

Confidential Business Plan



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Executive Summary

RIMtech is a specialized Information Governance and Electronic Document/Records Management Systems (EDRMS) consulting and deployment company focused on helping governments, municipalities, regulated organizations, and institutions achieve legally defensible digital records compliance. Founded in 2001 by internationally recognized electronic recordkeeping pioneer Bruce Miller, RIMtech combines world-class expertise, proprietary deployment methodology, and purpose-built automation tools to address one of the fastest-growing enterprise compliance and information management challenges in North America.

Project Objectives

RIMtech's strategic objective is to establish itself as the premier North American provider of Microsoft Purview-based EDRMS deployment services, methodologies, and automation tools.

The company is pursuing a high-growth strategy focused on rapidly expanding demand for digital records compliance, cybersecurity protection, and defensible information governance.

The company's immediate objectives include achieving annual gross revenue of approximately \$750,000 within the first operational year of the current growth strategy. RIMtech plans to secure a minimum of five new long-term EDRMS deployment or consulting engagements and successfully deliver at least two Microsoft Purview-based enterprise EDRMS implementations.

The company also intends to expand strategic partnerships with Microsoft resellers and systems integrators across Canada and the United States while commercializing the proprietary Catalyst deployment toolkit as a scalable recurring-revenue product.

Long-term objectives include scaling the business beyond \$2 million in annual revenue by 2029 while positioning the company for a potential acquisition or strategic exit opportunity.

RIMtech believes the market opportunity is substantial due to accelerating regulatory obligations, rapidly growing digital data volumes, cybersecurity concerns, and the increasing adoption of Microsoft Purview as the dominant enterprise records compliance platform.

Business Description

RIMtech is a federally incorporated Canadian consulting and technology company headquartered in Ontario. The company specializes exclusively in Electronic Document and Records Management Systems (EDRMS), digital compliance, information governance, retention scheduling, and Microsoft Purview deployment.

Unlike traditional IT integrators or software resellers, RIMtech operates as an independent subject-matter expert organization focused on governance, compliance, architecture, and operational realities of enterprise records management.

This positioning gives the company a significant competitive advantage in a marketplace where many large technology providers possess strong technical capabilities but lack deep recordkeeping and compliance expertise. The company has spent more than two decades building a reputation as one of the most respected specialists in electronic recordkeeping worldwide.

RIMtech has served clients across Canada, the United States, and internationally, including municipalities, universities, utilities, police services, federal agencies, energy companies, and international organizations.

The company's business model combines high-value consulting services, enterprise EDRMS deployment projects, proprietary software-enabled deployment tools, specialized training and education services, and strategic subcontracting partnerships with Microsoft solution providers.

Products and Services

RIMtech delivers a highly specialized suite of products and services focused on achieving defensible digital records compliance and accelerating enterprise EDRMS deployment. Core consulting services include EDRMS strategies and roadmaps, information governance assessments, retention schedule modernization, software-ready

retention schedules, procurement support, metadata architecture, compliance measurement methodologies, Microsoft Purview deployment guidance, and implementation oversight.

The company's most significant proprietary asset is the Catalyst Toolkit — a unique automation platform developed internally by Steve Saunders. Catalyst automates highly technical and labour-intensive deployment activities that would otherwise require months of manual effort.

RIMtech has also developed a proprietary deployment methodology refined over more than a decade of real-world implementations. The company additionally offers professional education and training services related to EDRMS, Microsoft Purview, compliance, and information governance.

Key People

Bruce Miller, MBA, IGP, is internationally recognized as one of the world's leading experts in electronic recordkeeping and information governance. He pioneered some of the world's earliest commercial electronic records management technologies and achieved several historic industry firsts, including early DoD 5015.2 certifications for electronic records software.

Mr. Miller previously served as IBM's Global e-Records Strategy and Business Development Executive after the acquisition of one of his earlier companies.

He is the recipient of the prestigious Emmett Leahy Award, considered the highest international honour in the records and information management profession.

Steve Saunders is a senior software architect, entrepreneur, and developer with more than 40 years of experience in enterprise software development and electronic recordkeeping systems.

Mr. Saunders is the creator of the Catalyst Toolkit and is responsible for the company's proprietary deployment automation technologies and software architecture.

Together, Bruce Miller and Steve Saunders represent more than 60 years of combined experience in the specialized field of electronic records management and information governance.

Financing Need

RIMtech is seeking growth-oriented investment capital to accelerate commercialization, expand market penetration, scale delivery capacity, and strengthen strategic partnerships throughout Canada and the United States.

The requested financing of \$100,000 will support expansion of sales and marketing activities, commercialization of the Catalyst Toolkit, recruitment of additional technical personnel, development of strategic reseller partnerships, expansion into the U.S. market, ongoing product enhancement, and working capital requirements associated with rapid project growth.

The company's financial model projects approximately \$750,000 in revenue during the first forecast year, growing toward approximately \$2 million annually within three years. Revenue streams include consulting engagements, deployment projects, Catalyst licensing and subscriptions, training services, and strategic subcontracting partnerships.

RIMtech believes it is entering the market at a pivotal time, as Microsoft Purview adoption is accelerating rapidly while very few implementation providers possess both the technical and governance expertise required for successful enterprise deployment.

Company Profile

Product/Service Description

RIMtech delivers Digital Recordkeeping Compliance (DRC) solutions to government, institutional, and commercial/industrial organizations in the USA and Canada. These solutions are known within the industry as **EDRMS** (**E**lectronic **D**ocument/**R**ecords **M**anagement **S**ystems) solutions or systems. RIMtech has positioned itself as the world's leading provider of such solutions.

The company offers the following services:

Consulting	Consulting on general electronic records management including project plans and models, EDRMS deployment budgets, vendor product selection, competitive RFP preparation, project strategy.
Deployment Tools	The proprietary Catalyst EDRMS deployment tools which automate manual deployment of SharePoint information architecture.
Training	Formal online and in person training on various EDRMS topics.
Education	Free educational webinars and YouTube videos on select EDRMS topics.

Company History

RIMtech is a consulting company founded by Bruce Miller in 2001. It has been delivering independent electronic recordkeeping consulting services ever since. It is currently delivering high-end electronic document/records management system (EDRMS) deployment services in addition to general consulting on electronic recordkeeping. Originally founded by Bruce Miller, Steve Saunders has since joined the company and has developed in-house EDRMS deployment tools.

Management

RIMtech principals **Bruce Miller** and **Steve Saunders** have deep experience in this industry. Their entire careers have been devoted to electronic recordkeeping, for over 30 years. Founder Bruce Miller is widely considered a global leader in electronic recordkeeping expertise, and has been awarded the highest honours in the profession of recordkeeping, namely the [Emmett Leahy Award](#).

Bruce Miller, MBA, IGP is a world leading expert on electronic recordkeeping. He is an independent consultant, an author, and an educator. Widely regarded as the inventor of modern electronic recordkeeping software, he pioneered the world's first commercial electronic recordkeeping software in 1989. In 1997 he achieved the world's first e-Records software certification against the US DoD 5015.2-STD standard, and has since presided over several successful software certifications. In 1999 he developed the world's first e-Records software **engine** for business software. That year he received ARMA Canada's National Capital Region's **Ted Ferrier Award of Excellence** for his contribution to the field of records management. Bruce's software was the first technology in the world to be certified against the revised 5015.2 June 2002 standard. In 2002 his company was acquired by IBM, where he served for three years as IBM's global e-Records Strategy and Business Development Executive. At IBM he was honored as a *Technical Leader*, one of only 439 out of 360,000 IBM employees. Mr. Miller is the recipient of the prestigious **Emmett Leahy Award**, considered the highest international recognition given to professionals in the field of information and records management. His book "*Managing Records in Microsoft SharePoint 2010*" was an ARMA best seller, and the second edition was released in October 2015. Bruce holds a Diploma in Electronics Engineering Technology, a Masters in Business Administration from Queen's University, and is a certified Information Governance Professional. Throughout his career, he has founded 4 companies:

Steve Saunders, BSC is a professional software developer, executive and entrepreneur with over 40 years of experience. He directed the development of the world's first electronic recordkeeping software, followed by the world's first electronic recordkeeping engine. He led a large international software development team at IBM, and holds the patent as the inventor of the engine.

Together, Bruce and Steve founded and ran the following four companies:

Provenance Systems	World's first electronic records software
Tarian Software	World's first reusable electronic recordkeeping engine
RIMtech	Electronic records education and consulting
Catalyst IG Tools	Specialty EDRMS deployment tools for Microsoft SharePoint

Provenance was sold to Documentum in the US (Now OpenText). Tarian software was acquired by IBM, after which both Bruce and Steve fulfilled a mandatory work term at IBM.

Location

RIMtech's official legal address is a personal address of founder Bruce Miller, who operates out of his home office. The company does not have a rented office space. All employees work remotely from their homes.

Legal Structure

RIMtech is a federally incorporated company headquartered in Ontario at founder Bruce Miller's home address. Bruce Miller currently owns 100% of the voting shares.

Vision and Mission

The founders envision building a high-growth company and taking it to a minimum of \$5M in revenue within five years, with unlimited growth potential, and ultimately a potential exit strategy of a buyout from a competing company.

The Vision: To become the world's premier supplier of EDRMS deployment skills, services, and tools.

The Mission: To provide high value EDRMS deployment tools and services both directly to clients and through our partners. To offer the best education and training related to EDRMS in the world. To hold a high standard of digital recordkeeping compliance that can be demonstrated and proven in our client sites.

Values: **Employee pride.** Pride in their work. **Employee Respect** – all employees deserve to be treated with respect. **Quality service.** Deliver quality service above and beyond the industry norm. **Customer Relationships.** Strong customer relationships based on trust.

Goals and Objectives

RIMtech's short-term goals by May 2027 are:

1. Gross revenue of \$750,000
2. Minimum (5) new 12-month client contracts
3. Delivery of (2) EDRMS deployments based on Microsoft Purview.

Long-Term goals by May 2029 are:

1. Gross revenue of \$2,000,000+
2. Minimum (10) new 12-month client contracts
3. Delivery of (10) EDRMS deployments based on Microsoft Purview.

The Market

The market for EDRMS is massive, and growing rapidly. The broad categories are:

Governments
F 1000 companies
Police forces
Universities
Indigenous groups
Financial institutions

The greater the degree of regulation within a market segment, the greater the urgency for EDRMS. This is why governments and financial institutions are compelled to move to EDRMS as quickly as possible. The government of Canada for example has invested over \$500 million over the past 15 years into an EDRMS solution known as **GC Docs**. The solution was based on a version of Opentext customized specifically for the government of Canada. It has not been successful to date, and the government is now attempting to build successful EDRMS system based on Microsoft Purview. The following table shows the local market activity for EDRMS in just the last 6-10 months or so:

Competitive Proposals (RFPs) from last 12 Months			
Organization Name	Province / State	Status	Approximate Value
Alberni-Clayoquot Regional District	British Columbia	Awarded	\$100,000
Alberta Innovates	Alberta	Not Yet Awarded	\$600,000
Brantford	Ontario	Awarded	\$200,000
British Columbia First Nations Justice Council	British Columbia	Delayed. Pre-purchased RIMtech's Catalyst	\$100,000
Burnaby	British Columbia	Awarded	\$150,000
Castlegar	British Columbia	Awarded	\$100,000
City of Kelowna	British Columbia	Awarded to RIMtech	\$265,000
City of Milwaukee	Wisconsin, USA	Awarded	\$125,000
Comox Valley Regional District	British Columbia	Awarded	\$200,000
Fort Saskatchewan	Alberta	Awarded	\$125,000
Hastings County	Ontario	Awarded	\$125,000
Nanaimo	British Columbia	Awarded	\$250,000
Newell County	Alberta	Awarded	\$100,000
Orangeville	Ontario	Awarded	\$300,000
Queen's University	Ontario	Awarded to Cadence Solutions	\$160,000
Red Deer	Alberta	Awarded	\$250,000
Squamish-Lillooet Regional District	British Columbia	Awarded	\$125,000
Strathcona Regional District	British Columbia	Awarded	\$300,000
Sudbury	Ontario	Awarded to RIMtech	\$300,000
Surrey Police	British Columbia	Delayed.	\$500,000
Sydney	British Columbia	Awarded	\$175,000
Town of Brighton	Ontario	Awarded	\$150,000
Town of Fernie	British Columbia	Awarded	\$150,000
Town of Lincoln	Ontario	Awarded	\$150,000
Total (Estimated)			\$5,000,000

This represents 24 opportunities with a total market value of \$5 million in just 10 months. With a single exception (town of Lincoln), each of these opportunities was directed to Microsoft resellers. RIMtech is not a Microsoft reseller, in order to maintain our vendor neutrality as an independent consultant. We therefore partnered with four different existing Microsoft resellers, who included RIMtech as a subcontractor on proposals for these opportunities. Nine bids were proposed that included RIMtech, and we successfully closed two of them, namely the city of **Kelowna** and the city of **Sudbury**. We are now in the process of delivering EDRMS solutions via the following two partners:

[Evolvous](#)

Kelowna. Project size \$265,000, RIMtech share \$175,000.

[Thoughtstorm](#)

Sudbury. Project size = \$300,000, RIMtech share = \$125,000

Notes:

1. 20 of the 24 are municipalities. This is a strong indicator that municipalities represent low hanging fruit in the marketplace.

2. Our estimate of project size is very conservative. Project sizes could be 2 to 3 times higher than shown in the table above. Surrey police for example receive one proposal from Deloitte that came in at \$1.3 million.
3. These are only the bids we are aware of. With the exception of Milwaukee, we are not including US bids. There are also likely to be other Canadian proposals that we have not seen.
4. The four companies that bid RIMtech solutions had absolutely no knowledge of or experience with, or proven reference accounts for EDRMS solutions. That put them at a significant disadvantage to entrenched competitors.
5. Both the Kelowna and Sudbury bids were deliberately underpriced at a loss in order to establish a market foothold and gain their first EDRMS reference account.
6. British Columbia first Nations Justice Counsel has delayed the project until they acquire full-time records manager. RIMtech has presented a sole-source proposal to them which they are still considering. In the meantime, they proceeded with a modest \$10,000 limited purchase of Catalyst to get the project started prior to committing to their full EDRMS.
7. Surrey Police and Queen's University are both prior consulting customers of RIMtech. We prepared their RFPs and participated in the vendor selection process as independent consultants.
8. The Queen's University project is the largest of all projects (\$7,500 users). The University is unhappy with their current supplier and we are expecting to reengage with them later in 2026.

The usual 10 to 1 USA to Canada ratio market size applies here. There are easily 10 times more EDRMS RFPs coming out each month than from Canada. However the current political situation in the US has resulted in the following being applied to most of them:

On Shore Only – No bidders from outside USA.

This protectionism began under the Biden administration and is continuing under the Trump administration¹. Neither RIMtech nor any of its partners have been able to bid on these projects. We are therefore pursuing US-based IT services providers who would be willing to act as prime bidders and use our services within the proposals. Following is a representative sample (only) of past RIMtech clients:

¹ Canadian EDRMS buyers are similarly restricting the purchase of US services. SaskWater for example has enshrined a policy preventing the purchase of US goods or services without special permission.

Sample RIMtech Clients		
Customer Name	Location	Work Description
Alameda County Water District	Fremont California	EDRMS strategy and roadmap. EDRMS ready retention schedule. Provision of metadata mapping coaching and tools. Delivered May 2018.
Brookfield Renewable Energy	Gatineau, QC CAN	Business of energy trading, and acquisition of renewable energy projects. 1,300 users, no retention schedule to date. Assessment of current-state electronic recordkeeping. Prepared a comprehensive EDRMS Strategy/Roadmap. Completed a comprehensive EDRMS-ready, TCA-compliant retention schedule. Assisting with onsite guidance and project management of EDRMS implementation plan. Conducted metadata mapping.
Canadian Forces Morale and Wellnes Services	Nova Scotia	EDRMS Project Plan, Strategy. Deployed RIMtech EDRMS Methodology.
Capital Regional District	Victoria BC	EDRMS strategy and roadmap. EDRMS ready retention schedule.
City of Cornwall	Cornwall ON	EDRMS strategy and roadmap. EDRMS ready retention schedule.
City of Lethbridge Alberta	Lethbridge, AB, CAN	Assessment of current-state electronic recordkeeping. 1,100 users. Prepared a comprehensive EDRMS Strategy/Roadmap. Developed a retention schedule, now in formal legal review. Assisted in drafting an RFP. Assisting with onsite guidance and project management of EDRMS implementation plan.
City of Tacoma	Tacoma, WA	Assessment of current-state electronic recordkeeping. 4,600 users, 3-year EDRMS deployment plan. Software technology (Gimnal) recommend and now acquired. Implementation now starting. Prepared a comprehensive EDRMS Strategy/Roadmap. Providing offsite guidance and project management of EDRMS implementation plan.
Delta Airlines	Atlanta, GA	Developed custom functional specifications for a custom-designed case management system for electronic records. Assisted with EDRMS implementation.
Golden Valley Electrical Authority		Prepared a roadmap/strategy. Developed an EDRMS-ready retention schedule. Assisted with vendor procurement. Delivered metadata mapping.
Hydro Ottawa	Ottawa ON	EDRMS strategy and roadmap. Coaching/Review, EDRMS ready retention schedule.
International Labour Organization	Switzerland	EDRMS Project Plan/Strategy. Deployed Pilot Project, Prepared master plan for retention schedule conversion.
Lacombe County AB	Alberta	EDRMS strategy and roadmap. Provision/coaching of EDRMS ready retention schedule.
Morguard Real Estate Investments	Mississauga ON	EDRMS strategy and roadmap. EDRMS ready retention schedule. Provision of metadata mapping coaching and tools. In-progress. 1,200 users, USA + Canada.
Public Service Alliance Canada	Ottawa ON	Assessment of current-state electronic recordkeeping. Prepared a comprehensive EDRMS Strategy/Roadmap. Recommendations for a replacement retention schedule. Project launch June 2016
Queen's University	Kingston ON	EDRMS strategy and roadmap. Procurement Support. EDRMS ready retention schedule. Deployment.
Region of Durham	Durham ON	EDRMS Strategy. EDRMS Business Plan. Project Plan. Retention Schedule Development. Pilot Project Deployment.
Rockey View	Alberta	5 day in-person EDRMS Training
San Francisco Public Utilities Commission	San Francisco CA	Implement a SharePoint EDRMS project with SharePoint 2013. Guide implementation team on strategy, direction, project planning. Migrate legacy Hummingbird system to SharePoint (2,000,000 documents). Apply RIMtech EDRMS Implementation methodology. 55 days.
Simcoe County	Ontario	Assessment of current-state electronic recordkeeping. Prepared a comprehensive EDRMS Strategy/Roadmap including TCO Budget and resource plan. Three scenarios (short, medium, long-term deployment).
Storm	Ireland	EDRMS Strategy for goveremnt of Ireland
Surrey Police Servies	Victoria BC	EDRMS strategy and roadmap. EDRMS ready retention schedule. Procurement Support.
Town of Whitby	Ontario	Assessment of current-state electronic recordkeeping. Prepared a comprehensive EDRMS Strategy/Roadmap including TCO Budget and resource plan. Developed an EDRMS-ready, TCA-compliant retention schedule.
United Nations, International Labour Organization	Switzerland	EDRMS strategy and roadmap. EDRMS ready retention schedule. Deployment Strategy
Vermont Department of Environmental Conservation	Fremont California	EDRMS ready retention schedule. Provision of metadata mapping coaching and tools.
WaterOne	Jefferson County, KS	Assessment of current-state electronic recordkeeping. Prepared a comprehensive EDRMS Strategy/Roadmap (not yet delivered). Developed a EDRMS-ready, TCA-compliant retention plan. Developed an RFP.
Yellowknife	NWT	EDRMS Project Plan. Prepared Software-Ready Retention Schedule. EDRMS Project pending.
York Regional Police	Toronto, ON, CAN	Assessment of current-state electronic recordkeeping. 1,200 users, 12-month deployment plan now at month 2. Prepared a comprehensive EDRMS Strategy/Roadmap. Assisted with RFP preparation and vendor evaluation. Assisting with onsite guidance and project management of EDRMS implementation plan.

