



canoe
procurement group of canada

Request for Proposals
Implementation Services for Enterprise Resource Planning (ERP) Software

Solicitation No.: **CAN 2026-002**

Issued: **2026-02-11**

Submission Deadline: **Displayed on Canoe's Procurement Portal**

TABLE OF CONTENTS

Part A - INVITATION AND SUBMISSION INSTRUCTIONS

Part B - RFP PARTICULARS

Part C - EVALUATION, NEGOTIATION AND AWARD

Part D – TERMS AND CONDITIONS OF THE SOLICITATION PROCESS (in the Procurement Portal)

Part E – DRAFT AGREEMENT (in the Procurement Portal)

PART A – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Proponents

1.1.1 Invitation

This Request for Proposals (the “RFP”) is an invitation by Canoe Procurement Group of Canada (“Canoe”) to prospective vendors on behalf of its current and future members for the supply of Implementation Services for Public Sector Enterprise Resource Planning (ERP) Software solution described in PART B - RFP Particulars (the “Deliverables”).

The RFP does not seek software solutions or custom development.

The successful proponents will be invited to enter into an agreement for the Deliverables for Canoe Procurement Group of Canada current and future members.

1.1.2 About Canoe Procurement Group of Canada

CANOE is the lead agency and procurement authority in a group of partners representing MASH, public sector, and not-for-profit entities across Canada. CANOE is a trade name of the Rural Municipalities of Alberta (RMA), a public entity incorporated in 1923 [by Alberta legislation](#) who has been executing Group Procurement on behalf of its members for 100 years. CANOE is registered in a number of provinces and territories across Canada. On behalf of its partner organizations, CANOE facilitates a competitive solicitation and contracting process on behalf of and based on the needs of itself and Members. This process results in regional and/or national compliant procurement contract solutions with various Suppliers of products, equipment and services which current and future Members can utilize.

CANOE is governed by publicly elected officials that serve as the RMA Board of Directors. RMA’s Board of Directors oversee and authorize the calls for all new proposals and holds those resulting contracts for the benefit of its own and Members’ use.

CANOE currently serves over 5000 Members nationally. Both membership and utilization of CANOE contracts continue to expand, due in part to the increasing acceptance of cooperative purchasing throughout the government and education of communities nationally. CANOE is currently partnered with the following provincial counterparts:

Province/Territory	Association
Alberta	Rural Municipalities of Alberta (“RMA”)
British Columbia	Civicinfo BC (“Civicinfo”)
Manitoba	Association of Manitoba Municipalities (“AMM”)
New Brunswick	Union of the Municipalities of New Brunswick (“UMNB”)
Newfoundland & Labrador	Municipalities Newfoundland & Labrador (“MNL”)
Northwest Territories	Northwest Territories Association of Communities (“NWTAC”)
Nova Scotia	Nova Scotia Federations of Municipalities (“NSFM”)
Nunavut	Nunavut Association of Municipalities (“NAM”)

Prince Edward Island	Federation of PEI Municipalities (“FPEIM”)
Saskatchewan	Saskatchewan Association of Rural Municipalities (“SARM”)
Yukon Territory	Association of Yukon Communities (“AYC”)

In addition, the resulting contracts from this RFP can be used by:

- Ontario public sector, non-taxable and not for profit agencies and entities
- Non-taxable agencies and entities
- Non profit agencies and entities
- Indigenous self-governing bodies;
- Airport authorities;
- Publicly funded school boards, academic, health, and social service agencies;
- Cities, their agencies, commissions, transit, housing authorities, law enforcement;
- Federal, Provincial and territorial governments;
- Crown corporations, government enterprises, and other entities that are owned or controlled by these entities through ownership interest, such as utilities, public housing, ferries, liquor, cannabis and gaming, health, insurance, pension, public transit, port authorities, natural resources, culture and education, economic development, regulatory boards (Workers’ Compensation, etc.).

For a list of current and future CANOE members, as well as the current members of the provincial associations represented in this RFP, and other entities represented in this RFP see <https://canoeprocurement.ca/canoe-current-future-members/> .

1.1.3 Use of Canoe Contracts

Members typically access contracted goods or services through a purchase order issued directly to the awarded supplier. A Member may request additional terms or conditions related to a purchase and use a participating addendum. Use of Canoe contracts is voluntary, and Members retain the right to obtain similar equipment, products, or services from other sources.

1.1.4 No Guarantee of Volume of Work

The estimated volume for this contract is \$50 million.

