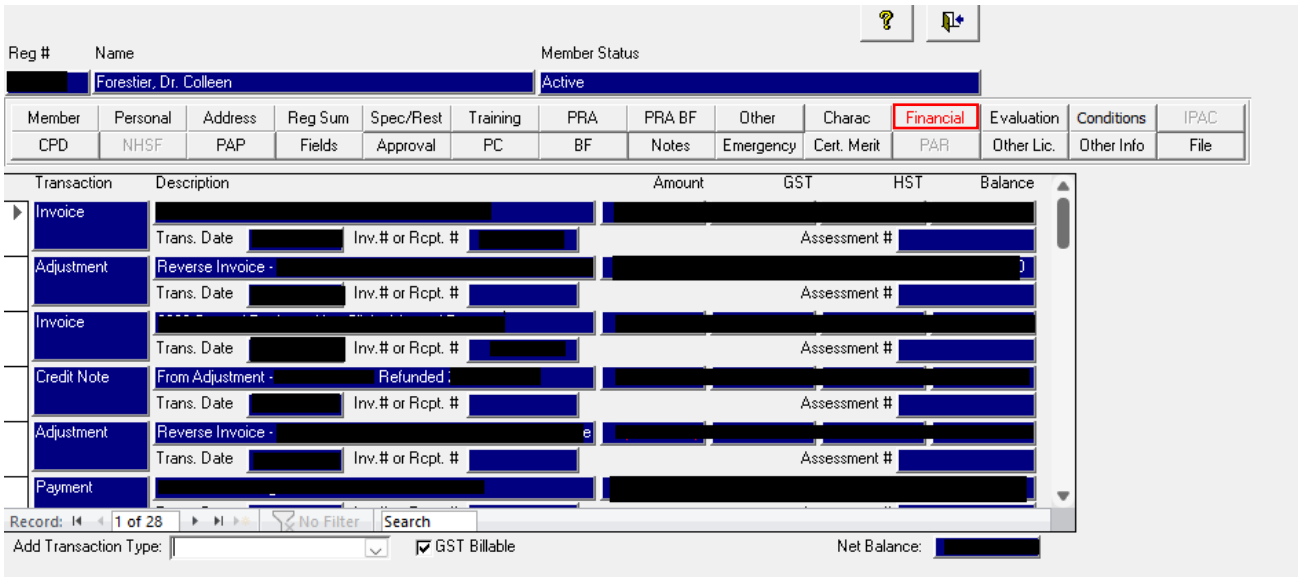
Appendix I – Existing DOC member profile

This is the main landing page for a physician member profile in DOC. A member is assigned a unique Registration #:



The following is the Financial tab where invoices/payments/credit notes/adjustments are generated and logged in the current environment. The financial screens in DOC may be replaced with the new FMS. All accounting functions will move to the new FMS.

Integration between the new FMS and DOC will be required. For example, member profile information from DOC SQL server database will be needed to develop the rules for the dollar amount the customer should be invoiced for registration or annual fees.



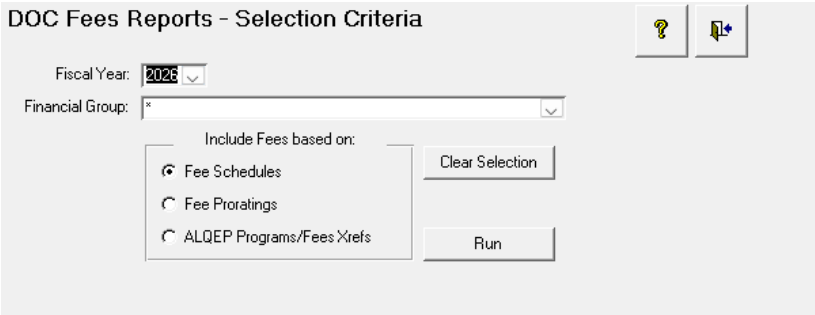
Appendix II – Existing DOC Fees Schedule and Invoice Generation

Within DOC, the invoice generation process references this "DOC Fees" schedule, which lists all fees that CPSA is entitled to charge.