The following list shows a sample (only) of older RIMtech consulting projects:

Alameda County Water District
 Bank of Canada (Ottawa, ON Canada)
 Bechtel Marine Propulsion Nuclear (Pittsburg)
 Canadian Union of Public Employees
 City of Lethbridge AB
 Concho Energy (Houston)
 Co-Operators Insurance (Guelph, ON)
 County of Grand Prairie
 Golden Valley Electrical Authority (Fairbanks, Alaska)
 Hydro Ottawa
 International Development Resources Canada (Ottawa Canada)
 Iron Mountain (Boston)
 KnowledgeLake (Missouri)
 Lacombe County
 Magna Automotive (Ontario Canada)
 Mass Mutual Insurance (Boston)
 Morrison Hershfield Design Engineering (Toronto Canada)
 Propylon (Ireland)
 Public Service Alliance Canada
 Regional Municipality of Wood Buffalo AB
 Royal Canadian Mint (Ottawa, ON Canada)
 Shaw AREVA MOX Project / National Nuclear Security Administration (Aiken, South Carolina)
 Simcoe County ON
 State of Vermont, Department of Environmental Conservation
 Surrey Police Services
 Town of Banff
 Town of Caledon ON
 Town of Canmore AB
 US Pacific Command
 US Pacific Command South Korea
 York Regional Police (ON, Canada)
 York University (ON, Canada)
 ZL Technologies (San Jose CA)

With very few exceptions, all of RIMtech's clients are expecting to deploy EDRMS systems in the future. Until recently, the vast majority of RIMtech's consulting projects have been to prepare companies in advance of EDRMS projects. A typical consulting project for RIMtech in the past would involve the following:

- Prepare budget estimates for future EDRMS deployment
- Make recordkeeping software recommendations
- Recommend how to upgrade the retention schedule
- Prepare a software-ready retention schedule for future EDRMS
- Prepare competitive bidding proposals for EDRMS acquisition

More organizations are now calling for proposals to actually deploy a live EDRMS systems. However their proposals are asking for the delivery of Microsoft products, including SharePoint licenses, and in particular Purview recordkeeping licenses. This excludes RIMtech from bidding. It means that many of these proposals are being awarded to Microsoft distributors rather than independent consultants such as RIMtech.

In some of these cases, organizations are not calling for the provision of software, and in these cases RIMtech is able to bid independently of Microsoft dealers. But the large majority of these opportunities will be directed towards Microsoft dealers. It is therefore critical that RIMtech align itself with these dealers as strategic partners to help them win and deliver EDRMS projects. The following are the key characteristics of the target market:

1. A strong preponderance towards the Microsoft Purview product solution.
2. 75% or more of the entire market consists of municipalities.

3. RIMtech now has the capability to deploy EDRMS solutions without the assistance of Microsoft dealers/distributors. We will make the market aware of this and we anticipate a larger proportion of buyers to write competitive RFPs that will not necessarily call for supply of Microsoft products.
4. All but an insignificant percentage of proposals are competitively bid on open markets.
5. The only way into the US market is as a subcontractor to a US prime bidder.
6. There is a minimum of \$5M to \$10M in bidding opportunities each 6 Months in Canada alone.
7. Each request for EDRMS deployment calls for a significant volume of professional services.
8. The average Canadian rate for professional services varies between \$1400 and \$1600 per day. RIMtech charges \$1800 per day, as we believe we are at the very top of the high-value services.
9. Both Canadian and US Microsoft dealers are woefully unprepared and non-educated on how to deploy EDRMS correctly. They are therefore fumbling through many deployments that ultimately are unsuccessful.
10. Both consulting and deployment services rarely if ever require on-site visits.
11. Microsoft dealers, and for that matter Microsoft itself, lack the recordkeeping understanding necessary for proper EDRMS deployment. RIMtech possesses this knowledge.
12. In Canada, there were only two Microsoft dealers who are claiming to have EDRMS deployment knowledge. They are **Gravity Union** out of Vancouver, and **Cadence Solutions** out of Edmonton.

Target Market

We are able to deliver EDRMS solutions to any of the target markets. Our primary target market however will be **municipalities** for the following reasons:

1. Large market size. There are over 60,000 municipalities in the USA and Canada, all of which have a legal obligation to manage their records. We have a list of the largest 5000.
2. Highest activity rate. Of all the market segments, most of the competitive proposals are coming from municipalities.
3. We have developed a retention schedule in software ready form that is ready to deploy for any municipality. It consists of over 2500 business activities for any modern municipality, and has taken us over 4 ½ years of development. This gives us a huge advantage over competitors, as it allows the buyer to save months of time and hundreds of thousands of dollars in costs.
4. We have a database of municipalities with validated contact email addresses for over 1000 municipalities.
5. We have a list of some 30+ municipal associations and organizations that we can reach out to with marketing contacts on a regular basis.
6. We have a strong and deep track record of consulting services to municipalities, with many strong references.

We intend to maintain a secondary focus on the **indigenous** community market, for the following reasons:

1. They are highly regulated and heavily audited, with the subsequent high expectation to keep good recordkeeping practices to prove accountability in their expenditures.
2. They receive significant federal funding, which is accompanied by a high expectation for strong recordkeeping.
3. We have noticed growth in this segment, with more RFPs coming from this segment.
4. We believe we have a unique entry into this segment via our customer **British Columbia First Nations Justice Council**. We have a contract with them to develop a retention schedule, prior to a future EDRMS deployment. This retention schedule can be repurposed within any other indigenous community. We expect to have this retention schedule ready within six months. This gives us a significant competitive advantage, as a retention schedule will save months of time and hundreds of thousands of dollars in costs.
5. The British Columbia First Nations Justice Council has enthusiastically agreed to endorse us and promote us throughout the indigenous community in British Columbia.

Marketing Strategy

The following are the key elements of our marketing strategy:

Segment Focus	We will focus on the following two market segments, unique competitive market advantage we have in these segments: • Municipalities • Canadian indigenous organizations
Strategic Partnerships, Canada	We intend to expand our roster of Microsoft dealer/distributor partners to five from the current level of two. We believe this is our maximum sustainable partnership level in Canada.
Strategic Partnerships, US	We intend to cultivate a minimum of 2 US partners. There are two types of partners we will target. The first are so-called "Beltway Bandits" in the Washington DC Beltway high-tech corridor. These companies have GWAC (Government-Wide Acquisition Contracts) procurement vehicles for many US federal government agencies. They have extensive rosters of subcontractors in various countries and they typically take 15% or so of a contract win. A sample of our targets would include Booz Allen Hamilton, CACI international, SAIC, Accenture, Deloitte, Lockheed Martin, RTX, etc. The second partner type are the largest providers of Microsoft M365 and Purview services. These firms would include of Avanade, Accenture federal services, CGI Federal, Presidio, Planet Technologies, Softchoice, and KPMG US.
Email Marketing	We try our best to sustain email marketing at a pace of one email per week, sent to our database of over 26,000 interested prospects. Our emails typically promote training, which we considered to be the outer edge of our sales funnel.
Training	RIMtech offers a full suite of training courses related to EDRMS topics. We offer about 12 courses at any one time, each is offered to the public at US \$800 each for one day of training. While this alone represents a small stream of revenue, more importantly it builds a base of loyal potential future customers who understand our approach, our methodology, and our tools. Generally speaking, the only people who invest in our training are those who are somewhere along the path of EDRMS deployment.
Education	We offer free webinars and online YouTube tutorials as a way to attract new leads. We deliver one or two webinars per week on teaser topics related to EDRMS. This generates approximately 20 to 30 new leads every week. Our YouTube channel is new and is just gaining traction but again this is generating new leads.
Lead Generation	We have a junior part-time employee who is paid exclusively on commission to sell training and consulting services. This person is focused on large groupings of leads, namely professional associations, are met chapters, and more recently IT organizations with members who are interested in learning more about how to deploy purview for compliance.

We plan to formally announce the availability of Catalyst within the next 60 to 90 days. We plan to:

1. Send an email campaign out to our entire marketing database
2. Post a YouTube video explaining the benefits of catalyst
3. Offer a free webinar on Catalyst.

Microsoft Purview

In the past six months we have noticed most competitive bids are explicitly asking for Microsoft Purview. In the past, buyers would be indifferent about which of the five software products they would adopt. Given Microsoft's long history of dominating their markets, we believe Purview has already begun to be the lead software product in the market for recordkeeping in EDRMS projects. Following are the key points to know about Microsoft's Purview product:

1. It is highly technical, well beyond the comfort range of records managers who are expected to learn and operate the software.
2. It is unproven, and there are no known successful deployments as of yet that we are aware of. There are several projects that claim to be successfully deployed but upon closer examination we find they are not successfully deployed.
3. The documentation is poor, and the product is poorly understood both inside Microsoft and outside.
4. It is unreliable and has many technical and functional shortcomings.

Despite these realities, we believe it is essential for us to embrace it, learn it, and master the deployment of this product. We know something our competitors do not. We know how to deploy Purview in such a manner as to make it truly compliant, complete with the means of proving it has achieved its goal. No other competitor has this knowledge.

Products and Services

RIMtech delivers Digital Recordkeeping Compliance (DRC) solutions to government, institutional, and commercial/industrial organizations in the USA and Canada. These solutions are known within the industry as **EDRMS** (**E**lectronic **D**ocument/**R**ecords **M**anagement **S**ystems) solutions or systems. RIMtech has positioned itself as the world's leading provider of such solutions.

The Business Case for EDRMS Solutions

The need for EDRMS expands the government, institutional and commercial/industrial marketplaces in the USA and Canada. We were to predominant reasons why these organizations need EDRMS:

1. There is a legislative obligation to manage their electronic records
2. The organization wishes to reduce its legal risks and its costs of legal defence in the event of litigation

For all levels of government in the USA and Canada, both reasons apply. For nongovernment corporations and institutions, only reason number two generally applies. However modern privacy laws either already in effect or in draft stage (Canada) are increasingly imposing obligations on nongovernment organizations to manage their electronic records. In Canada each province and territory has a municipal act which obliges all municipalities for example to manage their electronic records. Following is an excerpt from the Ontario municipal act

Retention of records

254 (1) A municipality shall retain and preserve the records of the municipality and its local boards in a secure and accessible manner and, if a local board is a local board of more than one municipality, the affected municipalities are jointly responsible for complying with this subsection. 2001, c. 25, s. 254 (1).

Interpretation

(9) In this section, the requirement to retain and preserve records in an accessible manner means that the records can be retrieved within a reasonable time and that the records are in a format that allows the content of the records to be readily ascertained by a person inspecting the records. 2001, c. 25, s. 254 (9).

Retention periods

255 (1) Except as otherwise provided, a record of a municipality or local board may only be destroyed in accordance with this section. 2001, c. 25, s. 255 (1).

Destruction of records

(2) Despite section 254, a record of a municipality or a local board may be destroyed if a retention period for the record has been established under this section and,

- (a) the retention period has expired; or
- (b) the record is a copy of the original record. 2001, c. 25, s. 255 (2); 2006, c. 32, Sched. A, s. 109 (1).

Retention periods

(3) A municipality may establish retention periods during which the records of the municipality and local boards of the municipality must be retained and preserved in accordance with section 254. 2001, c. 25, s. 255 (3); 2017, c. 10, Sched. 1, s. 29 (1).

Joint local boards

(4) Despite subsection (3), if a local board is a local board of more than one municipality, a majority of the affected municipalities may establish retention periods during which the records of the local board must be retained and preserved in accordance with section 254. 2001, c. 25, s. 255 (4); 2017, c. 10, Sched. 1, s. 29 (2).

Most organizations today are largely compliant with most of its physical (paper) records, but not with any of its huge and growing volume of digital records. An EDRMS system will deliver the following:

- 1) Records compliance for digital records
- 2) An upgrade to modern document management for the creation, collaboration, and storage of digital documents
- 3) A means of applying records compliance equally to both physical and digital records
- 4) Increased protection against cyber threats and data loss.
- 5) A drastic reduction in total volume of digital storage and document duplication

The overarching benefits of an EDRMS are:

1. Records **compliance** for digital records
2. Improved **retrievability** of digital records
3. Improved management of **private** and **sensitive** information
4. Reduced **data loss**
5. Improved **Responses** to privacy requests such as MFIPPA and PHIPPA
6. Lower **litigation Costs**
7. Improved work process and **collaboration**
8. Reduced **paper records costs**
9. Reduced digital records **storage volume**
10. Improved **email management**
11. Improved **cybersecurity protection**

Poor recordkeeping, or lack of recordkeeping, often leads to lower operational efficiency, greater risk of falling afoul of various regulations, and increased legal risk due to the inability of the organization to defend itself in the face of various legal and regulatory challenges. Most organizations today have an expectation of good recordkeeping in general, but municipal governments such as the organization are legally obligated to do so. Poor recordkeeping can also lead to reputational damage, as shown in the recent example involving the ArriveCan application scandal:

Information commissioner investigating allegations of destroyed government ArriveCan records

Commissioner Caroline Maynard's probe comes after allegations that records were destroyed related to ArriveCan and potentially the app's lead contractor GC Strategies

National Post Staff

Published Feb 23, 2024 • Last updated 22 hours ago • 2 minute read

761 Comments

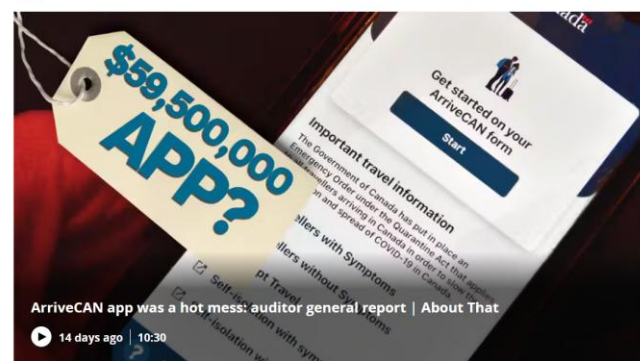


Federal Information Commissioner Caroline Maynard. PHOTO BY JUSTIN TANG/THE CANADIAN PRESS/FILE

Total cost of ArriveCan 'impossible to determine' due to poor record-keeping, AG report finds

Previous reports suggest there were irregularities in the app's procurement process

Darren Major · CBC News · Posted: Feb 12, 2024 4:00 AM EST | Last Updated: February 12



ArriveCAN app was a hot mess: auditor general report | About That
14 days ago | 10:30

In a scathing new report, Canada's auditor general says the final cost of the ArriveCan app is 'impossible to determine' due to poor record-keeping by the Canada Border Services Agency. Andrew Chang breaks down the report's findings about this pandemic-era tool that is estimated to have cost Canadians nearly \$60 million.

An EDRMS is a business information system in which the records of an organization are created, captured, maintained, and destroyed in accordance with the organization's approved retention schedule. It is the place where everyday work occurs, and everyday documents are stored. It would ultimately replace the existing Microsoft network file share system that has been in use at the organization for 25+ years. EDRMS systems are specifically designed to manage the integrity, availability, protection, and reliability of records, including email. The technology consists of two main components. The first is a so-called **ECM (Enterprise Content Management)** platform, which is a general purpose document management system that forms the backbone of the EDRMS. At most organizations, this is likely to be a platform such as **Microsoft SharePoint**. The second component consists of records management software that provides a means of applying the retention schedule rules to all documents in an automated fashion, such that users do not need to participate in recordkeeping processes.

An EDRMS system will bring significant benefits to the organization:

1. Records **compliance** for digital records. The organization is currently not records-compliant with its digital records. EDRMS ensures full compliance, meeting provincial and municipal obligations.
2. Improved **retrievability** of digital records. The ability of end-users to find the records they need, when they need them, is significantly improved by several orders of magnitude.
3. Improved management of **private** and **sensitive** information. the organization stores a considerable volume of records that contain personally identifiable information, and/or sensitive information. EDRMS

identifies such documents, and provides a means of ensuring such records are properly and appropriately protected. This capability does not exist today.