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

The volume information contained in this RFP constitutes an estimate and is supplied solely as a guideline to the Proponent. Such information is not guaranteed, represented, or warranted to be accurate, nor is it necessarily comprehensive or exhaustive.

Nothing in this RFP is intended to relieve the Proponent from forming its own opinions and conclusions with respect to the matters addressed in this RFP. Volumes are an estimate only and may not be relied on by the Proponent.

CANOE makes no guarantee of the value or volume of work to be assigned to an Approved Supplier.

1.1.5 Public notice of opportunities

Canoe broadly publishes public notice of all solicitation opportunities, including this RFP on the following websites:

- www.bcbid.gov.ca
- www.purchasingconnection.ca
- www.sasktenders.ca
- www.merx.com
- www.gpa.gov.nl.ca
- www.gov.pe.ca/tenders
- www.nbon-rpanb.ca
- www.novascotia.ca/tenders
- <https://canadabuys.canada.ca/en>
- <https://canoe.bidsandtenders.ca/Module/Tenders/en>

1.1.6 Proponent Must Be Single Entity

The proponent must be a single legal entity that, if selected, intends to negotiate and enter into the contract with Canoe. If the proposal is being submitted jointly by two (2) or more separate entities, the proposal must identify only one (1) of those entities as the “proponent”. The proponent will be responsible for the performance of the Deliverables.

1.1.7 Procurement Portal Registration

All proponents must have a vendor account with Canoe’s electronic Procurement Portal at: <https://canoe.bidsandtenders.ca/> and must be registered as a plan taker for this opportunity. This will enable the proponent to download the solicitation document, to ask questions, to receive addenda email notifications, download addenda, and submit their proposal electronically through the Procurement Portal.

1.2 RFP Contact and Communication

To contact Canoe in relation to this RFP, Contractors must initiate the communication electronically through the Procurement Portal. Canoe will not accept any Proponent’s communications by any other means, except as specifically stated in this RFP.

All communication in relation to this RFP, up to and including the submission of the proposal, must be through the Procurement Portal, as described above.

Any Questions regarding this RFP must also be submitted through the Procurement Portal. Answers to questions will be issued through an addendum to this RFP.

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials, or other representatives of Canoe other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the Contractor and the rejection of the Contractor’s proposal.

1.2.1 Proponents to Review RFP

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

1.2.2 All New Information to Proponents by Way of Addenda

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

If an addendum is issued after a proponent submitted its proposal, the Procurement Portal will WITHDRAW the submission and change the proponent's proposal status to INCOMPLETE. The proponent can view this status change in the "MY BIDS" section of the Procurement Portal Vendor Account. The proponent is solely responsible to check the "MY BIDS" section of the Procurement Portal Vendor Account periodically after submitting its proposal (and up to the Proposal Due Date). If the proponent's proposal status has changed to INCOMPLETE, the proponent is solely responsible to:

- a) make any required adjustments to its proposal,
- b) acknowledge the addenda, and
- c) ensure the re-submitted proposal is received through the Procurement Portal no later than the Proposal Due Date and time shown in the Procurement Portal.

1.2.3 Post-Deadline Addenda and Extension of Submission Deadline

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

1.2.4 Verify, Clarify, and Supplement

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

1.3 Contract for Deliverables

1.3.1 Type of Contract

The selected proponent(s) will be requested to enter into direct contract negotiations to finalize an agreement with Canoe for the provision of the Deliverables. The terms and conditions found in the Form of Agreement Part E – Draft Program Agreement are to form the basis for commencing negotiations between Canoe and the selected proponent(s).

The selected proponent(s) will be requested to enter into a Contract with Canoe for the provision of the Deliverables.

1.3.2 Term of Contract

The initial term of agreement will be for a seven year term; subject to favorable annual performance evaluations based on the successful completion of services. Canoe, in its sole discretion and option, reserves the right to extend the agreement with the successful proponent(s), to which the total contract term, including all extensions, will not exceed 10 years.

At any time before the expiry of the agreement, Canoe may decide to invite additional vendors to the existing pool of Canoe Approved Suppliers before the end of the term based on operational requirements by issuing a public request for proposal on its Procurement Portal.

Canoe Approved Suppliers with an existing program agreement for Canoe’s Implementation Services for Public Sector Enterprise Resource Planning (ERP) Software program will not need to reapply.