All Financial Groups - DOC - 2026 Fee Schedules Detailed

Fee Description	* Alternate Fee?	Invoice Type	Fee Amount (incl. GST)	GST Amount	Current Debit GL Account/Subacc.	Current Credit GL Account/Subacc.	Deferred Credit GL Account/Subacc.	Revenue Credit GL Account/Subacc.
COMPLAINTS								
Administration fee - Complaints	N/A	One-Time	$0.00	$0.00	1240 00000000000	4005 00303500510		
Administration fee - Investigations	N/A	One-Time	$0.00	$0.00	1240 00000000000	4005 00303500530		
Complaint expenses as per Hearing Tribunal Orders	N/A	One-Time	$0.00		1240 00000000000	4180 00303500530		
Fine for finding of unprofessional conduct	N/A	Penalty	$10,000.00		1240 00000000000	4090 00303501010		
Interest - Complaints	N/A	Interest	$0.00		1240 00000000000	4109 00100000000		
NSF Charge - Complaints	N/A	NSF Charge	$48.00		1240 00000000000	4240 00100000000		
Recovery of Complaint Costs	N/A	Complaint	$0.00		1240 00000000000	4180 00303500530		
EDUCATIONAL								
Interest - Educational Register	N/A	Interest	$0.00		1205 00000000000	4109 00100000000		
NSF Charge - Educational	N/A	NSF Charge	$48.00		1205 00000000000	4240 00100000000		
Provisional Register - Postgrad. Trainee Phys. Ext. Limited Annual Pract. Permit	N/A	Annual	$0.00		1205 00000000000	3215 00000000000	3215 00000000000	4015 00100000000
Provisional Register - Postgrad. Trainee Phys. Extender Annual Practice Permit	N/A	Annual	$1,100.00		1205 00000000000	3215 00000000000	3215 00000000000	4015 00100000000
Provisional Register - Postgrad. Trainee Phys. Extender Annual Practice Permit - Postgrad. Register - Attraction & Retention Annual Fee Discount	N/A	Annual	($100.00)		1205 00000000000	3555 00000000000	3555 00000000000	4015 00100000001
Provisional Register - Postgraduate Trainee Physician Extender Registration Fee	N/A	Registration	$200.00		1205 00000000000	4200 00100000000	3290 00000000000	4200 00100000000
Provisional Register - Postgraduate Trainee Postgrad Training Fee	N/A	One-Time	$400.00		1205 00000000000	4014 00100000000	3214 00000000000	4014 00100000000
Provisional Register - Pre-Postgraduate Training Assessment	N/A	Annual	$100.00		1205 00000000000	3214 00000000000	3214 00000000000	4014 00100000000
Provisional Register - PRPX Limited - Registration Fee	N/A	Registration	$0.00		1205 00000000000	4200 00100000000	3290 00000000000	4200 00100000000
Provisional Register - PRPX Surgical Assistant - Annual Practice Permit	N/A	Annual	$1,100.00		1205 00000000000	3215 00000000000	3215 00000000000	4015 00100000000
Provisional Register - PRPX Surgical Assistant - Annual Practice Permit - Postgrad. Register - Attraction & Retention Annual Fee Discount	N/A	Annual	($100.00)		1205 00000000000	3555 00000000000	3555 00000000000	4015 00100000001
Provisional Register - PRPX Surgical Assistant - Registration Fee	N/A	Registration	$200.00		1205 00000000000	4200 00100000000	3290 00000000000	4200 00100000000
Student Register - Undergraduates (UofA or UofC)	N/A	One-Time	$200.00		1205 00000000000	4016 00100000000	3216 00000000000	4016 00100000000

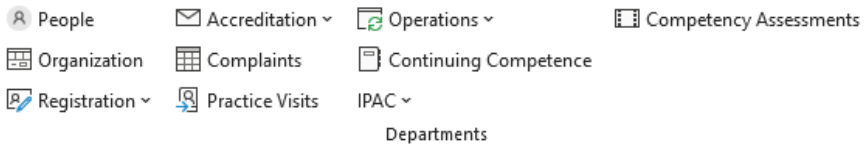
This schedule is updated every September and is maintained throughout the year as needed. The schedule itself can be run for any year, and when invoices are generated, the invoice year is selected to identify which fee should be billed. There are different billing cycles for the program areas. The report is run through this screen in DOC:



The resulting report (excerpt above) is broken down by program (i.e. Complaints, Educational, etc.). This table drives:

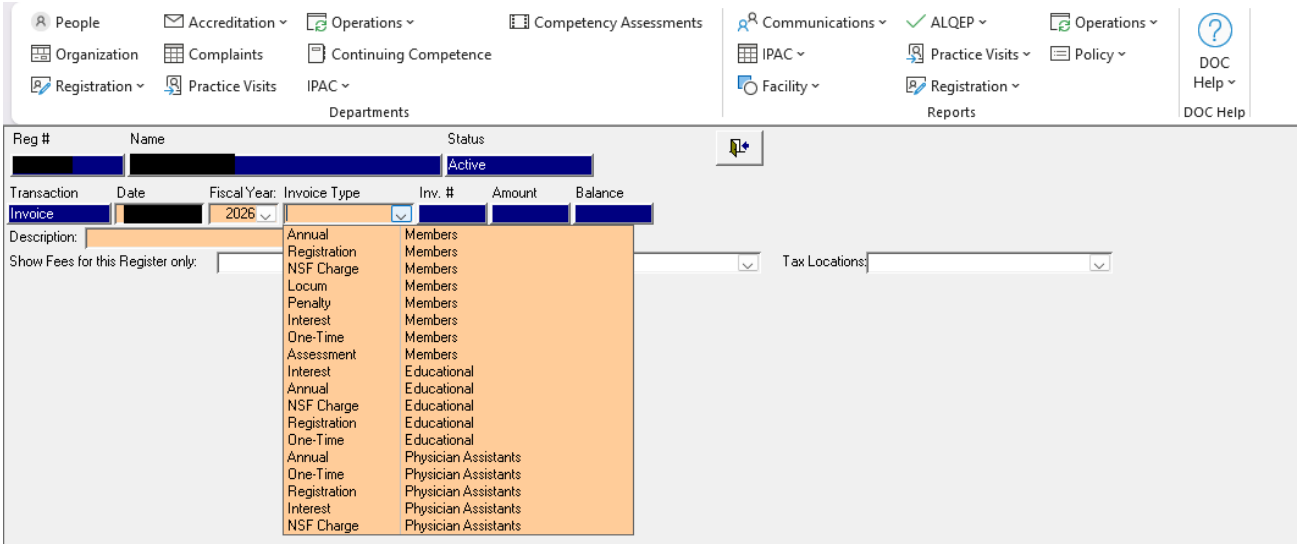
- Name of fee on invoice
- Fee amount
- GST, if applicable
- Revenue and deferred revenue accounts (credit)
- Accounts Receivable account (debit)

DOC is broken down by department (a.k.a. financial group), and transactions are actioned within the department-specific module:

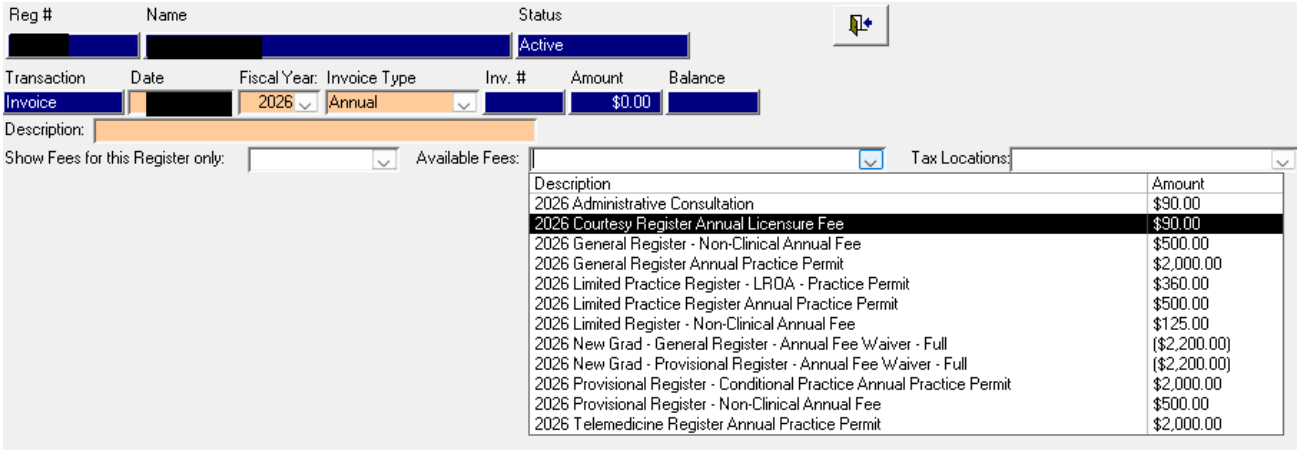


The invoice types available within each department are based on the fees listed under said department in the "DOC Fees" schedule.

When an invoice needs to be generated manually, CPSA selects the fiscal year and invoice type (based on the "Invoice Type" column in the "DOC Fees" schedule):



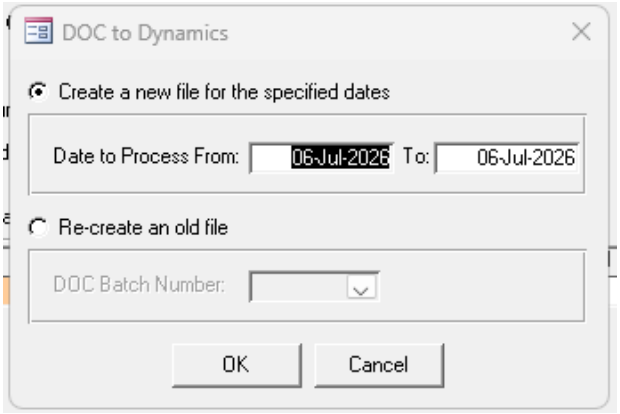
Then, the list of invoices available for the selected year and program type are listed, and CPSA issues the required invoice:



There are scripts built into DOC to automatically mass generate some transactions, such as CPSA's member, professional corporation, facility, and radiation equipment annual renewal invoices.

Appendix III – DOC-to-Dyn .csv File

File is generated manually by selecting transaction dates that should be included in export (typically daily except where weekends or holidays are included):