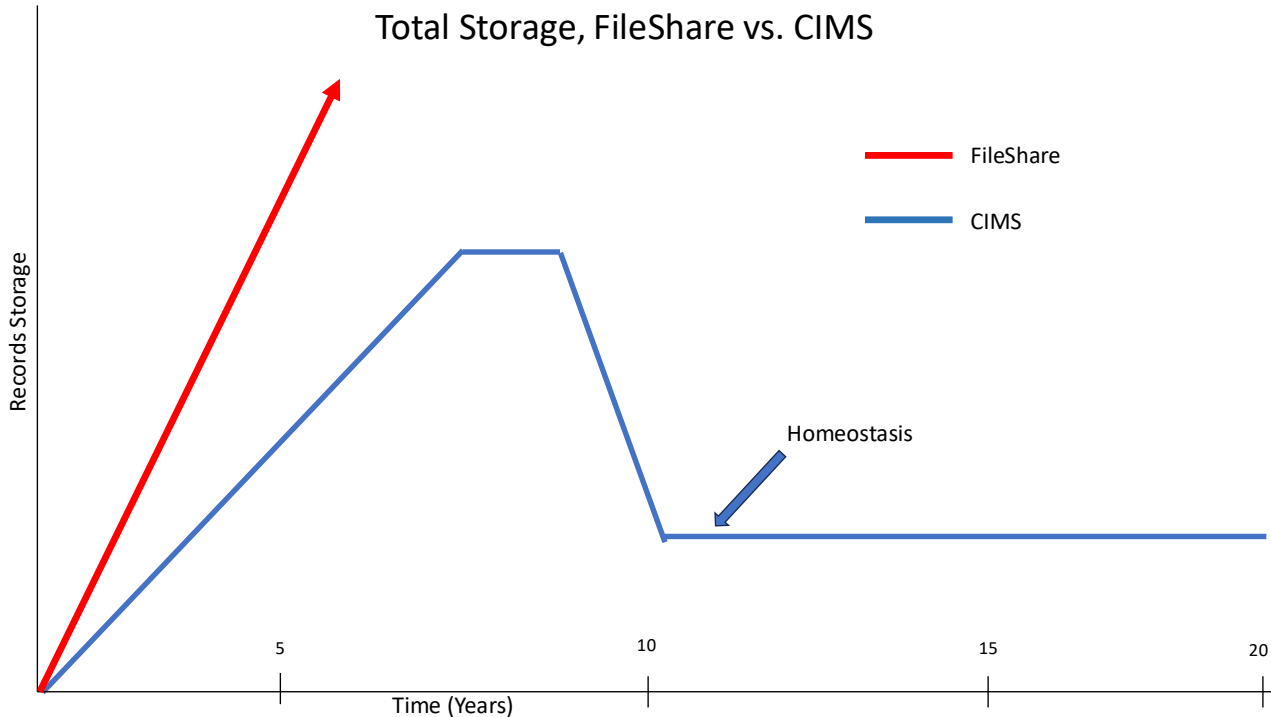
4. Reduced **data loss**. the organization has previously suffered negative consequences from prior data losses. EDRMS ensures the probability of such a data loss in the future is significantly reduced.
5. Improved MFIPPA and PHIPA **Reponses**. EDRMS ensures that the organization's ability to respond appropriately with more records to mandated records requests is greatly improved, and the process will be more efficient and faster.
6. Lower **litigation Costs**. The cost of legal discovery during litigation will be significantly reduced.
7. Increased work process **collaboration**. EDRMS significantly improves day-to-day work processes and decision-making through sophisticated end-user collaboration tools.
8. Reduced **paper records costs**. The annual cost of managing the organization's physical records (folders and boxes) will be reduced by approximately \$13,000 per year.
9. Reduced digital records **storage volume**. The volume and storage costs of digital records will be significantly reduced starting in project years 5 to 10, and will continue into the future.
10. Improved **email management**. EDRMS provides a mechanism of formally and officially reducing the overall volume of stored electronic mail. Email pertinent to work activities will be stored together with other documents related to that activity. Email containing sensitive information will be properly and appropriately managed and protected.
11. Improved **cybersecurity protection**. the organization's digital records will be more securely stored and managed, and the overall risk of a cybersecurity incident or threat will be greatly diminished.

The following table from a RIMtech client shows the specific tangible and intangible benefits of EDRMS:

EDRMS Benefits		
Benefit	Details	Cost Savings or avoidance per year
Tangible		
Lower litigation Costs	Reduced discovery costs	\$42,000
Reduced paper records costs	Elimination of Versatile licensing Costs	\$13,000
Improved cybersecurity protection	Reduced threat from malware, ransomware, etc.	\$20,000
Reduced data loss	Reduced chances of accidental or nefarious loss of data	\$40,000
Total Tangible Savings/Cost Avoidance per year		\$115,000
Intangible		
Records compliance for digital records	Compliance with mandatory legislative requirements	
Improved retrievability of digital records	Increased task efficiency, reduced workload, improved decision-making	
Improved management of private and sensitive information	Significant savings 5+ years from EDRMS Deployment	
Improved MFIPPA and PHIPA Responses	50%+ improvement in request response	
Increased work process collaboration	Reduction in work task effort and duration, increased accuracy	
Reduced digital records storage volume	Significant savings starting year 7-10, possibly earlier.	
Improved email management	Minimum 10-20% reduction in stored email and costs, per year.	

Currently, very little digital data is being deleted at most organizations. This means that the *volume* and *costs* of digital storage are rising continuously, essentially unabated. With EDRMS however, over time, approximately 90% or more of all the organization digital records will be destroyed. Put another way, less than 10% of all of digital

records are historical, which means they must be kept permanently. Over time, this means the total volume of records in EDRMS will drop as retention kicks in, and then continue dropping until a static state is reached where each year is balanced out by new documents coming in, and old documents being deleted. This state of homeostasis means that eventually the total records volume inside EDRMS will level out, instead of rising each year as it does currently with the file share. The diagram below illustrates how records storage will look over the coming years with EDRMS:



The long-term reduction in storage costs alone could virtually justify the entire EDRMS project. Let's assume that statistically the average retention period is between 7 and 10 years. Around the 7 year mark the growth in EDRMS records storage will begin to flatten out. Then as more and more records become subject to the average retention periods of perhaps 7 to 10 years, the overall storage will begin to decline, until homeostasis is reached within a few years after that. Contrast this with the current file share storage, where virtually nothing is deleted. Not only does fileshare storage grow exponentially every year, with no end in sight, but there is a high degree of redundancy and waste. With EDRMS on the other hand, there is a greatly reduced level of redundancy, so what is being stored are truly valuable records with genuine business relevance.

Records Compliance for Digital Records

Simply put, organizations are not compliant with its digital records today. With EDRMS, the organization will achieve 100% records compliance with all digital records stored and managed in EDRMS. At an estimate of over 4 million digital records per year, this means the organization is currently noncompliant with 4 million digital records, and only compliant with the physical records that are being put into folders on the shelves and in boxes for tracking, storage, and eventual deletion or transfer to archives. If we further assume that the relative proportion of digital records is growing in comparison to the volume of paper records, then year-over-year the organization's overall records compliance is dropping precipitously.

What exactly does records *compliance* mean? At its most basic core, compliance for the organization means that it will:

1. Keep its recorded information only for as long as is needed to carry out its business functions
2. Destroy records in accordance with a formal, approved retention schedule
3. Protect personally-identifiable information (PII) from inadvertent disclosure

4. Produce (find and release) all appropriate requested information in accordance with any court-ordered or privacy-related request.

There are numerous pieces of legislation that obligate the organization to manage its information appropriately. Some state simply that all organizations must define and enforce (apply) a retention schedule. It is up to each particular organization to define their unique retention schedule, but *they must adhere to it*. Other pieces of applicable legislation specifically identify certain types of information, such as personnel records or financial data used in audits, and specify explicitly how long the organization must keep the information before they are permitted to destroy it.

In practical, everyday terms of operational business, compliance means that:

- 1) the organization is operating such that the **risk of legal or reputational damage to the organization is minimized** as much as possible. Such risks can manifest themselves in any one of a number of ways:
 - a. Being found to have information the organization declared it did not have after satisfying a legal request.
 - b. Storing emails or other information that records business decisions and actions taken by the organization that potential litigants can take advantage of to prosecute or sue the organization.
- 2) A **retention schedule** is in place and is being applied. It is not enough simply to have a retention schedule – it must be *applied* to all recorded information, which includes:
 - a. Email
 - b. Electronic information on shared drives and other storage devices
 - c. Data in mission-critical business systems such as finance (e.g. SAP), HR systems (e.g. PeopleSoft), Customer Relationship Management (e.g. Microsoft Dynamics), etc.
- 3) **PII** (Personal Information) that the organization stores and uses is **protected** from accidental disclosure.
- 4) In the event of a court-obligated request for information (such as litigation or a regulatory investigation), the organization has the **ability to readily produce the information** without undue cost or delay. e-Discovery, a court-ordered demand for electronic information, is notoriously costly (thousands of dollars per megabyte), and has caused serious financial harm to many organizations. the organization must operate such that the cost of any future e-discovery is reduced, by:
 - a. Keeping only information it is obliged to keep and needs for genuine operational use (i.e. eliminating everything else).
 - b. Maintain a strong capability to find requested information at low effort/cost.
- 5) Maintain the ability to apply a **legal hold** to recorded information in the event of litigation or regulatory investigation. This means the organization must prevent deletion of applicable material during the course of the litigation or investigation.

The above elements represent the organization's obligations. The practical business side of compliance means that the organization can meet its obligations in a cost-effective manner without undue burden. In addition, business operations in general should see an improvement. This generally means that:

- 1) Documents are **deleted** when no longer needed. Storing everything forever is not acceptable:
 - **More data means greater risk.** The more emails and other records stored, the greater the risk of a breach related to personally identifiable information (PII), whether accidental or intentional.
 - **Difficulty of Administration.** As the amount of data the typical organization has to manage continues to grow, applying policy becomes exponentially more complex.
 - **More data means more noise.** The benefit of having more data is often outweighed by the difficulty of finding the information you need. The bigger the haystack (total volume of records), the

harder it is to find the needle (the specific document needed). Separating signal from noise becomes progressively harder the more noise the users must sort through.

- **Data Storage is not free.** Data is stored on network-shared disk drives, or on the cloud, which are not at all **inexpensive**. And that data must be backed up, creating duplicates of the documents.
 - **The more documents stored, the less it can be trusted.** With multiple people working on different versions of documents and with different versions of those documents moving around in email, on laptops, and in various storage repositories, keeping one version of documents is nearly impossible. Multiple versions of content can and often will exist. One of the few ways to deal with the issue is to discard versions that are no longer needed.
 - **Potential Smoking Gun.** In the event of litigation, the organization may inadvertently be storing a document that could be used against it in litigation, such as an email that it was not required to retain in the first place.
 - **High Discovery Costs.** In the event of litigation, the costs of conducting a legal review of stored content can be enormously costly.
- 2) The **retention schedule** is applied to everything, including all electronic documents including emails.
 - 3) Document **findability** is very high – it is easy to find *what* is needed, *when* it is needed, without any trouble.
 - 4) Documents are **well described** via metadata so that it is clear what documents are about, and their status is clear (complete, in-progress, etc.). This directly supports daily business operations.

With good Information Governance in place, the organization will:

- Be **aware** of the information it has
- Be able to **protect** personal information
- Be able to **locate** needed documents when required (i.e. without delay)
- Be able to fully **comply** with disclosure requests
- Be able to drastically **reduce** duplication.
- Be able to **delete** records, including email, in a fully compliant, legally accountable manner
- Be fully **compliant** with applicable legislation regarding storage and deletion of record information
- Be able to **reduce** or **avoid** future legal costs
- Be able to identify and **eliminate** ROT documents

The organization must put itself in the business of deleting documents. There is no good outcome of storing everything and deleting nothing. By deletion we are referring to “safe” deletion, which is legally defensible and in accordance with official policy (as governed by the organization retention schedule). The benefits of deletion are:

1. Reduced storage and backup costs
2. Increased “Findability” (ability to find what is needed, when it is needed)
3. Reduced risk of finding so-called “not here” documents. These are documents located after the organization has claimed it does not have the documents.
4. Reduced e-Discovery costs. Each document subject to e-discovery is a direct increase in legal costs.
5. Increased compliance. the organization would be compliant with the recordkeeping provisions of all regulators.

It is important to understand what is meant by “safe” or “legally defensible” deletion of documents:

Records

- Deleted via a structured, formal process known as Disposition
- Deletion is governed by the official corporate retention schedule
- Human oversight via the RIM role
- Business unit approval typically sought
- Strong audit trail of deletions to support future challenges

Non-Records

- Deletion periods driven by business consensus
- Only carried out once a safe haven (EDRMS) is in place for business records
- Machine-driven deletion

Can we assign a cost or savings to recordkeeping compliance? Not directly. Any tangible savings would be in the form of a reduction in litigation costs, data storage costs, etc., all of which will be detailed later in this report. We will therefore consider this an intangible benefit. One could say however that the organization has no choice but to eventually achieve recordkeeping compliance for its digital records, as it is mandated by provincial legislation. It is *not* optional.

The RIMtech Methodology

RIMtech has developed a sophisticated methodology for EDRMS deployment. It has been maturing over the past decade. It is highly proprietary, and unique within the market. It consists of the following elements:

1. A structured approach to the SharePoint information architecture, based on the retention schedule in its retention rules.
2. A structured approach to the creation and deployment of content rules within the recordkeeping software
3. A new format and approach to a software-ready retention schedule for use within recordkeeping software
4. A means of measuring and proving compliance
5. An approach to overcoming inherent deficiencies within recordkeeping software products
6. A well-defined series of sequential steps, between 25 and 30 identified tasks, for successful deployment.

All these elements are architected to work closely together and are tightly integrated. With this methodology, common EDRMS failure points are avoided, and it is possible to measure and prove compliance has been achieved.

The RIMtech Municipal Retention Schedule

The retention schedule forms the foundation of any EDRMS project. No EDRMS project can proceed without a software-ready retention schedule. There are no software-ready retention schedules out there today. All organizations have a traditional retention schedule, which is not suitable for use in an EDRMS. RIMtech has developed a unique, proprietary structure to turn a traditional retention schedule into a modern, software-ready retention schedule that can be immediately deployed into an EDRMS. Over the years RIMtech has published papers on this, developed training courses for records professionals, and we currently have YouTube videos about our approach.

At its heart, a retention schedule is a list. It is a list of business activities, with retention rules to be applied to the records generated by each of the activities. However this approach must be completely turned on its head in order for the retention schedule to be used within modern recordkeeping software such as Microsoft Purview.

The typical retention schedule:

Code	Records Title	Originating Office	Retention				Comments/Legislation
			A	I	Total	Disposition	
A	Functional Category: Assets and Property Management Description: Records relating to the construction, operation, and maintenance of Exhibition Place's physical assets and property, which it owns or leases. This may include buildings, facilities, lands, vehicles, office and computer equipment, trees, uniforms, artifacts and heritage sites, and office supplies.						
XA0033	Artifacts Records relating to the collection and preservation of artifacts with historical, heritage, or symbolic value, which may include flags, plaques, photographs, and tools. These artifacts are preserved as evidence of Exhibition Place's historical culture. Includes information on the acquisition, accessioning, and inventory of Exhibition Place-owned artifacts. Documents may include artifact historical statements, accession lists, historical artifact appraisals, monetary artifact appraisals, and donation statements and memoranda.	EXP - Corporate Secretary EXP - Operations	P	0	P	P/AR	Comments: File to remain active until artifact no longer in existence Legislation: Ontario Heritage Act, R.S.O. 1990, c. O.18, s. 27 - Register of designated properties.
XA0035	Properties Renaming Records relating to the renaming of Exhibition Place streets, parks, areas, and buildings. Renaming is usually associated with the commemoration of individuals, events, and areas of historical significance. Includes commemorative certificates, reports, civilian correspondence, proposals, and copies of plans and drawings.	EXP – Corporate Secretary	C+2	7	C+9	AR	Legislation/Regulation: Ontario Heritage Act, R.S.O. 1990, c. O.18, s. 27 - Register of designated properties.

Retention Legend: A = Active; I = Inactive; AR = Archival Review; C = Current Year; DY = Days; D = Destroy; M = Month(s); P = Permanent; P/AR = Permanent/Archival Review; S = Superseded; T = Termination – based on specific criteria; AP = Archival and Permanent

RIMtech's modern software-ready retention schedule however appears as follows:

Activities/Categories																				
Function	BUG	Business Unit	Mode	Activity/Category Title	Code	C	Description												Citation #	Disposition Authority
				English			English	Vali	Vali	Publ	Publ	Scrini	Defini	Requ	Reve	Reve	Reve	Reve		
		Common Categories	Common	Advice, Formal	Common 10	Y	The process of giving advice, upon request or unsolicited, related to topics and issues of interest to Queen's typically resulting in some form of written report or similar output. Formal advice refers to those requests that are typically handled by the Office of the Information Access Officer (OIAO). Records include requests for advice (if any), any draft and/or final report, commentary, and all correspondence related to the advice. Each time such advice is prepared and delivered a case is formed consisting of all records related to that advice delivery.												1	
		Common Categories	Common	Access Requests, Contribution	Common 20	Y	The official response to a named request for records via applicable privacy legislation. Excludes disclosure requests from subpoena or litigation. Records include the request, internal correspondence used to fulfill the request, copies of responsive records regardless of where stored, in physical or digital form, in any form, responsive materials sent to the requestor, internal correspondence and documents regarding the fulfillment of the request, and any related correspondence, etc. There are always copies of responsive materials created and stored (somewhere). Each disclosure request forms a case of all records related to the request, from the initial request through and including final fulfillment and any follow-up correspondence.													
		Common Categories	Common	Access Requests, Subpoenas and Litigation	Common 30	Y	The official response to a named request for records via a subpoena or litigation. Excludes disclosure requests from Privacy-related actions. Records include the request, internal correspondence used to fulfill the request, copies of responsive records regardless of where stored, in physical or digital form, in any form, responsive materials sent to the requestor, internal correspondence and documents regarding the fulfillment of the request, and any related correspondence, etc. There are always copies of responsive materials created and stored (somewhere). Each disclosure request forms a case of all records related to the request, from the initial request through and including final fulfillment and any follow-up correspondence.													
		Common Categories	Common	Accessibility, Built Environment	Common 40	Y	Records associated with accessibility within the built environment. Records may include correspondence, planning documentation, design standards documentation. (Excludes committee files.) Each accessibility project forms a case of all records related to that particular project.													
		Common Categories	Common	Accessibility, Documents	Common 50	N	The process whereby a (typically administrative) staff member accepts requests from the business unit users to make a document compliant with accessibility legislation. Once complete, the revised compliant version is submitted back to the requestor, or in some cases may be published to one of the municipality's websites. Records include requests, any fileable PDF forms, submitted documents, all revised compliant versions, internal drafts, final-form compliant version, and all correspondence related to the revision of documents to accessibility compliance.													
		Common Categories	Common	Account Coding, Error Correction	Common 60	N	The process whereby a business unit assesses and analyzes the usage of accounting codes (so-called "Chart Fields") across a specified range of accounting transactions (e.g., vendor purchases, expense reimbursement claims, etc.). A reconciliation of account code usage is conducted, and a spreadsheet or similar document is prepared that identifies and corrects all code usage errors, then sent to finance who conducts the actual corrective entries in the accounting system. Records include any notices of errors, the list of corrections, and all correspondence related to the identification and correction of accounting codes.													

