

## PROGRAM AGREEMENT

**THIS AGREEMENT** is between **CANOE PROCUREMENT GROUP OF CANADA**, a tradename of the Rural Municipalities of Alberta, a corporation incorporated pursuant to the laws of Alberta ("**CANOE**") and:

Supplier Legal Name: CentralSquare Canada Software Inc.

Supplier Corporate Jurisdiction: 155 Wellington Street West Toronto, ON M5V 3J7

(the "**Supplier**"), as of

Date of Agreement: May 1, 2026 regarding

RFP No. CAN-2026-001

RFP Title Public Sector Enterprise Resource Planning (ERP) Software

(the "**RFP**").

### BACKGROUND

- A. Canoe is a public agency serving as a national municipal contracting agency for its Members, and in that capacity issued the RFP for the purchase of goods and/or services.
- B. The Supplier is engaged in the business of selling some or all of those goods and/or services, and responded to the RFP.
- C. Canoe wishes to enter into an agreement with the Supplier for the purchase of goods and/or services by Members, pursuant to a purchase program administered by Canoe.
- D. The Parties wish to set out the terms and conditions upon which those purchases will occur, and under which the purchase program will be administered.

**NOW THEREFORE**, in consideration of the premises and the mutual covenants herein contained and of other good and valuable consideration (the receipt and sufficiency of which are hereby acknowledged by each Party), the Parties hereby agree as follows:

### ARTICLE 1 INTERPRETATION

#### 1.1 Definitions

In this Agreement the following terms have the corresponding meanings.

**"Administrative Fee"** means the fee paid by the Supplier to Canoe as described in this agreement (Administrative Fee) and protected under FOIPPA.

**11.11 Further Assurances**

Each Party will take all necessary actions, obtain all necessary consents, file all necessary registrations and execute and deliver all necessary documents reasonably required to give effect to this Agreement.

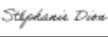
**11.12 Counterparts**

This Agreement may be executed in any number of counterparts. Either Party may send a copy of its executed counterpart to the other Party by Electronic Transmission instead of delivering a signed original of that counterpart. Each executed counterpart (including each copy sent by Electronic Transmission) will be deemed to be an original; all executed counterparts taken together will constitute one agreement.


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

**CANOE PROCUREMENT GROUP OF CANADA**

By:   
Tyler Hannemann (May 22, 2025 08:54:48 MDT)  
Name: Tyler Hannemann  
Title: General Manager

By:   
Name: Stéphanie Dion  
Title: Manager of Procurement

Supplier Legal Name: CentralSquare Canada Software Inc.

By:   
Ron Anderson (May 20, 2025 20:02:35 PDT)  
Name: Ron Anderson  
Title: Chief Revenue Officer

**SCHEDULE "A"**  
**RFP PARTICULARS**

## **PART B – RFP PARTICULARS**

### **A. THE “DELIVERABLES”**

#### **SOLUTIONS-BASED SOLICITATION**

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

The objective of this RFP is to identify and engage qualified suppliers capable of delivering a comprehensive portfolio of Public Sector Enterprise Resource Planning (ERP) Software to support the operational needs of municipalities, cities, federal 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 Enterprise Resource Planning (ERP) Software for both Integrated ERP Suite and best of breed models.

The Proponent must primarily provide an ERP solution. Proponents whose main products are unrelated systems, such as emergency management, land-use planning, permitting, or inspections software, will not meet this requirement unless they also supply a full ERP solution as their primary offering.

The proposed solution must be an ERP solution that natively supports, at minimum, the following core administrative capabilities for public entities without relying on multiple standalone software products:

- integrated financial management
- general ledger, payables, receivables
- procurement and contract lifecycle management
- HR, payroll, and timekeeping
- budget development, forecasting, and reporting
- asset management and work management
- workflow automation, audit trail, and role-based access
- analytics and reporting within the SaaS environment
- vendor-hosted, vendor-maintained, continuously updated

The following three types of solutions are acceptable:

#### **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 provided that:

- the ERP platform includes open, well-documented APIs or connectors.
- integration with third-party systems can be accomplished in a straightforward manner; and
- the ERP platform remains the system of record for core administrative functions.