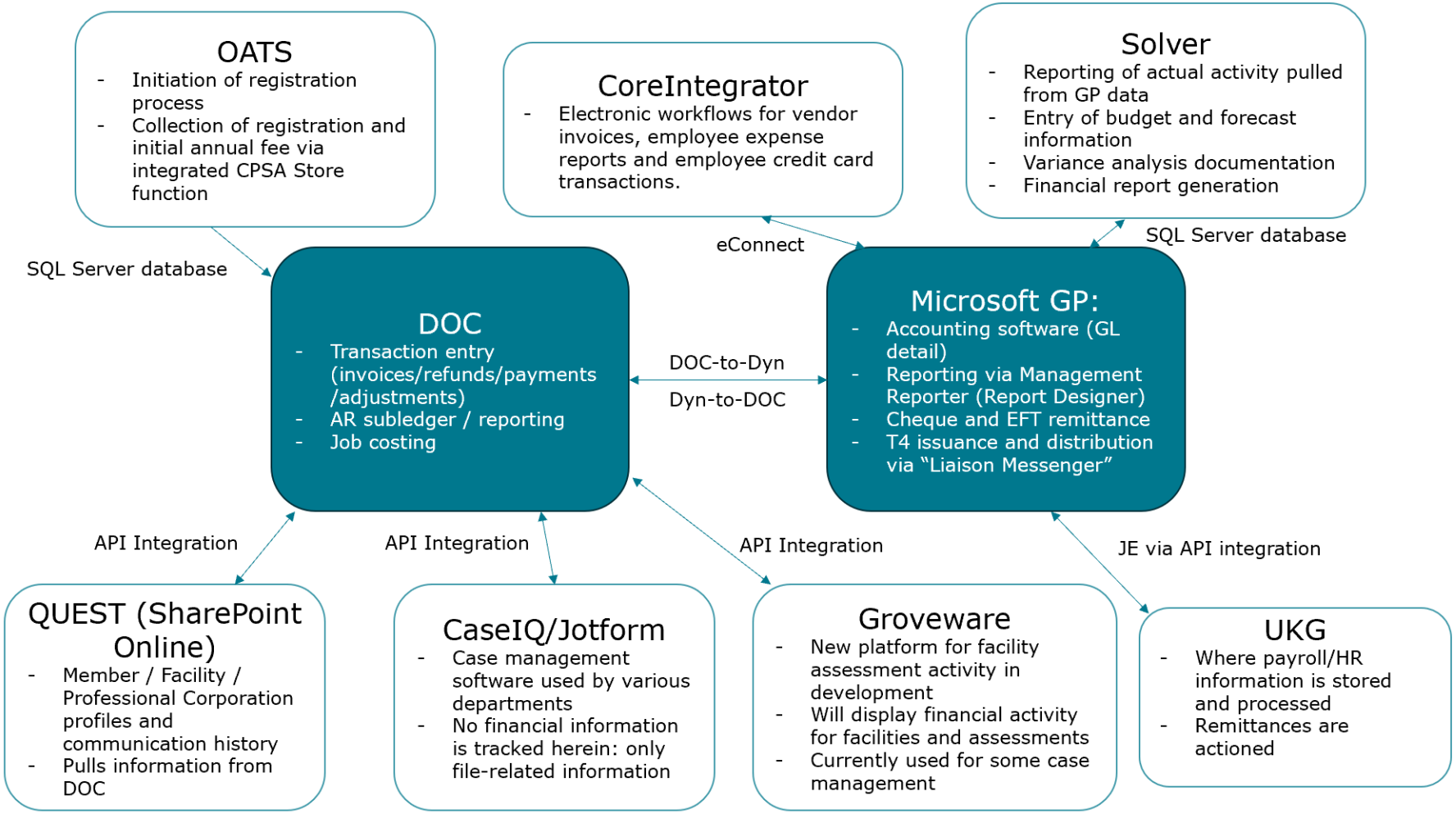
This is what the resulting .csv file looks like:

	A	B	C	D	E	F	G	H	I	J	K
1	1		106500000000000		6/11/2026	005085	6/9/2026	Credit Note	0	2300	0
2	2		106500000000000		6/11/2026	005085	6/9/2026	Payment	49759.7	0	0
3	3		120500000000000		6/11/2026	005085	6/9/2026	2026 Adjustment	0	1000	0
4	4		120500000000000		6/11/2026	005085	6/9/2026	2026 Invoice	15118.2	0	0
5	5		120500000000000		6/11/2026	005085	6/9/2026	Adjustment	0	4000	0
6	6		120500000000000		6/11/2026	005085	6/9/2026	Payment	0	49659.7	0
7	7		120600000000000		6/11/2026	005085	6/9/2026	2026 Adjustment	0	2000	0
8	8		120600000000000		6/11/2026	005085	6/9/2026	Credit Note	3046	0	0
9	9		120600000000000		6/11/2026	005085	6/9/2026	Payment	0	100	0
10	10		301500000000000		6/11/2026	005085	6/9/2026	Credit Note	0	746	0
11	11		303000000000000		6/11/2026	005085	6/9/2026	2026 Invoice	0	362.2	0
12	12		303100000000000		6/11/2026	005085	6/9/2026	2026 Invoice	0	52	0
13	13		321500000000000		6/11/2026	005085	6/9/2026	2026 Adjustment	1100	0	0
14	14		321500000000000		6/11/2026	005085	6/9/2026	2026 Invoice	0	1100	0
15	15		321500000000000		6/11/2026	005085	6/9/2026	Adjustment	4400	0	0
16	16		355500000000000		6/11/2026	005085	6/9/2026	2026 Adjustment	0	100	0
17	17		355500000000000		6/11/2026	005085	6/9/2026	2026 Invoice	100	0	0
18	18		355500000000000		6/11/2026	005085	6/9/2026	Adjustment	0	400	0
19	19		401000100000000		6/11/2026	005085	6/9/2026	2026 Adjustment	2200	0	0
20	20		401000100000000		6/11/2026	005085	6/9/2026	2026 Invoice	0	2200	0
21	21		401000100000001		6/11/2026	005085	6/9/2026	2026 Adjustment	0	200	0
22	22		401000100000001		6/11/2026	005085	6/9/2026	2026 Invoice	200	0	0
23	23		401100100000000		6/11/2026	005085	6/9/2026	2026 Invoice	0	360	0
24	24		401400100000000		6/11/2026	005085	6/9/2026	2026 Invoice	0	400	0
25	25		402000100000000		6/11/2026	005085	6/9/2026	2026 Invoice	0	725	0
26	26		403100100000000		6/11/2026	005085	6/9/2026	2026 Invoice	0	550	0
27	27		403100100000001		6/11/2026	005085	6/9/2026	2026 Invoice	50	0	0
28	28		408500100000000		6/11/2026	005085	6/9/2026	2026 Invoice	0	2400	0