Retention Rules, Digital Records														
Code	D/C	Condition 1			OP	Condition 2			D/C	Retention Rule				
		Field	OP	Value		Field	OP	Value		Trigger	Type	Period	Unit	Disp. Action
Common 10	D	Continuous Overwrite	=	Yes					D					Ignore
Common 10	D	Continuous Overwrite	=	No					C	End Date	Event	5	Years	Delete
Common 10	D	Over-Ride Default Retention	=	15					D	True Document Date	Time	15	Years	Delete
Common 10	D	Over-Ride Default Retention	=	25					D	True Document Date	Time	25	Years	Delete
Common 10	D	Over-Ride Default Retention	=	Permanent										Permanent
Common 20	D	Continuous Overwrite	=	Yes					D					Ignore
Common 20	D	Continuous Overwrite	=	No					C	End Date	Event	5	Years	Delete
Common 30	D	Continuous Overwrite	=	Yes					D					Ignore
Common 30	D	Continuous Overwrite	=	No					C	End Date	Event	5	Years	Delete
Common 40	D	Continuous Overwrite	=	Yes					D					Ignore
Common 40	D	Continuous Overwrite	=	No					C	Building End of Life	Event	1	Years	Delete
Common 50	D	Continuous Overwrite	=	Yes					D					Ignore
Common 50	D	Continuous Overwrite	=	No					D	True Document Date	Time	2	Years	Delete
Common 60	D	Continuous Overwrite	=	Yes					D					Ignore
Common 60	D	Continuous Overwrite	=	No					D	True Document Date	Time	7	Years	Delete
Common 70	D	Continuous Overwrite	=	Yes					D					Ignore
Common 70	D	Continuous Overwrite	=	No					C	End Date	Event	5	Years	Delete
Common 80	D	Continuous Overwrite	=	Yes					D					Ignore

Retention schedules typically take years of effort to produce. When external consultants are hired to do the work, this translates to anywhere from \$100,000-\$300,000 of expense. RIMtech however has a complete and comprehensive municipal retention schedule suitable for any municipality in the US or Canada. It has a total of approximately 2500 business activities, which should cover almost any conceivable activity in any municipality in North America. They are software-ready, and require minimal localization to adapt to a municipality. This retention schedule is exclusive and proprietary to RIMtech-no competitor is known to have anything like this.

This provides a strong and immediate competitive advantage. The city of Yellowknife is a good example. They had absolutely no retention schedule whatsoever, they secured a \$50,000 contract with RIMtech for an EDRMS strategy and plan, and they now have a full and complete software-ready retention schedule ready for their future EDRMS.

The Catalyst Toolkit

[Catalyst](#) represents a huge competitive advantage for RIMtech. It is a set of tools RIMtech uses to deploy EDRMS faster, more reliably, and for less cost. No one else in the world has anything like Catalyst. Developed by Steve Saunders, it is a set of software tools used to automate the steps of an EDRMS deployment that are time-consuming, very technical, and prone to mistakes. The RIMtech methodology specifies the SharePoint architecture in the form of a spreadsheet containing 2500 business activities, 2500 SharePoint libraries, 35,000 metadata fields, and more. The Catalyst toolkit will ingest the spreadsheet and deploy the SharePoint architecture in only a few days, whereas it would normally take many



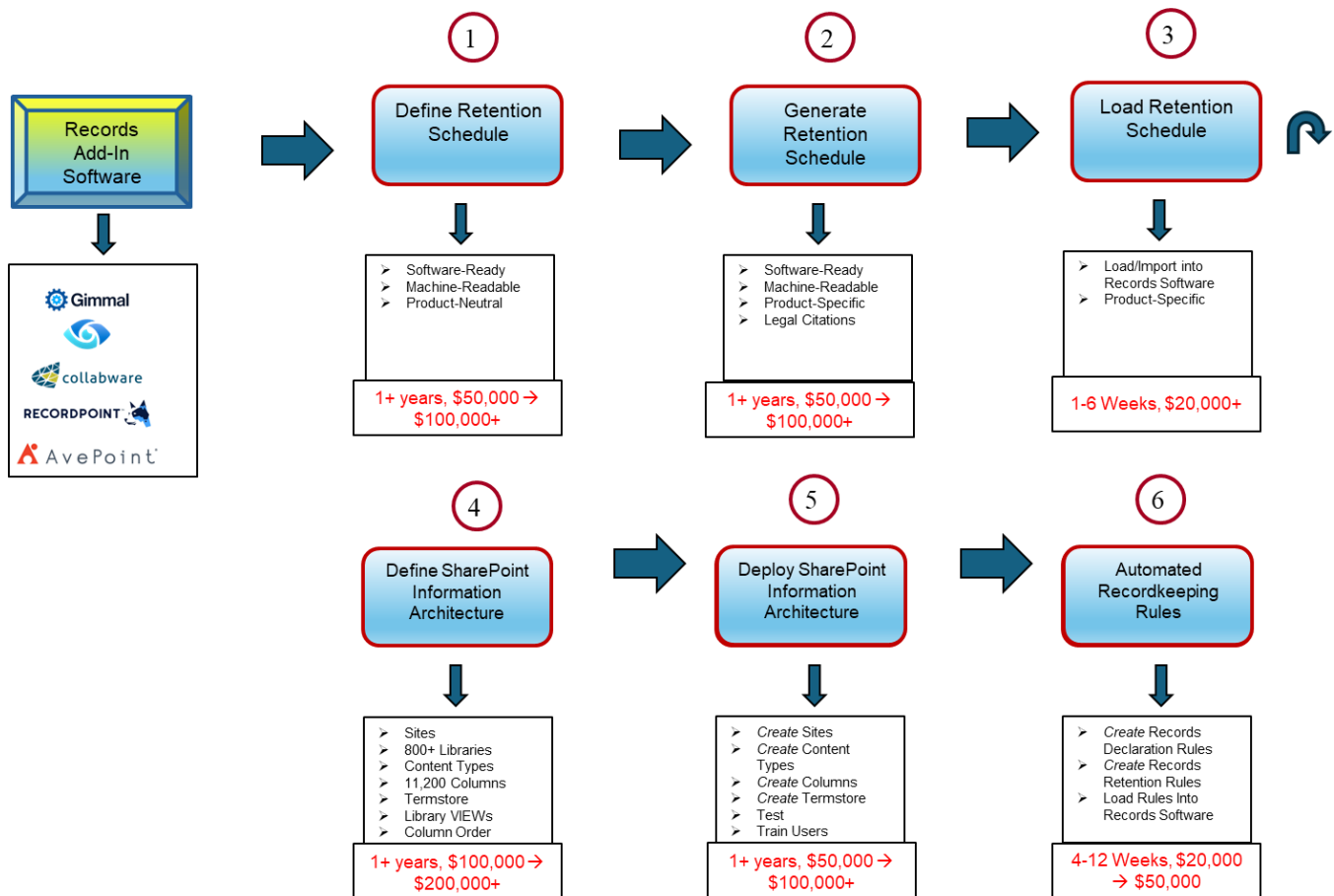
months of effort, and hundreds of thousands of dollars to deploy. The following captures the three key elements of Catalyst:

1. **Retention Schedule**
 - ☐ Software-Ready
 - Product-Proprietary Import Format
 - Gimmel, Purview, Collabware, RecordPoint, AvePoint
 - ☐ 2,200+ Categories/Activities
 - 600 Generic
 - 1,600 Municipal
2. **SharePoint Information Architecture**
 - ☐ 2,200+ Libraries (Categories/Activities)
 - ☐ 30,000+ Column Assignments
 - ☐ 2,200 Content Types
 - ☐ 1,000+ Termstore entries
 - ☐ 4,400 Library Views
3. **Data Loader**
 - ☐ Imports SharePoint IA
 - ☐ Runs Remotely (SaaS)

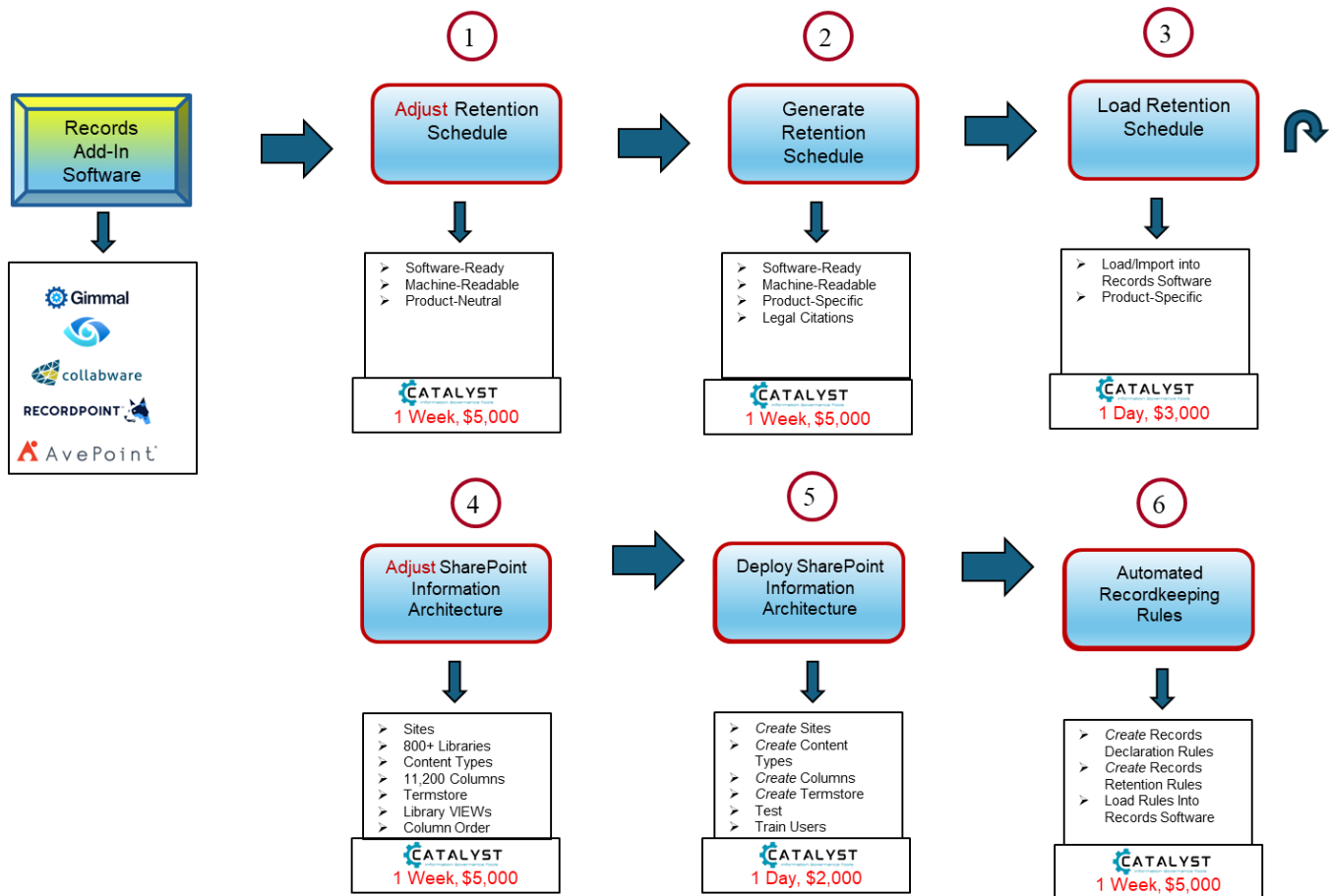
The following table shows the various tools in the Catalyst toolkit:

Tool	Purpose
IA Deployer	Creates SharePoint IA based on the metadata map MMP data. Creates sites, libraries, columns, content types, lists, views.
MMP SDM Generator	Creates the SharePoint Deployment Map (SDM) from the MMP artifact. A view of the entire SharePoint information architecture that would be deployed from the MMP artifact. A user-friendly easy to navigate PDF showing all aspects of the SharePoint IA based on the MMP, including libraries, columns, column characteristics, etc.
SharePoint SDM Generator	Creates the SharePoint Deployment Map (SDM) from Live SharePoint as deployed as of the date/time the generator is run. A view of the entire SharePoint information architecture as currently deployed. A user-friendly easy to navigate PDF showing all aspects of the current SharePoint IA, including libraries, columns, column characteristics, etc.
Auditor	A utility that interrogates existing SharePoint deployments and issues a report detailing any issues, areas of concern, or other anomalies such as documents missing mandatory metadata, documents assigned a manual retention override, etc.
Analyzer	Crawls existing SharePoint sites to determine all potential conflicts with a proposed IA deployment. Identifies data elements that already exist (e.g. columns, libraries, term sets etc.), in advance of an incremental SharePoint deployment where the SharePoint content type hub has been implemented.
Validator	A utility run against a proposed MMP SharePoint IA data file to identify any errors or anomalies requiring correction, such as data integrity errors, datatype inconsistencies, naming and formatting errors or inconsistencies, confirmed or suspected column duplicates, etc.
Metrics	Generates a series of useful statistical metrics to assist with IA optimization. Identifies such things as usage rates of columns, common and shared libraries, internal versus display column names, choice lists versus terms that usage, etc. extremely useful in identifying areas where the IA can be optimized for maximum efficiency, performance, and minimal post-deployment long-term maintenance.
Search	Custom advanced search for SharePoint online. Advanced search web parts that allow for advanced searching such as cross-library and/or cross-site searching, multi-column input forms search refineries, etc. Based on PNP modern search. Can be customized to customer requirements.
Library Index	A feature whereby a user can obtain a list of all deployed SharePoint libraries and their key information governance features, including: • Library Name and Hyperlink • Library Description • Library mode (Common, Shared, Local, Core) • Retention rule(s) for that library • Case naming convention • Default Sensitivity Setting (Yes or No) • Default Information Protection Level This list is generated via a button on the SharePoint landing page, or can be configured as a link in the Quick-Launch List.

Catalyst is deployed as a [SaaS](#) service. This means no software is ever given to a customer. Instead RIMtech runs the software remotely on the customer's SharePoint client tenant. RIMtech runs the software, not the client. Once the SharePoint IA is fully deployed, there is no longer any use for Catalyst. The following diagram shows the six steps necessary to deploy an EDRMS. Notice each stage can add up to several years and \$500,000 or more:



Catalyst all but eliminates step five – it only takes a few days with Catalyst. A future release of Catalyst later in 2026 will also eliminate step six. The diagram that follows illustrates a typical cost reduction for our catalyst deployment:



The advantages of Catalyst are:

1. Many months removed from the project
2. Costs reduced by anywhere from \$50,000-\$500,000
3. The deployed system is assured to be compliant, as it follows RIMtech's compliant methodology
4. Errors introduced by manual SharePoint deployment are eliminated.
5. The larger and more sophisticated the project, the greater the savings generated by Catalyst.

RIMtech has already deployed Catalyst at the following client locations:

Morguard (live deployment)
 International Labour organization (pilot)
 Region of Durham (Pilot)

We will be using Catalyst at our current clients Sudbury and Kelowna. The use of Catalyst was a major determinant in winning these two competitive bids, despite the prime bidders having no prior EDRMS experience or references. We have not yet announced Catalyst to the market, that is planned for the near future.

An EDRMS Solution

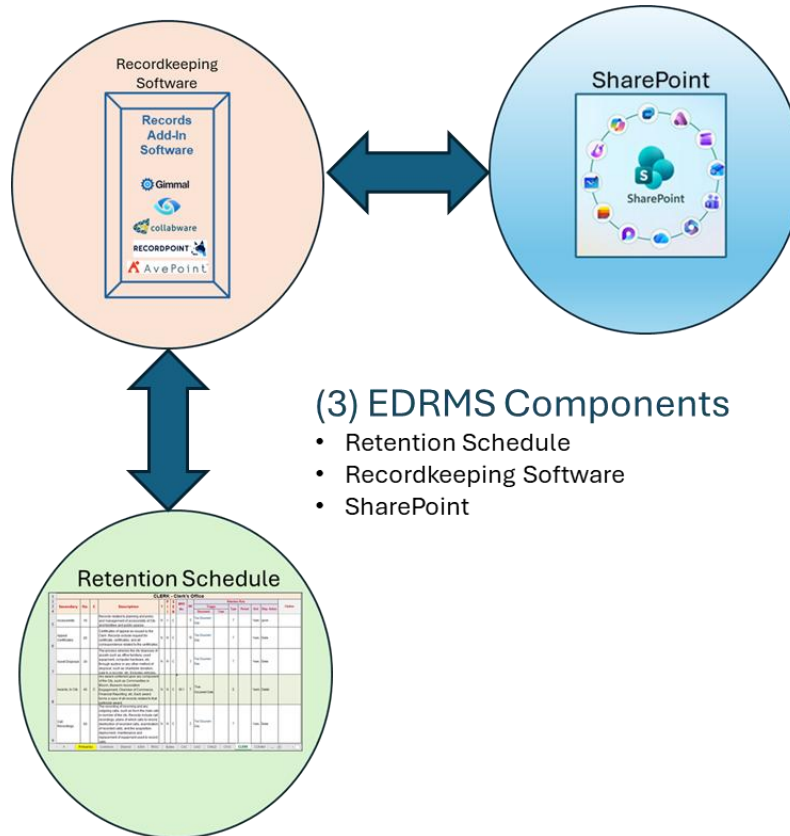
EDRMS consists of the following discrete components:

SharePoint Online Recordkeeping Software

The main document management platform where all records reside.
 A records management application software product specially designed for SharePoint. Stores and manages the retention schedule. Manages

Retention Schedule

physical records (boxes and folders). Allows the records manager to define automatic rules for applying retention periods to SharePoint libraries, so that recordkeeping happens without user intervention. The organization's formal retention schedule specifies all business activities, and applicable retention rules for the records generated by each activity.