1.4 RFP Timetable

1.4.1 Key Dates

Issue Date of RFP	See Procurement Portal
Deadline for Questions	See Procurement Portal
Deadline for Issuing Addenda	72 hours before submission deadline
Submission Deadline	See Procurement Portal
Rectification Period	3 business days if required
Anticipated Execution of Agreement	May 2026

The RFP timetable is tentative only and may be changed by Canoe at any time. For greater clarity, business days means all days that Canoe is open for business.

1.5 Submission Instructions

1.5.1 Submission of Proposals

Proposals must be submitted electronically through the Procurement Portal at:

<https://canoe.bidsandtenders.ca/Module/Tenders/en>

Submissions by other methods will not be accepted. In the event of any technical issues, proponents should contact the Procurement Portal’s technical support.

1.5.2 Proposals to Be Submitted on Time

Proposals must be finalized and fully uploaded in the Procurement Portal on or before the Submission Deadline. The time of receipt of proposals shall be determined by the Procurement Portal web clock. Late submissions will not be accepted by the Procurement Portal.

Proponents are cautioned that the timing of submission is based on when the proposal is received by the Procurement Portal, not when a proposal is submitted by a proponent. As transmission can be delayed due to file transfer size, transmission speed, or other technical factors, proponents should plan to submit proposals well in advance of the Submission Deadline to avoid submitting late due to technical issues. Proponents submitting near the Submission Deadline do so at their own risk.

The Procurement Portal will send a confirmation email to the proponent advising when the proposal was submitted successfully. If you do not receive a confirmation email, contact the Procurement Portal's technical support immediately.

1.5.3 Proposals to Be Submitted in Prescribed Format

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

Documents should not be embedded within uploaded files or referred to into the specification questionnaires as the information may not be accessible or evaluated.

1.5.4 Amendment of Proposals

Proponents may amend their proposals directly into the Procurement Portal prior to the Submission Deadline. However, the proponent is solely responsible for ensuring that the amended proposal is received by the Procurement Portal by the Submission Deadline.

1.5.5 Withdrawal of Proposals

At any time throughout the RFP process until the execution of a written agreement for provision of the Deliverables, a proponent may withdraw a submitted proposal. Prior to the Submission Deadline, proponents may withdraw a submitted proposal through the Procurement Portal. To withdraw a proposal after the Submission Deadline, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the proponent.

[End of Part A]

PART B – RFP PARTICULARS

A. THE “DELIVERABLES”

SOLUTIONS-BASED SOLICITATION

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

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

B. REQUESTED SERVICES

Canoe is seeking proposals from qualified suppliers for Implementation Services for ERP Software.

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

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

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

Core Service Categories

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

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

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

Services offered:

Proponents are expected to provide a broad selection of services at reduced prices, offering better value than they typically would to federal and provincial governments, municipalities, cities, academic institutions and school boards. These services are designed to support or Canoe Members with the implementation of their ERP solution.

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

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

ERP Software solutions available to Canoe Members:

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

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

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

Model 1. Integrated ERP Suite solution

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

Model 2. Best-of-Breed solutions

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

Model 3. Specialty Municipal Systems solutions

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

1. Utilization of the contract – Canoe members

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

2. Requirements

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

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

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

D. MANDATORY SUBMISSION REQUIREMENTS

1. Submission and Specification Questionnaires

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

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

2. Pricing

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

E. MANDATORY TECHNICAL REQUIREMENTS

i. The Proponent must meet the following mandatory requirement(s). Proponents who do not meet the mandatory technical requirement(s) will be deemed non-compliant and their proposal will not be evaluated further.

ii.

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

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

F. PRE-CONDITIONS OF AWARD

- Submission of proof of insurance
- Satisfactory reference check if required by Canoe

G. EVALUATION CRITERIA

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

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

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

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

H. PRICE

Pricing is worth 25 points of the total score.

Instructions on How to Provide Pricing

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

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

I. AWARD

There are 3 classifications of award:

Group 1. Partners: All proponents within 8 points of highest score.

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

Competitive Range

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

Canoe will rank all proponents by their total score. The Competitive Range includes the highest-ranked proponent and all subsequent proponents whose total scores fall within a 8% difference of the highest score. On a 100-point scale, the margin is 8 points below the top score.

If fewer than four proponents fall within the initial 8% range, Canoe will expand the range to include the highest-ranked proponents. In this case, the score of the second last-ranked proponent becomes the new minimum score for that category.