Some general ledger accounts are programmed to summarize the financial activity that occurred on the date and other accounts are programmed to detail each transaction that occurred on the date.

The file is uploaded to GP's Financial module via Integration Manager.

Appendix IV – CPSA's Existing Financial Ecosystem



Appendix V – Organizational and Transaction Volumes

CPSA statistics

Annual operating budget (2026)	$50,800,000
Number of finance staff	15
Number of department staff requiring financial access (excluding finance staff)	87
Number of manual invoices generated annually within GP	40
Number of unique payments deposited annually	31,000
Number of AP invoices processed annually	7,521
Number of active vendors (as at Aug 2026)	11,443
Number of members billed annually Physicians & physician assistants Professional corporations Facilities Radiation equipment owners	 13,490 8,980 589 2,011
Number of journal entries processed monthly	1,135

Appendix VI – Reporting Requirements

Financial Reporting

- Statement of Operations
- Statement of Financial Position
- Department income statements
- Budget vs Actual
- Grant reporting
- Deferred revenue reporting
- Prepaid expense listing
- Fixed asset listing
- Gross margin analysis by program
- Trial balance
- Chart of Accounts report

Operational Reporting

- AR aging
- AP aging
- Vendor spend analysis
- Member invoice reports
- Pre-authorized payment reports (.txt to provide to bank if direct integration is unavailable)
- Complaint cost recovery reports
- Cheque/EFT control records (if possible)
- Reporting by file number (i.e. by employee, by complaint file, etc.)
- Invoice listing by account/department/other filters

Audit Reporting

- User activity logs
- Change history
- Segregation of duties reports
- Financial statement line item leadsheets (i.e. Cash, Accounts Receivable, Accounts Payable, Deferred Liabilities, etc.

SUBMISSION FORM

A. Respondent (Implementation Partner) Contact Information

Fill out the following form and name one person to be the contact for your response to this RFI, and/or for any clarifications or amendments that may be required.	
Legal Full Name of Respondent:	
Other relevant name(s) under which Respondent carries out business (if any):	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Company website (if any):	
RFI Contact Person and Title:	
RFI Contact Phone Number:	
RFI Contact Person Email Address:	

B. Implementation Partner Background

Describe history, expertise, qualifications, experience, key personnel, and other relevant information relating to the Implementation Partner's ability to deliver on the requested solution, and as requested within this RFI:

C. Proposed Software/System(s)

Include name, features, architecture, functionality, recent enhancements, 3-5 year product roadmap, and other information requested within this RFI and not disclosed elsewhere.

D. Future-state architecture for membership financial transactions

The Respondent should recommend the approach for membership financial transactions it considers most appropriate based on functionality, user experience, implementation complexity, integration requirements, supportability, cost, security and long-term sustainability. The options identified by CPSA are illustrative and do not limit alternative recommendations.

Provide a recommendation, a rationale, architecture/integrations, functionality retained in DOC, functionality moved to FMS, implementation risk, cost implications.