(3) EDRMS Components

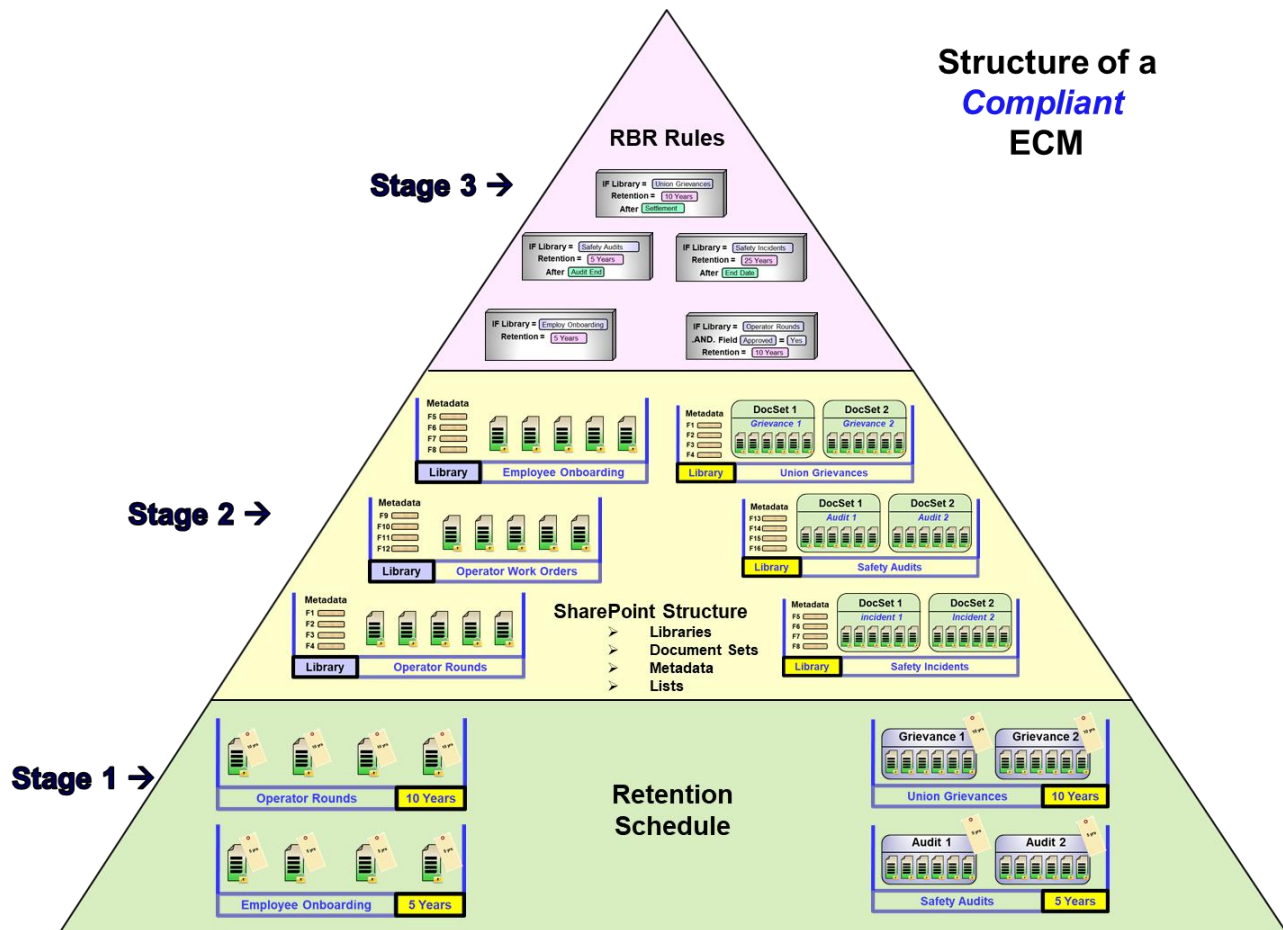
- Retention Schedule
- Recordkeeping Software
- SharePoint

Within RIMtech's target market, all organizations use Microsoft SharePoint as their corporate ECM platform. SharePoint does not, and never will, manage records. Microsoft offers a separate software product to manage records within SharePoint. The market has (5) products that are available to manage records in SharePoint:

- 1) [Gimmal](#) is based out of Houston Texas. The product is called [Gimmal Records Manager \(GRM\)](#).
- 2) [RecordPoint](#) is based out of Australia and Redmond Washington. The product is called [Records 365](#).
- 3) [AvePoint](#) is based out of New Jersey USA. The product is called [Opus](#).
- 4) [Collabware](#) is based out of Vancouver BC. The product is called Collabware CLM ([CLM](#)).
- 5) [Microsoft Purview](#). Included with Microsoft E5 M365 license levels.

RIMtech is vendor neutral in that our methods and our solutions can be applied to any of the five software products. Microsoft's own offering, called Purview, is by far the weakest of the five. However we believe that like many legacy Microsoft products in the past, Purview is likely to get stronger in the future and ultimately dominate, pushing the other four solutions out of the market. We are therefore heavily focused on Purview, as we believe this to be the most likely market winner in the future.

So what does EDRMS look like to an end user? The diagram below shows the three layers of EDRMS:



The first layer is a **retention schedule**. This is essentially a list of business activities called categories, and the retention rule for each activity applicable to the records generated by that activity. The second layer is a content management system, which usually is **Microsoft SharePoint**. This is where all the organization's digital records will be stored, managed, and governed. The third layer is a set of **automated rules** that apply appropriate retention rules to each document stored in the SharePoint system. These rules originate in the third-party recordkeeping software product.

Sample Customer Projects

Following are a representative sampling of recent client projects:

Project Title: Region of Durham EDRMS Project Plan and Retention Schedule			
Client Name: Region of Durham			
Contact Info: Valeri Chehab, Director of Information Management (recently moved to Cooperator's Insurance). Valerie.chehab@gmail.com			
Original Award Amt (\$): \$94,000	Completion Total (\$): \$300,000 (approx..)	Award Date: June 2021	Completion Date: April 2024
PROJECT DESCRIPTION: The region has 4,600 employees. Retention schedule was 18 years old with minimal updates. Original contract award was for the purpose of defining an EDRMS project scope, resources, budget cost, etc. In addition, the region wanted to update retention schedule and bring it up to date in preparation for a future EDRMS. EDRMS project model was prepared, and submitted. Included resources required, effort required, software costs, and records management software was recommended. Work was begun on the retention schedule however it was too large to be completed within the scope of the contract. Over the ensuing four years, contract was extended on three more occasions. Work was focused on building out the retention schedule. Over 400 2-hour interviews were conducted across 260 business units. The raw material for the retention schedule was completed in early 2025. The next step is to define metadata suitable for an EDRMS. The region ran out of budget and time to finish the work, which is anticipated to be completed internally. Bruce Miller conducted all interviews, participated in weekly project meetings, documented all interviews. The records manager role within the region was occupied by three different people throughout the duration of the project to date. The first records manager retired, the second one was Valerie shall have, who recently moved to cooperator's insurance. The new records manager is an interim position only, temporarily occupied by a junior analyst. The retention schedule topped out at 1800 categories/business activities, with an average of 14 metadata fields per category.			
Project Title: EDRMS Project Plan and Deployment			
Client Name: Morguard Investments			
Contact Info: Joshua Kumar, Information Governance Specialist, josh.kumar@hotmail.com 647-231-1532			
Original Award Amt (\$): \$66,000	Completion Total (\$): \$200,000+ (approx..)	Award Date: April 2019	Completion Date: Ongoing
PROJECT DESCRIPTION: Morguard is a commercial real estate investment company with a portfolio of 700+ commercial office buildings and shopping malls. They have 1100 Employees mostly in Canada, with some in the USA. At project start Morguard had no records staff, and no retention schedule. Original contract award was for the purpose of defining an EDRMS project scope, resources, budget cost, etc. A retention schedule would be needed in preparation for a future EDRMS. EDRMS project model was prepared, and submitted. Included resources required, effort required, software costs, and records management software was recommended. Work was begun on the retention schedule however it was too large to be completed within the scope of the contract. Morguard proceeded with the execution of the plan by hiring a SharePoint services specialist out of Los Angeles California. The specialist was recommended by RIMtech and certified by RIMtech as competent in EDRMS delivery. Over the ensuing 5+ years, contract was extended on several more occasions. Work was focused on building out the retention schedule on an incremental per department basis. Over 100 2-hour interviews have been conducted across 6 business units to date. RIMtech's involvement with the project ended after two years when the Morguard CIO hired a Toronto firm called productivity to deliver Microsoft Purview recordkeeping. That project failed, and lasted approximately one year. The CIO was replaced, then RIMtech was rehired to resume work. Bruce Miller conducted all interviews, participated in weekly project meetings, documented all interviews. Morguard hired a records manager Josh Kumar. RIMtech's role was to define and implement the SharePoint information architecture on an incremental basis, by business unit. The project rollout is estimated to be 25% complete overall. RIMtech directs the business unit interviews, proposes metadata, provides documentation in the form of a retention schedule and metadata map. RIMtech is also using the Catalyst rapid EDRMS deployment tools to speed deployment significantly. It is anticipated that another 1-2 years will be required to reach full deployment.			

Project Title: EDRMS Project Plan			
Client Name: Surrey Police Service			
Contact Info: Forouzan Rezazadeh, Sr. Project Manager. forouzan@surreypolice.ca , 604-591-4283			
Original Award Amt (\$): \$25,000	Completion Total (\$): \$200,000+ (approx..)	Award Date: March 2022	Completion Date: Ongoing
PROJECT DESCRIPTION: Approximately 1100 staff. The service has been building up to this level over the past three years. Only recently have they received final permission to proceed to deliver services. Original contract was to conduct an assessment in preparation for a future EDRMS. A comprehensive EDRMS project model was prepared, and a strategy and implementation plan presented to management. Plan was accepted. Budget was allocated per the plan, and an RFP is now being prepared. RIMtech trained internal records staff on how to conduct business unit interviews in order to internally define retention schedule, and how to define and finalize metadata. Frequent ad hoc coaching on retention rule creation, automation techniques for records software, and SharePoint information architecture. RIMtech provided the template and model for the retention schedule. Most recent contract award was January 2025, for \$150,000. This contract is to support them with vendor selection, RFP process, and the post-purchase EDRMS project deployment.			
Project Title: EDRMS Project Plan			
Client Name: Queen's University			
Contact Info: Carolyn Heald, Carolyn.heald@queensu.ca , (retiring end September 2025)			
Original Award Amt (\$): \$86,000	Completion Total (\$): \$200,000+ (approx..)	Award Date: July 2021	Completion Date: February 2025
PROJECT DESCRIPTION: Queen's University has approximately 9600 employees. It presents a unique challenge in that there are two disparate sides to the University, staff, and faculty. A very detailed five-year project model and implementation plan was prepared, complete with budget, software recommendation, resource and scheduling projections. Plan was accepted, and budget was allocated. The contract was extended to begin initial deployment of a live system. RIMtech contributed heavily to the RFP, which was awarded late 2024. University awarded the RFP to the records software vendor that was recommended, as well as the services provider also recommended. RIMtech's role was to establish the initial interviews and do all the work for the initial deployment to the first two business units. Catalyst rapid EDRMS deployment tools were used for this deployment. Extensive training and coaching was delivered to their records manager. The objective was to build self-sufficiency so the university could independently deploy the remaining business units over the next five years. They are now working on their first independent incremental deployment, expected to be completed by end of 2025. The following made this particular project unique from a management and control perspective: • The University had an extensive and mature retention schedule. The records manager was somewhat reluctant to adopt a new way of organizing and structuring the retention schedule. • The University has a large archives department, which exerted significant influence over RIMtech's suggested retention rules. This added greatly to the complexity of the retention rules, which in turn makes software deployment more difficult.			
Project Title: EDRMS Project Plan			
Client Name: International Labour Organization			
Contact Info: Jean-Christophe Chenis, IT Director, chenis@ilo.org			
Original Award Amt (\$): \$38,000	Completion Total (\$): \$145,000+ (approx..)	Award Date: April 2022	Completion Date: December 2024

PROJECT DESCRIPTION:

ILO is a United Nations body headquartered in Switzerland. RIMtech was originally hired to assess their requirements, and produce a EDRMS project roadmap/plan, with budget, software recommendation, etc. This project was especially challenging to manage in the following ways:

- The organization was extremely complicated, and it was difficult to ascertain who had decision-making authority on many decisions.
- The IT department overruled the records manager on several occasions, causing us to have to reverse direction several times.
- The records team was not given sufficient time to deal with the matters they had to deal with. IT therefore stepped in and attempted to take over records-related decisions.

ILO accepted the proposed project, and proceeded to acquire the recommended records software (Opus from Avepoint) but only on a trial basis. A second contract was awarded to RIMtech to help deploy the first business units. This meant defining the metadata, and SharePoint information architecture. The IT department had a different vision of SharePoint information architecture, which clashed with that of RIMtech. This meant we had to be extremely careful and diplomatic recommending information architecture to the team. Nonetheless, the pilot project proceeded, but was terminated early for unknown reasons by the IT department. IT then took over completely for the records team. We don't know the final outcome, however we suspect that Microsoft Purview was selected as a record software of choice, as United Nations as a whole may have chosen that for all of its different agencies. We cannot be certain that this was the case. Current project status is unknown.

Competition

Today RIMtech only has two active primary competitors, and one secondary less active competitor:

Gravity Union

Based in Vancouver BC. A Microsoft dealer, distributor. They promote EDRMS services on their website. They have a full-time records management specialist on staff. They deliver EDRMS training and free educational webinars. They are partnered with Microsoft Purview and [Collabware](#) recordkeeping software. They actively promote EDRMS deployment [services](#). They have delivered EDRMS solutions to five or six clients. They have delivered a Purview EDRMS solution to West Kelowna, however we have reason to believe it is not a successful, provable EDRMS solution. They have about 30 employees, most of their business is SharePoint deployment. They tend to win most British Columbia-based business because the province of BC has a strong preference for BC-based businesses when awarding contracts. They have very effective marketing. We believe they have likely won several EDRMS contracts in BC as listed earlier in this document.

Cadence Solutions

A Microsoft dealer, distributor. Trained and certified by RIMtech three years ago in EDRMS deployment methodology. We revoked their certification and they have since abandoned the methodology in favour of a homebrew approach to EDRMS. Queens University awarded them a contract for EDRMS deployment however Queens is deeply unhappy with their delivery. Cadence has a very effective and tight working relationship with [ARMA International](#), the professional records management association. Cadence has secured a position within ARMA as their preferred supplier of EDRMS education. They are tightly integrated with ARMA, and attend many of its conferences as exhibitors. They have about 20 employees, and their primary service and skill set is deployment of SharePoint. They actively market EDRMS deployment services. They conduct EDRMS training, however only with Microsoft Purview, whereas RIMtech offers EDRMS training irrespective of any brand of software. We believe they have likely won several EDRMS contracts in BC as listed earlier in this document.

ShareSquared

Based in Los Angeles California. A Microsoft dealer, distributor. RIMtech worked closely with them for two years on an EDRMS deployment at the region of Durham, north of Toronto. RIMtech trained and certified them on our RIMtech methodology five years ago. They embraced the methodology at the time but no longer work with RIMtech. They deliver many different forms of Microsoft services, but we do not believe EDRMS is a core part of their business. They have about six employees. They have not bid on any Canadian opportunities that we are aware of in the past five years.

Any Microsoft dealer/distributor interested in bidding on EDRMS projects can be considered a competitor. We are aware of no less than five or six such companies that are interested in the EDRMS market but have no experience or reference accounts. If the buyer writes RFPs that request the supply of software from authorized Microsoft dealers, RIMtech is unable to bid on such projects. We are aware of no less than two EDRMS projects awarded to Microsoft Dealer/distributors with absolutely no EDRMS experience whatsoever.

Our market position is not as a prime bidder, but as a subcontractor to these dealer/distributor firms. We are currently partnered with Evolvous and Thoughtstorm, each of which have expressed their interest in using RIMtech for future bids.

We are not aware of any competitor with the following RIMtech capabilities:

1. The rimtech EDRMS methodology
2. The rimtech retention schedule
3. The Catalyst deployment tools

Barriers to entry that would make it difficult for competitors to compete with RIMtech are:

1. The Catalyst deployment tools
2. RIMtech's Master retention schedule and SharePoint information architecture
3. RIMtech's EDRMS deployment methodology

Sales and Marketing

An effective and sustained sales and marketing effort is essential to RIMtech's projected growth. The following are the primary sales and marketing efforts RIMtech intends to undertake:

Website
Email campaigns
Data collection
Training and Education

Website

RIMtech has its website at the following domain:

<https://www.rimtechconsulting.com>

It has a sister website dedicated to it's new Catalyst Tools at:

<https://www.catalystigttools.com>

The company utilizes the **WIX** platform for its website and marketing. The website must be professional and up to date at all times, as it is the company's primary "calling card".

Wix offers a complete **CRM (Customer Relationship Management)** capability that RIMtech uses to the fullest extent possible. It allows the company to track and record sales prospects, and provides a [CASL](#)-compliant email campaign platform that will be used to send out regular email marketing/sales campaigns on a periodic basis (e.g. monthly). RIMtech stays in constant touch with its clients by announcing new services, workers, sales promotions, accomplishments, and more, on a regular basis.