Canoe reserves the right to limit the Competitive Range to ensure contract quality and management efficiency. Canoe will exclude any proponent whose score is more than 8 points below the top-ranked proponent unless that proponent is needed to meet the minimum award requirements.

[End of Part B]

PART C – EVALUATION, NEGOTIATION AND AWARD

1.1 Stages of Evaluation and Negotiation

Canoe will conduct the evaluation of proposals and negotiations in the following stages:

1.2 Stage I – Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements. If a proposal fails to satisfy all of the mandatory submission requirements, Canoe will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. If the proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its proposal will be rejected. The Rectification Period will begin to run from the date and time that Canoe issues a rectification notice to the proponent. The mandatory submission requirements are set out in Part B - RFP PARTICULARS.

1.3 Stage II – Evaluation

Stage II will consist of the following two (2) sub-stages:

1.3.1 Mandatory Technical Requirements

Canoe will review the proposals to determine whether the mandatory technical requirements as set out in Part B - RFP PARTICULARS have been met. If a proposal fails to satisfy all of the mandatory technical requirements, Canoe will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. The rectification process for these requirements may occur after any rectification process for mandatory submission requirements. Proposals that do not satisfy the mandatory technical requirements within the Rectification Period will be rejected.

1.3.2 Non-Price Rated Criteria

Canoe will evaluate each qualified proposal on the basis of the non-price rated criteria as set out under Evaluation Criteria in Part B - RFP PARTICULARS.

1.4 Stage III – Pricing

Stage III will consist of a scoring of the submitted pricing of each qualified proposal. The evaluation of price will be undertaken after the evaluation of mandatory requirements and rated criteria has been completed.

In the event that a proponent's pricing appears to be abnormally low in relation to the Deliverables, Canoe may require the proponent to provide a detailed explanation of the pricing information to account for the low level of price and confirm that all requirements in respect of the Deliverables have been taken into account. If the proponent is unable to satisfactorily account for the abnormally low pricing, Canoe may reject the proposal. Canoe may also reject any proposal that contains unbalanced pricing. Pricing may be considered unbalanced where nominal or significantly understated prices are proposed for some elements of the Deliverables and inflated prices are proposed for other elements of the Deliverables. Unbalanced pricing includes, but is not limited to, "front-loaded" pricing which contains inflated pricing for Deliverables to be provided or completed at the beginning of the contract, offset by understated pricing for Deliverables to be provided or completed later in the contract.

1.5 Stage IV – Ranking and Contract Negotiations

1.5.1 Ranking of Proponents

After the completion of Stage III, all scores from Stage II and Stage III will be added together and the proponents will be ranked based on their total scores. The top-ranked proponent(s) will receive a written invitation to enter into direct contract negotiations to finalize the agreement with Canoe. In the event of a tie, the selected proponent will be the proponent with the highest score on the non-price rated criteria.

1.5.2 Contract Negotiation Process

Any negotiations will be subject to the process rules contained in the Part D – TERMS AND CONDITIONS OF THE SOLICITATION PROCESS and will not constitute a legally binding offer to enter into a contract on the part of Canoe or the proponent, and there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. The terms and conditions found in the Draft Form of Agreement (Part E) are to form the basis for commencing negotiations between Canoe and the selected proponent. Negotiations may include requests by Canoe for supplementary information from the proponent to verify, clarify, or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by Canoe for improved pricing or performance terms from the proponent.

1.5.3 Time Period for Negotiations

Canoe intends to conclude negotiations and finalize the agreement with the top-ranked proponent during the Contract Negotiation Period (15 calendar days), commencing from the date Canoe invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to satisfy the pre-conditions of award listed in Part B - RFP PARTICULARS provide requested information in a timely fashion, and conduct its negotiations expeditiously.

1.5.4 Failure to Enter into Agreement

If the pre-conditions of award listed in Part B - RFP PARTICULARS are not satisfied or if the parties cannot conclude negotiations and finalize the agreement for the Deliverables within the Contract Negotiation Period, Canoe may discontinue negotiations with the top-ranked proponent and may invite the next-best-ranked proponent to enter into negotiations. This process will continue until an agreement is finalized, until there are no more proponents remaining that are eligible for negotiations, or until Canoe elects to cancel the solicitation process.

1.5.5 Notification of Negotiation Status

Other proponents that may become eligible for contract negotiations may be notified at the commencement of the negotiation process with the top-ranked proponent(s).

[End of Part C]