E. Delivery of Functional Requirements

Indicate whether proposed system/solution meets, partially meets, requires customization, or does not meet the Functional Requirements outlined in this RFI.

Functional Requirement	Identify whether proposed system: • *"Meets"* • *"Partially Meets"* • *"Requires Customization"* • "Third-party solution" • "Future road map" • *"Does Not Meet"*	Comments/ additional cost / assumptions/ dependencies
General Ledger (GL)		
Accounts Payable (AP)		
Accounts Receivable (AR)		
Cost Allocation		
Fixed Asset Management		
Tax management, T4 capabilities, and compliance features		
Banking Integration		
Reporting		
Test Environment		

Other integration Capabilities		
User Management		
Server & Host Requirements		
Encryption & Network Security		
Availability and Performance		
Technical Support and Training		
Compliance requirements		
General		
Budgeting and Forecasting		
Revenue/Membership financial activity		
Grants Management		
Post-Implementation Support		
Innovation		

Other		

G. Implementation Approach and Timelines

Provide a recommendation and rationale.

H. References

Each Implementation Partner is required to provide at least two references from organizations similar in size and scope to CPSA, for which the Respondent has provided same or similar software deliverables with the past three (3) years. References should have engaged the Implementation Partner to implement the same FMS software as is being proposed within this RFI.

CPSA may correspond with the provided references to confirm the Implementation Partner's experience or ability to provide the deliverables required within this Request for Information. By providing these references, the Implementation Partner is deemed to consent to such confirmation/contact with the references.

Reference #1: (required)

Organization Name:	
Organization Address:	
Contact Name:	
Contact Phone Number:	
Contact Email Address:	
Contract Value:	
Duration of Contract:	
Brief Project Description:	

Reference #2: (required)

Organization Name:	
Organization Address:	
Contact Name:	
Contact Phone Number:	
Contact Email Address:	
Contract Value:	
Duration of Contract:	

Brief Project Description:	

Reference #3: (optional)

Organization Name:	
Organization Address:	
Contact Name:	
Contact Phone Number:	
Contact Email Address:	
Contract Value:	
Duration of Contract:	
Brief Project Description:	

I. Pricing Information

Description	Cost (CAD$)	Comments
Implementation of base software (incl. data migration, testing, training, and all other required deliverables in accordance with this RFI). Separate out each element of the cost.		
Implementation of custom add-ons (please identify individually)		
Ongoing annual licensing costs, per individual		

Other ongoing software costs		
Other external costs that CPSA would reasonably expect to incur		

J. Assumptions, Exclusions and Dependencies

K. Response-Condition Acknowledgements

By submitting this Response, the Respondent acknowledges that they meet and/or agree to the Response Conditions outlined within this Request for Information, or have disclosed any instances where Response Conditions are not met or agreed to. Further, the Respondent understands the deliverables required under this RFI and is able to provide the deliverables in accordance with the requirements of this RFI.

The Respondent acknowledges that the RFI process will be governed by the contents of this RFI, and that this process does not constitute a formal legally binding bidding process, and that there will be no legal relationship or obligations created until CPSA and the selected Implementation Partner, if any, have executed a formal Agreement.

L. Addenda

The Respondent is deemed to have read and accepted all addenda issued by CPSA prior to the Deadline for Issuing Addenda. The onus remains on Respondents to make any necessary amendments to their Response based on the addenda. The Respondent confirms that it has received all addenda (if applicable) by listing the addenda numbers or, if no addenda were issued, by writing the word "None" on the following line: _____. Proponents who fail to complete this section will be deemed to have received all posted addenda.

O. Disclosure of Information

The Respondent hereby agrees that any information provided in their Response, even if it is identified as being supplied in confidence, may be disclosed where required by law or if required by order of a court or tribunal. Further, the Respondent hereby consents to the disclosure, on a confidential basis, of its Response by the CPSA to CPSA's advisors retained for the purpose of evaluating or participating in the evaluation of this Response.

_____
Signature of Respondent Representative

_____
Name and Title of Respondent Representative

_____
Date