Data Collection

Marketing requires prospects. RIMtech has a strong database of email addresses and telephone numbers for prospective clients (about 26,000). This database is used for the email campaigns. RIMtech will be hiring students to harvest email addresses, postal addresses, names, titles, and phone numbers for prospects. This database will be maintained on a continuing basis over time. The following tools and techniques will be used to construct this database:

- Google and ChatGPT company searches
- LinkedIn
- Structured cold calling
- [Apollo](#) AI sales Platform
- Memberships of professional associations such ARMA, AIIM, and other IT organizations
- Other tools to scrape contact information from the Internet

People

Bruce Miller. Founded in 2002, [RIMtech](#) is a vendor neutral consultancy specializing in electronic records management. The company founder and principal is Bruce Miller, IGP, MBA. Bruce is an author, an educator, and is widely regarded as the inventor of modern electronic recordkeeping software. He pioneered the world's first commercial electronic recordkeeping software and in 1997 he achieved the world's first e-Records software certification against the US DoD 5015.2 standard. He has since presided over several successful 5015.2 certifications. He founded Tarian Software in 1999, where he developed the world's first e-Records software engine for business software. That year he received ARMA Canada's National Capital Region's Ted Ferrier Award of Excellence for his contribution to the field of records management. Tarian was the first e-Records technology in the world to be certified against the revised 5015.2 June 2002 standard. In November 2002 Tarian was acquired by IBM, where Mr. Miller served for three years as IBM's e-Records Strategy and Business Development Executive. Mr. Miller is the recipient of the prestigious 2003 Emmett Leahy Award, considered the highest international recognition given to professionals in the field of information and records management. Bruce has authored 2 books on electronic recordkeeping for Microsoft SharePoint, and numerous academic papers related to electronic recordkeeping. He holds a Diploma in Electronics Engineering Technology, and a Masters in Business Administration from Queen's University. He is a certified Information Governance Professional (IGP), and holds a certificate in Prince 2 Project Management.

Bruce consults on electronic **recordkeeping** issues such as product selection and evaluation, implementation readiness and planning, and strategy and project management, where he helps buyers plan for, acquire, and implement EDRMS solutions. He also consults with software vendors to help them attain product certification and develop recordkeeping capabilities. He publishes technical assessment reports on his website www.rimtechconsulting.com.

Steve Saunders is a professional software developer and entrepreneur with over 40 years of experience. He has worked with Bruce Miller of RIMtech for over 20 years, where he developed the worlds first electronic records management system ForeMost, which was used throughout North America by many blue-chip public and private sector organizations before being acquired by Documentum. Steve and Bruce went on to found Tarian Software which developed another world-first – API-level records management technology. As Chief Technology Officer, he and his team developed the Tarian e-Records Engine, software that enabled technology companies to records-

enable their products to quickly become DoD 5015.2 certified. Tarian was purchased by IBM, then a Tarian partner. At IBM Steve ran the records management division as an executive in the Software Group. Steve managed an international development and testing team in Canada, the USA, India and China. The e-Records engine was ported from Microsoft to Java technology and was embedded in the IBM document manager and supported on multiple computing platforms including Linux, SuSe and AIX with multi-lingual support. He holds a degree in Computer Science from Carleton University.

Steve and Bruce together share the same records management knowledge, understanding and passion. brings his wealth of software development, project management, quality assurance and deployment experience to RIMtech. He can be reached at steve@rimtechconsulting.com.

Staff Complement:

Bruce Miller, Principal Consultant

Steve Saunders CTO, Microsoft Purview expert, Catalyst tool developer.

Natalie Aruda Administration

Brendan Saunders Microsoft Purview, Catalyst developer

Bruce Miller is RIMtech's lead consultant. Purview deployment recommendations and strategy to be backed up by Steve Saunders and Brendan Saunders. Bruce has extensive experience within the public sector, both US and Canada, Federal, State/Provincial, and municipal levels.

- 1) He has written a generic records management policy that has been used as a template by several municipalities, including **Wood Buffalo Alberta**.
- 2) He is familiar with the open records act, provincial freedom of information laws, and municipal acts of Alberta, Ontario, and BC.

Bruce is a certified Information Governance Professional ([IGP](#)). Granted by ARMA international, this is a more advanced version of the traditional **CRM** (certified records manager) professional certification. This level of certification demands extensive training, knowledge, and experience with risk management and mitigation.

- 1) Bruce is currently engaged in a large-scale enterprise wide EDRMS project at Morguard investments, where he works directly with the organization's legal and risk management team, reporting directly to the VP of legal.
- 2) At Brookfield renewable energy, Bruce reported to the corporate risk management and compliance team.
- 3) Bruce has prepared numerous business cases for EDRMS projects. Each such business case is premised on the mitigation of the risk of failing to manage electronic records.

RIMtech's professional services are focused entirely on modern digital-based recordkeeping programs including **EDRMS** (**E**lectronic **D**ocument and **R**ecords **M**anagement **S**ystems). This includes the following types of services:

EDRMS	Project strategy, planning, and budgeting. Current state assessments.
Recordkeeping Software	Evaluation, selection, and deployment of electronic recordkeeping software for Microsoft SharePoint. Deep knowledge and experience with products such as Microsoft Purview, Collabware, Opus by AvePoint, RecordPoint, Gimmel.
Policies and Procedures	Development of policies and procedures including retention schedule, privacy, governance, security, overall IG policy.
Retention Schedule	Design, development and deployment of modern software-ready retention schedules. Such retention schedules must be machine readable, ready for deployment within any modern electronic record keeping software.
Procurement support	Development of competitive proposals and RFP's for EDRMS solutions. Respondent evaluation and assessment, vendor solution recommendations, etc.
EDRMS deployment	Deployment of SharePoint based EDRMS solutions. Bruce Has developed a repeatable, structured deployment methodology ensuring the

successful deployment of any EDRMS for SharePoint, completely independent of the brand of record keeping software utilized. This methodology avoids the common fatal mistakes often found in EDRMS systems, and guarantees compliance.

Project Management

Oversight and management of EDRMS deployment projects.

Financial Information

Catalyst Pricing

In order to project sales and revenue and cash flow, we have broken Catalyst sales into four discrete sale configurations:

Small	A sale to a municipality. 1 to 500 users.
Medium	A sale to a municipality. 500 to 5,000 users.
Large	A sale to a municipality. 5,000+ users.
Non-Municipal	A sale to a non-municipality, 500 to 5,000 users

The next four tables that follow shows the details of each. Notes:

1. Each sale represents the minimum services necessary to support and EDRMS deployment utilizing Catalyst.
2. There are fixed prices related to Catalyst, each with a fixed effort level.
3. The level of supporting consulting services necessary to complete the deployment will vary, but in each table we specify a Expressed as a number of libraries that are deployed. Any libraries in excess of these numbers will have to be charged at per diem rates.
4. Localization refers to the business of modifying the raw data in the retention schedule to match the names of business units. Top up refers to the addition of new activities not present in Catalyst pool of 2500. We provide for a Limit of top ups for a fixed fee, anything above this will have to be charged at a per diem rate.
5. Some buyers, particularly small and more constrained with resources, our highly likely to just take Catalyst on an as-is basis, with minimal top up. More sophisticated and larger buyers with more resources are likely to have more top up. Either way, Catalyst provides a large, stable base of business activities to get the project underway.
6. We are assuming that for anyone Catalyst project, the maximum sustained effort RIMtech can provide is 10 days per month. That is 10 person days per month.
7. Project duration is based on the 10 days of effort per month. Total revenue is divided across the duration to come up with a figure of revenue per month, which we use in revenue projections and cash flow.
8. We are including two optional services which are typical in Catalyst project. The first is customization services, and the second is training. Most buyers typically opt for some degree of these two services. We have included an estimated block of time for these two services, but they could come in much higher.

Catalyst Muni Pricing SMALL (1-500 Users)						
Service	Business Units/Sites	Libraries	Effort (Days)	Fixed Price	Price Per Library	Price
Catalyst Annual Subscription. Includes all updates to core retention schedule, SharePoint IA	50	150		\$14,000		
Retention Schedule, Localization			1	\$2,000		
Retention Schedule, Top-Up (Additions Only)		50	3		\$50	\$2,500
SharePoint IA (Information Architecture), Localization			2	\$3,000		
SharePoint IA, Top-Up (Additions Only)		50	3		\$100	\$5,000
Retention Schedule Import			1	\$2,000		
Deploy SharePoint IA		3000	4		\$2	\$6,000
Generate Content Rules		400	2		\$10	\$4,000
<i>Customization Services, Optional</i>			2	\$5,000		
<i>Training Services, Optional</i>			3	\$3,000		
Subtotal				\$29,000		\$17,500
TOTAL Price						\$46,500
Total Effort (Days)			21			
Duration (Months)			1.4			
Revenue per month			\$33,214			
Project Parameters						
Business Units (Sites)	50					
Total Unique Libraries	200					
Libraries per Site	60					
Total Libraries Deployed	3000					
Content Rules per Unique Library	2					
Total Content Rules	400					

Catalyst Muni Pricing Medium (500-5000 Users)						
Service	Business Units/Sites	Libraries	Effort (Days)	Fixed Price	Price Per Library	Price
Catalyst Annual Subscription. Includes all updates to core retention schedule, SharePoint IA	100	700		\$14,000		
Retention Schedule, Localization			1	\$2,000		
Retention Schedule, Top-Up (Additions Only)		100	3		\$50	\$5,000
SharePoint IA (Information Architecture), Localization			2	\$3,000		
SharePoint IA, Top-Up (Additions Only)		100	6		\$100	\$10,000
Retention Schedule Import			1	\$2,000		
Deploy SharePoint IA		6000	7		\$2	\$12,000
Generate Content Rules		1600	9		\$10	\$16,000
<i>Customization Services, Optional</i>			6	\$10,000		
<i>Training Services, Optional</i>			2	\$3,000		
Subtotal				\$34,000		\$43,000
TOTAL Price						\$77,000
Total Effort (Days)			35			
Duration (Months)			2.3			
Revenue per month			\$33,105			
Project Parameters						
Business Units (Sites)	100					
Total Unique Libraries	800					
Libraries per Site	60					
Total Libraries Deployed	6,000					
Content Rules per Unique Library	2					
Total Content Rules	1,600					

Catalyst Muni Pricing Large (5000+ Users)						
Service	Business Units/Sites	Libraries	Effort (Days)	Fixed Price	Price Per Library	Price
Catalyst Annual Subscription. Includes all updates to core retention schedule, SharePoint IA	250	1400		\$14,000		
Retention Schedule, Localization			1	\$2,000		
Retention Schedule, Top-Up (Additions Only)		300	8		\$50	\$15,000
SharePoint IA (Information Architecture), Localization			2	\$3,000		
SharePoint IA, Top-Up (Additions Only)		300	17		\$100	\$30,000
Retention Schedule Import			1	\$2,000		
Deploy SharePoint IA		15000	17		\$2	\$30,000
Generate Content Rules		3400	19		\$10	\$34,000
<i>Customization Services, Optional</i>			8	\$15,000		
<i>Training Services, Optional</i>			3	\$5,000		
Subtotal				\$41,000		\$109,000
TOTAL Price						\$150,000
Total Effort (Days)			75			
Duration (Months)			5.0			
Revenue per month			\$29,823			
Project Parameters						
Business Units (Sites)	250					
Total Unique Libraries	1,700					
Libraries per Site	60					
Total Libraries Deployed	15,000					
Content Rules per Unique Library	2					
Total Content Rules	3,400					

Catalyst Non-Municipal Pricing (1-5000 Users)						
Service	Business Units/Sites	Libraries	Effort (Days)	Fixed Price	Price Per Library	Price
Catalyst Annual Subscription. Includes all updates to core retention schedule, SharePoint IA	100	100		\$14,000		
Retention Schedule, Localization			1	\$2,000		
Retention Schedule, Top-Up (Additions Only)		600	17		\$50	\$30,000
SharePoint IA (Information Architecture), Localization			2	\$3,000		
SharePoint IA, Top-Up (Additions Only)		600	33		\$100	\$60,000
Retention Schedule Import			1	\$2,000		
Deploy SharePoint IA		6000	7		\$2	\$12,000
Generate Content Rules		1400	8		\$10	\$14,000
<i>Customization Services, Optional</i>			3	\$5,000		
<i>Training Services, Optional</i>			2	\$3,000		
Subtotal				\$29,000		\$116,000
TOTAL Price						\$145,000
Total Effort (Days)			73			
Duration (Months)			4.8			
Revenue per month			\$29,931			
Project Parameters						
Business Units (Sites)	100					
Total Unique Libraries	700					
Libraries per Site	60					
Total Libraries Deployed	6,000					
Content Rules per Unique Library	2					
Total Content Rules	1,400					

The following cost comparison tables show what a EDRMS deployment would look like both with and without Catalyst:

Catalyst Cost Comparison, SMALL (1-500 Users)				
Without Catalyst				
Work	Details	Effort (Days)	Cost	Duration (Weeks)
Retention Schedule	Replace Retention Schedule with Software-Ready Version: 1. Add 3X Business Activities 2. Add in Software Content Rules 3. Add in Privacy consideration 4. Case Structure 5. Re-write all existing retention rules	60	\$108,000	12
Define SharePoint Information Architecture (IA)	Define 14 metadata fields for each retention schedule business activity	60	\$108,000	12
Import File Plan	Import new retention schedule into records Software	2	\$3,600	1
Deploy SharePoint IA	Create SharePoint sites, libraries, content types, columns, views	40	\$72,000	12
Content Rules	Define 3 content rules per activity/library. Deploy in Records Software	20	\$36,000	12
Totals, Without Catalyst		182	\$327,600	49
Catalyst				
Totals, With Catalyst		21	\$46,500	6
Cost, Per Diem	\$1,800			

Catalyst Cost Comparison, Medium (500-5000 Users)				
Without Catalyst				
Work	Details	Effort (Days)	Cost	Duration (Weeks)
Retention Schedule	Replace Retention Schedule with Software-Ready Version: 1. Add 3X Business Activities 2. Add in Software Content Rules 3. Add in Privacy consideration 4. Case Structure 5. Re-write all existing retention rules	120	\$216,000	24
Define SharePoint Information Architecture (IA)	Define 14 metadata fields for each retention schedule business activity	100	\$180,000	24
Import File Plan	Import new retention schedule into records Software	5	\$9,000	1
Deploy SharePoint IA	Create SharePoint sites, libraries, content types, columns, views	100	\$180,000	24
Content Rules	Define 3 content rules per activity/library. Deploy in Records Software	50	\$90,000	24
Totals, Without Catalyst		375	\$675,000	97
Catalyst				
Totals, With Catalyst		35	\$77,000	9
Cost, Per Diem	\$1,800			

Catalyst Cost Comparison, Large (5000+ Users)				
Without Catalyst				
Work	Details	Effort (Days)	Cost	Duration (Weeks)
Retention Schedule	Replace Retention Schedule with Software-Ready Version: 1. Add 3X Business Activities 2. Add in Software Content Rules 3. Add in Privacy consideration 4. Case Structure 5. Re-write all existing retention rules	200	\$360,000	40
Define SharePoint Information Architecture (IA)	Define 14 metadata fields for each retention schedule business activity	150	\$270,000	40
Import File Plan	Import new retention schedule into records Software	5	\$9,000	1
Deploy SharePoint IA	Create SharePoint sites, libraries, content types, columns, views	60	\$108,000	25
Content Rules	Define 3 content rules per activity/library. Deploy in Records Software	50	\$90,000	20
Totals, Without Catalyst		465	\$837,000	126
Catalyst				
Totals, With Catalyst		75	\$150,000	20
Cost, Per Diem	\$1,800			

Catalyst Cost Comparison, Non-Muni (1-5000 Users)				
Without Catalyst				
Work	Details	Effort (Days)	Cost	Duration (Weeks)
Retention Schedule	Replace Retention Schedule with Software-Ready Version: 1. Add 3X Business Activities 2. Add in Software Content Rules 3. Add in Privacy consideration 4. Case Structure 5. Re-write all existing retention rules	120	\$216,000	24
Define SharePoint Information Architecture (IA)	Define 14 metadata fields for each retention schedule business activity	100	\$180,000	24
Import File Plan	Import new retention schedule into records Software	5	\$9,000	1
Deploy SharePoint IA	Create SharePoint sites, libraries, content types, columns, views	100	\$180,000	24
Content Rules	Define 3 content rules per activity/library. Deploy in Records Software	50	\$90,000	24
Totals, Without Catalyst		375	\$675,000	97
Catalyst				
Totals, With Catalyst		73	\$145,000	19
Cost, Per Diem	\$1,800			

The table that follows shows the total savings in effort and cost of each of the four Catalyst configurations:

Catalyst Cost Savings						
Size	Effort (Days)		Duration (Weeks)		Savings	
	Without Catalyst	Catalyst	Without Catalyst	Catalyst	Effort (Days)	Cost
Small	182	21	49	6	161	\$281,100
Medium	375	35	97	9	340	\$598,000
Large	465	75	126	20	390	\$687,000
Non-Muni	375	73	97	19	302	\$530,000

Consulting Services

We have categorized consulting projects into three configurations, small, medium, and large. The three tables that follow show what we would typically expect from such projects. Notes:

1. These estimates are based on a per diem rate of CAD \$1,800 per day. When bidding on US projects we bid the same rate but in US dollars. This will yield a 40% increase in revenue, however we have not accommodated for this in our sales projections.
2. The duration is calculated on an assumption of 10 person days per month of effort put into each project. This allows us time to work on other projects.

Consulting Project, Small		
Service	Days	Cost
Project Management	3	\$5,400
Project Model	3	\$5,400
Retention Schedule	5	\$9,000
Training/Education	3	\$5,400
SharePoint Deployment	15	\$27,000
Purview Information Protection	3	\$5,400
User Documentation	2	\$3,600
Report Writing	5	\$9,000
TOTAL	39	\$70,200
Duration (Months)	4	
Days per Month	10	
Revenue per Month	\$18,000	
Per-Diem Rate	\$1,800	

Consulting Project, Medium		
Service	Days	Cost
Project Management	10	\$18,000
Project Model	5	\$9,000
Retention Schedule	20	\$36,000
Training/Education	8	\$14,400
SharePoint Deployment	50	\$90,000
Purview Information Protection	8	\$14,400
User Documentation	5	\$9,000
Report Writing	6	\$10,800
TOTAL	112	\$201,600
Duration (Months)	11	
Days per Month	10	
Revenue per Month	\$18,000	
Per-Diem Rate	\$1,800	

Consulting Project, Large		
Service	Days	Cost
Project Management	15	\$24,000
Project Model	5	\$9,000
Retention Schedule	50	\$90,000
Training/Education	15	\$27,000
SharePoint Deployment	60	\$108,000
Purview Information Protection	20	\$36,000
User Documentation	10	\$18,000
Report Writing	20	\$36,000
TOTAL	195	\$348,000
Duration (Months)	20	
Days per Month	10	
Revenue per Month	\$17,846	
Per-Diem Rate	\$1,600	

Revenue

Revenue Projections are shown in Appendices C, D, and E. Revenue is shown for the following eight categories:

Catalyst, Small
Catalyst, Medium
Catalyst, Large
Catalyst Non-Muni
Consulting, Small
Consulting, Medium
Consulting, Large
Training

Notes:

1. All financials are shown in Canadian dollars.
2. In each month, we indicate the quantity of sales of each of the eight categories. The total revenue for each month of the Catalyst sale is shown against each month in which that particular Catalyst sale is being delivered. For example, in December January and February 2026/27, one Catalyst small sale generates \$33,214 in each of three months.
3. Training revenue is priced at \$1000 per attendee. The price charged is US \$800, converting to CAD \$1,100, however discounts are often applied for things such as ARMA memberships.
4. Training attendance is shown the same for each of the three years. We anticipate public training to take an increasingly secondary role as Catalyst generates more revenue.

Cash Flow

Cash flow projections for the next three years are shown in appendices F, G, and H. Notes:

1. HST input tax credits are estimated at 13% of total operating expenses.
2. Corporate income tax will not be applicable until December 2026.
3. Net tax owing is a combination of both HST remittances and corporate income tax.
4. Bruce Miller is paid in dividends. Steve Saunders and Brendan Saunders are both paid as contractors and are responsible for their own taxes.
5. Natalie Arruda is a part-time administrator who is paid via regular salary.
6. RIMtech has a backlog of approximately \$20,000 of CRA HST remittances. These will be paid off within the next six months.
7. RIMtech currently has a high interest loan outstanding in the amount of \$60,000. This was used to fund operations over the summer. The minimum monthly repayment rate is \$4000 per month. We intend to pay the balance of this as soon as possible.

8. RIMtech currently has active contracts for \$300,000. The Kelowna contract is for \$175,000, and the Sudbury contract is for \$125,000. We have been working on these contracts for 16 weeks to date, however the first deliverable milestone will only take place May 26. That delivery triggers the first invoice of each project which will yield only \$16,000 4-6 weeks after invoice. The prime contractor invoices the client, then they get paid 6 to weeks after invoice. RIMtech is then paid out two weeks after that receipt of payment. Contract payments are heavily weighted towards the mid and later portions of the contract, hence the extended timelines and lower amounts early in the contract.
9. We are seeking an investment of \$100,000 in the month of July.

By any account, the investment of \$100,000 in July should be a loan and not an equity investment. Given the cash flow projections, such a loan could be fully paid out within a year quite easily. However a loan requires personal equity on the part of Bruce Miller. Bruce Miller has already re-mortgaged his home, and secured several high interest loans over the past year to fund operations. His credit rating is now impaired, and his home has been fully secured as collateral against the loans. He is no longer able to support any further loans.

RIMtech is proposing 5% equity for \$100,000. This values the company at \$2 million post-money. This is supported by the projected cash bank balance of \$2.2 million in May 2029. RIMtech foresees two possible exit strategies for the investor.

Sale of Company

We foresee an acquisition by a large Microsoft services provider by the end of 2029. At that time, RIMtech will be providing its services to a number of competing SharePoint services providers (we are already providing them to two competing companies). We anticipate one or more of those providers to propose a buyout to remove us from their competition.

Equity Buyback

In 2027, our cash balance rises above \$400,000. Later that year, we can envision a possible equity buyback of \$200,000.

Labour Requirements

More Catalyst and services sales means our labour requirements will rise. The three tables that follow shows the number of days of effort required to fulfil all projected contracts up to May 2029.

Labour Requirements June 2026 - June 2027															
Item	Effort		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Catalyst, Small	Days/Month	15							1	1	1				
	Total Monthly Effort								15	15	15				45
Catalyst, Medium	Days/Month	15										1	1	1	
	Total Monthly Effort											15	15	15	45
Catalyst, Large	Days/Month	15													
	Total Monthly Effort														
Catalyst Non-Muni	Days/Month	15							1	1	1	1	1	1	
	Total Monthly Effort								15	15	15	15	15	15	90
Consulting, Small	Days/Month	10	1	1	1	1	1	1	1	1	1	1	1	1	
	Total Monthly Effort		10	10	10	10	10	10	10	10	10	10	10	10	120
Consulting, Medium	Days/Month	10									1	1	1	1	
	Total Monthly Effort										10	10	10	10	40
Consulting, Large	Days/Month	10													
	Total Monthly Effort														
Training	Days/Month	2		5	5	10	10	10	5	10	10	10	10	10	
	Total Monthly Effort			1	1	2	2	2	1	2	2	2	2	2	19
Total Effort, Days			10	11	11	12	12	12	41	42	52	52	52	52	359

Labour Requirements June 2027 - June 2028															
Item	Effort		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Catalyst, Small	Days/Month	15	1	1	1	1	1	1	1	1	1	1	1	1	
	Total Monthly Effort		15	15	15	15	15	15	15	15	15	15	15	15	180
Catalyst, Medium	Days/Month	15	1	1	1	1					1	1	1	1	
	Total Monthly Effort		15	15	15	15					15	15	15	15	120
Catalyst, Large	Days/Month	15													
	Total Monthly Effort														
Catalyst Non-Muni	Days/Month	15							1	1	1	1	1	1	
	Total Monthly Effort								15	15	15	15	15	15	90
Consulting, Small	Days/Month	10	1	1	1	1	1	1	1	1	1	2	2	2	
	Total Monthly Effort		10	10	10	10	10	10	10	10	10	20	20	20	150
Consulting, Medium	Days/Month	10									1	1	1	1	
	Total Monthly Effort										10	10	10	10	40
Consulting, Large	Days/Month	10													
	Total Monthly Effort														
Training	Days/Month	2		5	5	10	10	10	5	10	10	10	10	10	
	Total Monthly Effort			1	1	2	2	2	1	2	2	2	2	2	19
Total Effort, Days			40	41	41	42	27	27	41	42	67	77	77	77	599

Labour Requirements June 2028 - June 2029															
Item	Effort		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Catalyst, Small	Days/Month	15	2	2	2	2	2	2	2	2	2	2	2	2	
	Total Monthly Effort		30	30	30	30	30	30	30	30	30	30	30	30	360
Catalyst, Medium	Days/Month	15	1	1	1	1	1	1	1	1	1	1	1	1	
	Total Monthly Effort		15	15	15	15	15	15	15	15	15	15	15	15	180
Catalyst, Large	Days/Month	15	1	1	1	1	1	1	1	1	1	1	1	1	
	Total Monthly Effort		15	15	15	15	15	15	15	15	15	15	15	15	180
Catalyst Non-Muni	Days/Month	15							1	1	1	1	1	1	
	Total Monthly Effort								15	15	15	15	15	15	90
Consulting, Small	Days/Month	10	1	1	1	1	1	1	1	1	1	2	2	2	
	Total Monthly Effort		10	10	10	10	10	10	10	10	10	20	20	20	150
Consulting, Medium	Days/Month	10	1	1	1	1	1								
	Total Monthly Effort		10	10	10	10	10								50
Consulting, Large	Days/Month	10									1	1	1	1	
	Total Monthly Effort										10	10	10	10	40
Training	Days/Month	2		5	5	10	10	10	5	10	10	10	10	10	
	Total Monthly Effort			1	1	2	2	2	1	2	2	2	2	2	19
Total Effort, Days			80	81	81	82	82	72	86	87	97	107	107	107	1069

In Appendix I, we have converted the required labour days per month to full-time equivalents. The table shows that in March 2028 we will require another full-time person, with an additional person required a year after that.

Risks

There are two predominant risks in this business proposal. They are:

New Competitor Entrant

It's possible for another company to develop a head-to-head competitive offering to RIMtech. We think the barrier to entry for

Founder Disablement

this is quite high, as it requires the unique combination of IT and recordkeeping skills which RIMtech possesses. However even if such a product does emerge, the market is more than large enough for two head-to-head competitors.

It is possible that one or both of Bruce Miller or Steve Saunders could become disabled due to illness or accident. We consider the likelihood of this very low, as we have been in this business continuously for 30+ years, without any disablement of any sort to date. If necessary, RIMtech is willing to consider the purchase of a so-called "Key Man" insurance policy, wherein the investment will be repaid in the event of founder disablement.

Appendix

Appendix A – Sample Clients

Sample RIMtech Clients		
Customer Name	Location	Work Description
Alameda County Water District	Fremont California	EDRMS strategy and roadmap. EDRMS ready retention schedule. Provision of metadata mapping coaching and tools. Delivered May 2018.
Brookfield Renewable Energy	Gatineau, QC CAN	Business of energy trading, and acquisition of renewable energy projects. 1,300 users, no retention schedule to date. Assessment of current-state electronic recordkeeping. Prepared a comprehensive EDRMS Strategy/Roadmap. Completed a comprehensive EDRMS-ready, TCA-compliant retention schedule. Assisting with onsite guidance and project management of EDRMS implementation plan. Conducted metadata mapping.
Canadian Forces Morale and Wellnes Services	Nova Scotia	EDRMS Project Plan, Strategy. Deployed RIMtech EDRMS Methodology.
Capital Regional District	Victoria BC	EDRMS strategy and roadmap. EDRMS ready retention schedule.
City of Cornwall	Cornwall ON	EDRMS strategy and roadmap. EDRMS ready retention schedule.
City of Lethbridge Alberta	Lethbridge, AB, CAN	Assessment of current-state electronic recordkeeping. 1,100 users. Prepared a comprehensive EDRMS Strategy/Roadmap. Developed a retention schedule, now in formal legal review. Assisted in drafting an RFP. Assisting with onsite guidance and project management of EDRMS implementation plan.
City of Tacoma	Tacoma, WA	Assessment of current-state electronic recordkeeping. 4,600 users, 3-year EDRMS deployment plan. Software technology (Gimmal) recommend and now acquired. Implementation now starting. Prepared a comprehensive EDRMS Strategy/Roadmap. Providing offsite guidance and project management of EDRMS implementation plan.
Delta Airlines	Atlanta, GA	Developed custom functional specifications for a custom-designed case management system for electronic records. Assisted with EDRMS implementation.
Golden Valley Electrical Authority		Prepared a roadmap/strategy. Developed an EDRMS-ready retention schedule. Assisted with vendor procurement. Delivered metadata mapping.
Hydro Ottawa	Ottawa ON	EDRMS strategy and roadmap. Coaching/Review, EDRMS ready retention schedule.
International Labour Organization	Switzerland	EDRMS Project Plan/Strategy. Deployed Pilot Project, Prepared master plan for retention schedule conversion.
Lacombe County AB	Alberta	EDRMS strategy and roadmap. Provision/coaching of EDRMS ready retention schedule.
Morguard Real Estate Investments	Mississauga ON	EDRMS strategy and roadmap. EDRMS ready retention schedule. Provision of metadata mapping coaching and tools. In-progress. 1,200 users, USA + Canada.
Public Service Alliance Canada	Ottawa ON	Assessment of current-state electronic recordkeeping. Prepared a comprehensive EDRMS Strategy/Roadmap. Recommendations for a replacement retention schedule. Project launch June 2016
Queen's University	Kingston ON	EDRMS strategy and roadmap. Procurement Support. EDRMS ready retention schedule. Deployment.
Region of Durham	Durham ON	EDRMS Strategy, EDRMS Business Plan. Project Plan. Retention Schedule Development. Pilot Project Deployment.
Rocky View	Alberta	5 day in-person EDRMS Training
San Francisco Public Utilities Commission	San Francisco CA	Implement a SharePoint EDRMS project with SharePoint 2013. Guide implementation team on strategy, direction, project planning. Migrate legacy Hummingbird system to SharePoint (2,000,000 documents). Apply RIMtech EDRMS Implementation methodology. 55 days.
Simcoe County	Ontario	Assessment of current-state electronic recordkeeping. Prepared a comprehensive EDRMS Strategy/Roadmap including TCO Budget and resource plan. Three scenarios (short, medium, long-term deployment).
Storm	Ireland	EDRMS Strategy for governemnt of Ireland
Surrey Police Servies	Victoria BC	EDRMS strategy and roadmap. EDRMS ready retention schedule. Procurement Support.
Town of Whitby	Ontario	Assessment of current-state electronic recordkeeping. Prepared a comprehensive EDRMS Strategy/Roadmap including TCO Budget and resource plan. Developed an EDRMS-ready, TCA-compliant retention schedule.
United Nations, International Labour Organization	Switzerland	EDRMS strategy and roadmap. EDRMS ready retention schedule. Deployment Strategy
Vermont Department of Environmental Conservation	Fremont California	EDRMS ready retention schedule. Provision of metadata mapping coaching and tools.
WaterOne	Jefferson County, KS	Assessment of current-state electronic recordkeeping. Prepared a comprehensive EDRMS Strategy/Roadmap (not yet delivered). Developed a EDRMS-ready, TCA-compliant retention plan. Developed an RFP.
Yellowknife	NWT	EDRMS Project Plan. Prepared Software-Ready Retention Schedule. EDRMS Project pending.
York Regional Police	Toronto, ON, CAN	Assessment of current-state electronic recordkeeping. 1,200 users, 12-month deployment plan now at month 2. Prepared a comprehensive EDRMS Strategy/Roadmap. Assisted with RFP preparation and vendor evaluation. Assisting with onsite guidance and project management of EDRMS implementation plan.

Appendix B – Resumes

Resume, Bruce Miller

Author	Published (2) books on Recordkeeping for Microsoft SharePoint. Numerous technical papers on Information Management topics.
Public Speaker	National and international conferences
Training	Teaches 26 electronic recordkeeping courses, online and in person. Private and public formats
Business Management	Holds an MBA from Queen's University. Founded and sold two leading software firms. Raised \$7M in venture capital. Executive with IBM.
Independent Consultant	President, RIMtech Inc.
Award Winner	Winner of top global industry recognition in information management, Information Technology.

Records Management	25 years working exclusively in Information Management field - Charter member, <i>National Archives Canada</i> team on electronic recordkeeping - Active ARMA member, 20 years+ - Information Governance Policies inc. Privacy, technology, operational with procedures. - Deep operational knowledge of concepts, principles, and operations of paper and electronic IM requirements and practices in Canada, USA, Europe.		
Electronic Records Management	- Designed, developed world's first e-records software application (<i>ForeMost</i>) - Designed, developed world's first e-records software plug-in engine (<i>Tarian</i>) - Developed the world's only formal methodology for implementation of electronic recordkeeping - Led IBM's global electronic recordkeeping practice		
EDRMS (Electronic Document & Records Management Systems)	- Hands-on experience and intimate operational working knowledge of all major brands (<i>FileNET</i>, <i>IBM Content Manager</i>, <i>OpenText</i>, <i>Documentum</i>, <i>SharePoint</i>, etc.) - Member, product design team, IBM Content Manager - Worked with Microsoft SharePoint RM design team over a 4-year period. Produced book "<i>Managing Records with Microsoft SharePoint 2010</i>". - Ancillary tools and Support for electronic recordkeeping - ATLAS (IBM) - ISIS (Cogniva) - IEM (Integro) - Perrallel (Perram) - ZL Compliance Manager (ZL Technologies)		
Recordkeeping Standards	US DoD 5015.2 - Leading Industry Expert ISO/TC 46/SC 11 ISO 15489 ICA Modules 2, 3 MoReq DIRKS, VERS		
Software Development	- Provided functional specifications and software design consulting to various software vendors - Conceived of new recordkeeping engine concept, developed from concept through to product design and development, take-to-market. - Integrated software engine into IBM Content Manager ECM platform. - Wrote 400+ pages of end user and administrator documentation - Consulting to software vendors on achieving US DoD 5015.2 certification		
RIMtech Inc Ottawa, ON President, Founder	IBM Corp White Plains, NY Global e-Records Strategy Executive	Tarian Software Ottawa, ON. Washington DC <i>President, Founder</i>	Provenance Systems Ottawa, ON <i>President, Founder</i> Feb 1989 – Dec 1999

2005 - present	Dec 2002- Feb 2006	Oct 1999 – Dec 2002	
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Resume, Steve Saunders

CONTACT

- ☎ 613 795-2871
- ✉ steve@rimtechconsulting.com
- 🏠 Ottawa, ON, Canada

EDUCATION

Bachelor of Computer Science

Highest Honours
Carleton University
Ottawa, ON, Canada
1985

TECHNICAL SKILLS

- SharePoint, Purview
- REST, Graph, PnP API
- C#, R, Python, PowerShell
- JavaScript, jQuery, HTML 5, Node.JS
- SQL

ACHIEVEMENTS

Patent

Holder of USA Patent 200030236788 A1 and European Patent No. 03712432.8-2201-GB0301385, LIFE-CYCLE MANAGEMENT ENGINE. This patent is for the Design of a universal records management engine and API for managing the retention and disposal of electronic records.

PROFESSIONAL OVERVIEW

Steve is a professional software developer, executive and entrepreneur with over forty years of experience. He has co-founded three high tech companies in the Records Management market space as well as working as the IBM Records Management Development Executive managing a multi-platform development team in Canada, USA, China and India.

WORK EXPERIENCE

Chief Technology Officer

RIMTech / Catalyst IG | 2021 – present

Steve co-founded Catalyst IG, a technology company specializing in software tools to help customers achieve rapid deployment of their Records-enabled Information Architecture in SharePoint. RIMTech is the leading vendor independent consulting firm helping customers design and implement enterprise Records Management solutions. At RIMTech / Catalyst Steve's roles include:

- Architect of Catalyst suite of tools designed to convert logical data models to physical data models and automate the deployment of SharePoint Information Architecture systems for retention management.
- Customer Technical Liaison. Work with customers, to analyze system performance issues and design custom solutions to meet their requirements.
- Microsoft SharePoint Information Architecture and Purview Records Management solutions architect.
- Expert in SharePoint and Purview API development including Rest, Graph, PnP, CSOM interfaces.

WORK EXPERIENCE

Chief Data Scientist / Co-Founder

Government Analytics | 2015 – 2021

Steve co-founded Government Analytics, a technology company specializing in the automated analysis of Government data sets. Customers included government relations firms, Members of Parliament, Senators, provincial, municipal and federal bureaucrats.

- Specialized in spending data analysis including main and supplementary estimates, departmental results reports, public accounts, fiscal monitor, budget, fall economic statement.
- Developed software and algorithms to process large data sets to generate sophisticated and detailed analysis including graphical visualizations, gap analysis, comparative analysis, trends, and anomalies.
- Developed a web-based Infrastructure spending database software which allowed customers to filter data based on province, amount, time frame, category of project and map the results using GIS software on an interactive map of Canada or generate tabular reports in excel.

DB2 Records Manager Development Executive

IBM | 2002-2005

- Executive in charge of Records Management development in IBM software group. Managed software development, QA, support, documentation teams across Canada, India, USA, China. Ported Tarian e-Records Engine to Java technology on Linux platforms (AIX, RedHat, SuSe) using DB2, Oracle and SQL Server databases and providing multi-lingual support.
- Software was certified by DoD 5015.2 and UK National Archives public records office and embedded in IBM document manager.

Chief Technology Officer / Co-Founder

Tarian Software | 1999-2002

- Managed R&D team that designed and developed Tarian e-records engine which provided API level integration for DoD 5015.2 e-records certification for technology partners. Team also designed and built integrated solutions with Microsoft Exchange and Microsoft SharePoint which were certified as DoD 5015.2.

WORK EXPERIENCE

VP Research & Development / Co-Founder

Provenance Systems | 1989-1999

Managed team that designed and developed ForeMost records management software which was the first Dod 5015.2 certified records management software in the world. ForeMost was originally designed as a client-server application but was then ported to both n-Tier (ForeMost Enterprise) and thin-client/web architectures.

Software Engineer

Comterm | 1985-1989

Part of the Office automation software development team, developing software for Local Area Networks including development of CIMS which was a full-text search and retrieval based records management product. Windows, C, Fulcrum technologies.

Other

Bell Northern Research | 1984 – developer in packet switching telephony department

Energy, Mines and Resources Canada | 1983 – developer in IT department

Carleton University | 1983-1985 – teaching assistant for School of Computer Science

Appendix C – Revenue 2026-2027

Revenue Projections June 2026 - June 2027															
Item			Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Catalyst, Small	\$/Month	\$33,214							1	1	1				3
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$33,214	\$33,214	\$33,214	\$0	\$0	\$0	\$99,643
Catalyst, Medium	\$/Month	\$33,105										1	1	1	3
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$33,105	\$33,105	\$33,105	\$99,315
Catalyst, Large	\$/Month	\$29,823													0
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Catalyst Non-Muni	Net Revenue/Contract	\$29,931							1	1	1	1	1	1	6
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$29,931	\$29,931	\$29,931	\$29,931	\$29,931	\$29,931	\$179,587
Consulting, Small	\$/Month	\$18,000	1	1	1	1	1	1	1	1	1	1	1	1	12
	Total Monthly Revenue		\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$216,000
Consulting, Medium	Net Revenue/Contract	\$18,000									1	1	1	1	4
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000	\$18,000	\$18,000	\$18,000	\$72,000
Consulting, Large	\$/Month	\$17,846													\$0
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Training	\$/Attendee	\$1,000		5	5	10	10	10	5	10	10	10	10	10	95
	Total Monthly Revenue		\$0	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$83,000
Total Revenue, Pre-Tax			\$18,000	\$23,000	\$23,000	\$24,000	\$24,000	\$24,000	\$86,145	\$91,145	\$109,145	\$109,036	\$109,036	\$109,036	\$749,545

Appendix D – Revenue 2027-2028

Revenue Projections June 2027 - June 2028															
Item			Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Catalyst, Small	\$/Month	\$33,214	1	1	1	1	1	1	1	1	1	1	1	1	12
	Total Monthly Revenue		\$33,214	\$33,214	\$33,214	\$33,214	\$33,214	\$33,214	\$33,214	\$33,214	\$33,214	\$33,214	\$33,214	\$33,214	\$398,571
Catalyst, Medium	\$/Month	\$33,105	1	1	1	1					1	1	1	1	8
	Total Monthly Revenue		\$33,105	\$33,105	\$33,105	\$33,105	\$0	\$0	\$0	\$0	\$33,105	\$33,105	\$33,105	\$33,105	\$264,841
Catalyst, Large	\$/Month	\$29,823													0
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Catalyst Non-Muni	Net Revenue/Contract	\$29,931							1	1	1	1	1	1	6
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$29,931	\$29,931	\$29,931	\$29,931	\$29,931	\$29,931	\$179,587
Consulting, Small	\$/Month	\$18,000	1	1	1	1	1	1	1	1	1	2	2	2	15
	Total Monthly Revenue		\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$36,000	\$36,000	\$36,000	\$270,000
Consulting, Medium	Net Revenue/Contract	\$18,000									1	1	1	1	4
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000	\$18,000	\$18,000	\$18,000	\$72,000
Consulting, Large	\$/Month	\$17,846													\$0
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Training	\$/Attendee	\$1,000		5	5	10	10	10	5	10	10	10	10	10	95
	Total Monthly Revenue		\$0	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$83,000
Total Revenue, Pre-Tax			\$84,319	\$89,319	\$89,319	\$90,319	\$57,214	\$57,214	\$86,145	\$91,145	\$142,251	\$160,251	\$160,251	\$160,251	\$1,267,999

Appendix E – Revenue 2028-2029

Revenue Projections June 2028 - June 2029															
Item			Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Catalyst, Small	\$/Month	\$33,214	2	2	2	2	2	2	2	2	2	2	2	2	24
	Total Monthly Revenue		\$66,429	\$66,429	\$66,429	\$66,429	\$66,429	\$66,429	\$66,429	\$66,429	\$66,429	\$66,429	\$66,429	\$66,429	\$797,143
Catalyst, Medium	\$/Month	\$33,105	1	1	1	1	1	1	1	1	1	1	1	1	12
	Total Monthly Revenue		\$33,105	\$33,105	\$33,105	\$33,105	\$33,105	\$33,105	\$33,105	\$33,105	\$33,105	\$33,105	\$33,105	\$33,105	\$397,261
Catalyst, Large	\$/Month	\$29,823	1	1	1	1	1	1	1	1	1	1	1	1	12
	Total Monthly Revenue		\$29,823	\$29,823	\$29,823	\$29,823	\$29,823	\$29,823	\$29,823	\$29,823	\$29,823	\$29,823	\$29,823	\$29,823	\$357,879
Catalyst Non-Muni	Net Revenue/Contract	\$29,931							1	1	1	1	1	1	6
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$29,931	\$29,931	\$29,931	\$29,931	\$29,931	\$29,931	\$179,587
Consulting, Small	\$/Month	\$18,000	1	1	1	1	1	1	1	1	1	2	2	2	15
	Total Monthly Revenue		\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$36,000	\$36,000	\$36,000	\$270,000
Consulting, Medium	Net Revenue/Contract	\$18,000	1	1	1	1	1								5
	Total Monthly Revenue		\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
Consulting, Large	\$/Month	\$17,846									1	1	1	1	\$4
	Total Monthly Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,846	\$17,846	\$17,846	\$17,846	\$71,385
Training	\$/Attendee	\$1,000		5	5	10	10	10	5	10	10	10	10	10	95
	Total Monthly Revenue		\$0	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$83,000
Total Revenue, Pre-Tax			\$165,357	\$170,357	\$170,357	\$171,357	\$171,357	\$153,357	\$182,288	\$187,288	\$205,134	\$223,134	\$223,134	\$223,134	\$2,246,255

Appendix F – Cash Flow 2026-2027

Cash Flow, June 2026 - June 2027													
Item	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Income													
Total Revenue, Pre-Tax	\$18,000	\$23,000	\$23,000	\$24,000	\$24,000	\$24,000	\$86,145	\$91,145	\$109,145	\$109,036	\$109,036	\$109,036	\$749,545
Taxes Collected	\$2,340	\$2,990	\$2,990	\$3,120	\$3,120	\$3,120	\$11,199	\$11,849	\$14,189	\$14,175	\$14,175	\$14,175	\$97,441
Gross Income	\$20,340	\$25,990	\$25,990	\$27,120	\$27,120	\$27,120	\$97,344	\$102,994	\$123,334	\$123,211	\$123,211	\$123,211	\$846,986
Taxes													
HST	\$1,638	\$2,093	\$2,093	\$2,184	\$2,184	\$2,184	\$7,839	\$8,294	\$9,932	\$9,922	\$9,922	\$9,922	\$68,209
Input Tax Credits	-\$320	-\$476	-\$320	-\$346	-\$450	-\$346	-\$320	-\$840	-\$320	-\$346	-\$320	-\$346	-\$4,748
Corporate Income Tax							\$8,320	\$8,518	\$11,439	\$11,400	\$11,424	\$11,400	\$62,502
Net Tax Owing	\$1,318	\$1,617	\$1,773	\$1,838	\$1,734	\$1,838	\$15,840	\$15,973	\$21,051	\$20,977	\$21,027	\$20,977	\$125,963
Expenses													
Employee Remuneration													
Dividends, Bruce Miller	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$120,000
Services, Steve Saunders	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$120,000
Services, Brendan Saunders	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$60,000
Salary, Natalie Arruda	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Payroll Remittances	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$600
Total, Employees	\$25,550	\$25,550	\$25,550	\$25,550	\$25,550	\$25,550	\$25,550	\$25,550	\$25,550	\$25,550	\$25,550	\$25,550	\$6,600
Operating Expenses													
Software Services	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Insurance, Business	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$9,600
Office Supplies	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,800
Cell, Internet	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$350	\$4,200
Accounting Services		\$1,000			\$1,000			\$3,000					\$5,000
Bookkeeping Services	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Marketing, Website								\$800					\$800
Marketing, Data Mining		\$200		\$200		\$200		\$200		\$200		\$200	\$1,200
Marketing, Email Campaigns	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$1,320
Contingency	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Total, Operating Exp.	\$2,460	\$3,660	\$2,460	\$2,660	\$3,460	\$2,660	\$2,460	\$6,460	\$2,460	\$2,660	\$2,460	\$2,660	\$36,520
Debt Repayments													
Payout, CRA HST Backlog		\$5,000	\$5,000	\$5,000	\$5,000								\$20,000
Balance, CRA HST Backlog	\$20,000	\$15,000	\$10,000	\$5,000									\$50,000
Corporate Loan Repayment	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$10,000	\$10,000	\$10,000				\$54,000
Balance, Corporate Loan	\$50,000	\$46,000	\$42,000	\$38,000	\$34,000	\$30,000	\$20,000	\$10,000					\$270,000
Total, Debt	\$70,000	\$61,000	\$52,000	\$43,000	\$34,000	\$30,000	\$20,000	\$10,000					\$320,000
Cash Position													
Equity Investment		\$100,000											\$100,000
Net Income	-\$12,988	\$86,163	-\$12,793	-\$11,928	-\$12,624	-\$6,928	\$43,495	\$45,012	\$64,273	\$74,024	\$74,174	\$74,024	\$403,904
Bank Balance	-\$12,988	\$73,175	\$60,381	\$48,453	\$35,829	\$28,901	\$72,396	\$117,407	\$181,680	\$255,705	\$329,879	\$403,904	

Appendix G – Cash Flow 2027-2028

Cash Flow, June 2027 - June 2028													
Item	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Income													
Total Revenue, Pre-Tax	\$84,319	\$89,319	\$89,319	\$90,319	\$57,214	\$57,214	\$86,145	\$91,145	\$142,251	\$160,251	\$160,251	\$160,251	#####
Taxes Collected	\$10,962	\$11,612	\$11,612	\$11,742	\$7,438	\$7,438	\$11,199	\$11,849	\$18,493	\$20,833	\$20,833	\$20,833	\$164,840
Gross Income	\$95,281	\$100,931	\$100,931	\$102,061	\$64,652	\$64,652	\$97,344	\$102,994	\$160,743	\$181,083	\$181,083	\$181,083	#####
Taxes													
HST	\$7,673	\$8,128	\$8,128	\$8,219	\$5,207	\$5,207	\$7,839	\$8,294	\$12,945	\$14,583	\$14,583	\$14,583	\$115,388
Input Tax Credits	-\$430	-\$586	-\$430	-\$456	-\$560	-\$456	-\$430	-\$950	-\$430	-\$456	-\$430	-\$456	-\$6,074
Corporate Income Tax	\$11,362	\$12,040	\$12,040	\$12,175	\$7,686	\$7,686	\$11,609	\$12,287	\$19,217	\$21,658	\$21,658	\$21,658	\$171,077
Net Tax Owing	\$18,604	\$19,581	\$19,737	\$19,938	\$12,332	\$12,436	\$19,018	\$19,631	\$31,732	\$35,784	\$35,810	\$35,784	\$280,391
Expenses													
Employee Remuneration													
Dividends, Bruce Miller	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$180,000
Services, Steve Saunders	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$180,000
Services, New Hire 1									\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
Services, Brendan Saunders	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$10,000	\$10,000	\$10,000	\$10,000	\$100,000
Salary, Natalie Arruda	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Payroll Remittances	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,200
Total, Employees	\$38,600	\$38,600	\$38,600	\$38,600	\$38,600	\$38,600	\$38,600	\$38,600	\$51,100	\$51,100	\$51,100	\$51,100	\$13,200
Operating Expenses													
Software Services	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Insurance, Business	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Office Supplies	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Cell, Internet	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$8,400
Accounting Services		\$1,000			\$1,000			\$3,000					\$5,000
Bookkeeping Services	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Marketing, Website								\$800					\$800
Marketing, Data Mining		\$200		\$200		\$200		\$200		\$200		\$200	\$1,200
Marketing, Email Campaigns	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$1,320
Contingency	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Total, Operating Exp.	\$3,310	\$4,510	\$3,310	\$3,510	\$4,310	\$3,510	\$3,310	\$7,310	\$3,310	\$3,510	\$3,310	\$3,510	\$46,720
Cash Position													
Net Income	\$34,766	\$38,239	\$39,283	\$40,013	\$9,410	\$10,106	\$36,416	\$37,453	\$74,601	\$90,689	\$90,863	\$90,689	\$592,528
Bank Balance	\$438,670	\$476,909	\$516,193	\$556,206	\$565,615	\$575,721	\$612,137	\$649,590	\$724,192	\$814,880	\$905,743	\$996,432	

Appendix H – Cash Flow 2028-2029

Cash Flow, June 2028 - June 2029													
Item	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Income													
Total Revenue, Pre-Tax	\$165,357	\$170,357	\$170,357	\$171,357	\$171,357	\$153,357	\$182,288	\$187,288	\$205,134	\$223,134	\$223,134	\$223,134	\$2,246,255
Taxes Collected	\$21,496	\$22,146	\$22,146	\$22,276	\$22,276	\$19,936	\$23,697	\$24,347	\$26,667	\$29,007	\$29,007	\$29,007	\$292,013
Gross Income	\$186,853	\$192,503	\$192,503	\$193,633	\$193,633	\$173,293	\$205,986	\$211,636	\$231,802	\$252,142	\$252,142	\$252,142	\$2,538,268
Taxes													
HST	\$15,047	\$15,502	\$15,502	\$15,593	\$15,593	\$13,955	\$16,588	\$17,043	\$18,667	\$20,305	\$20,305	\$20,305	\$204,409
Input Tax Credits	-\$430	-\$586	-\$430	-\$456	-\$560	-\$456	-\$430	-\$950	-\$430	-\$456	-\$430	-\$456	-\$6,074
Corporate Income Tax	\$22,350	\$23,028	\$23,028	\$23,164	\$23,164	\$20,723	\$24,646	\$25,324	\$27,744	\$30,185	\$30,185	\$30,185	\$303,728
Net Tax Owing	\$36,968	\$37,945	\$38,101	\$38,301	\$38,197	\$34,222	\$40,804	\$41,417	\$45,981	\$50,034	\$50,060	\$50,034	\$502,064
Expenses													
Employee Remuneration													
Dividends, Bruce Miller	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$180,000
Services, Steve Saunders	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$180,000
Services, New Hire 1	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$120,000
Services, New Hire 2	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$120,000
Services, Brendan Saunders	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$120,000
Salary, Natalie Arruda	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Payroll Remittances	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,200
Total, Employees	\$61,100	\$61,100	\$61,100	\$61,100	\$61,100	\$61,100	\$61,100	\$61,100	\$61,100	\$61,100	\$61,100	\$61,100	\$13,200
Operating Expenses													
Software Services	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Insurance, Business	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Office Supplies	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Cell, Internet	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$8,400
Accounting Services		\$1,000			\$1,000			\$3,000					\$5,000
Bookkeeping Services	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
Marketing, Website								\$800					\$800
Marketing, Data Mining		\$200		\$200		\$200		\$200		\$200		\$200	\$1,200
Marketing, Email Campaigns	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$110	\$1,320
Contingency	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Total, Operating Exp.	\$3,310	\$4,510	\$3,310	\$3,510	\$4,310	\$3,510	\$3,310	\$7,310	\$3,310	\$3,510	\$3,310	\$3,510	\$46,720
Cash Position													
Net Income	\$85,476	\$88,949	\$89,993	\$90,722	\$90,026	\$74,461	\$100,771	\$101,808	\$121,411	\$137,498	\$137,672	\$137,498	\$1,256,284
Bank Balance	\$1,081,908	\$1,170,856	\$1,260,849	\$1,351,571	\$1,441,597	\$1,516,058	\$1,616,830	\$1,718,638	\$1,840,049	\$1,977,547	\$2,115,218	\$2,252,716	

Appendix I – Labour Requirements

Labour Requirements, June 2026 - June 2027																							
June		July		August		September		October		November		December		January		February		March		April		May	
Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE
10	1	11	1	11	1	12	1	12	1	12	1	41	2	42	2	52	3	52	3	52	3	52	3
Labour Requirements, June 2027 - June 2028																							
June		July		August		September		October		November		December		January		February		March		April		May	
Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE
40	2	41	2	41	2	42	2	27	1	27	1	41	2	42	2	67	3	77	4	77	4	77	4
Labour Requirements, June 2028 - June 2029																							
June		July		August		September		October		November		December		January		February		March		April		May	
Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE	Effort (Days)	FTE
80	4	81	4	81	4	82	4	82	4	72	4	86	4	87	4	97	5	107	5	107	5	107	5