### **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 RFP.

Solutions assembled from separate products, or solutions primarily designed for unrelated domains (such as emergency management, permitting, land planning, or inspections systems), will be considered non-compliant unless they form part of a unified ERP solution.

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. They must address a wide variety of applications and equipment needs. These products, services and/or goods are designed to support or complement the proposed equipment, products, or services, helping maintain smooth operations, greater efficiency, and long-term effectiveness in these sectors.

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

It is expected that proponent's have knowledge of all applicable industry standards, laws, and regulations and possess an ability to market and distribute the equipment, products, or services to Members.

#### **1. Utilisation 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 primarily provide an integrated Enterprise Resource Planning Software solution. Proponents whose main products are unrelated systems, such as emergency management, land-use planning, permitting, or inspections software, will not meet this requirement unless they also supply a full ERP solution as their primary offering and will be deemed non-compliant.
- ii. Proponents must be the OEM of the proposed ERP software solution. Resellers, distributors, brokers, agents, or any other parties who are not the original software manufacturer are not eligible to submit proposals. Proposals submitted by non-OEM entities will be deemed non-compliant and will not be evaluated.

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

#### **F. PRE-CONDITIONS OF AWARD**

- Submission of proof of insurance

- Satisfactory reference check if required by Canoe

## G. EVALUATION CRITERIA

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

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

<b>Non-Price Rated Criteria Category</b>	<b>Points</b>
Program offering -Solution offered -Quality standards, certifications -Core ERP capability coverage -Extensibility, integration and interoperability -Technical Support	25
Suitability and Member profile -Functionality and fit -Comparative positioning -Effort requirement -Members' ease of access to program offering	20
Experience -Market share -Public sector experience/clients -Group purchasing experience	15
Engagement, sales, marketing and training plan	10
<b>Subtotal</b>	70
<b>Pricing Classification</b> -Discounts offered	30
<b>Total Points</b>	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 30 points of the total score.

### Instructions on How to Provide Pricing

- Proponents should submit their pricing information electronically within the Procurement Portal.
- Rates must be provided in Canadian funds, exclusive of all applicable duties and taxes.
- 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. Integrated/full suite ERP solutions:** all proponents within 10 points of highest score or top four (4) proponents whichever is greatest are awarded a contract.

**Group 2. Best-of-Breed solutions:** all proponents within 10 points of highest score or top four (4) proponents whichever is greatest are awarded a contract.

**Group 3. Specialty Municipal solutions:** all proponents within 10 points of highest score or top three (3) proponents whichever is greatest are awarded a contract.

### **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 10% difference of the highest score. On a 100-point scale, the margin is 10 points below the top score.

If fewer than four proponents fall within the initial 10% 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 10 points below the top-ranked proponent unless that proponent is needed to meet the minimum award requirements.

[End of Part B]

**SCHEDULE "B"**

**SUPPLIER RESPONSE TO THE RFP**

**(INTEGRATED/FULL SUITE ERP SOLUTION)**

# CAN-2026-001 - Public Sector Enterprise Resource Planning (ERP) Software

Opening Date: January 21, 2026 3:28 PM

Closing Date: March 20, 2026 3:00 PM

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## Vendor Details

Company Name: CentralSquare Canada Software Inc.  
Does your company conduct business under any other name? If yes, please state: CentralSquare Technologies, FDM Software, TriTech Software Systems  
Address: 155 Wellington Street West  
Toronto, ON M5V 3J7  
Contact: Proposals Department  
Email: proposals@centralsquare.com  
Phone: 858-799-7824  
Fax: 910-401-1837  
HST#:

## Submission Details

Created On: Wednesday January 21, 2026 19:35:21  
Submitted On: Friday March 20, 2026 14:31:28  
Submitted By: Proposals Department  
Email: proposals@centralsquare.com  
Transaction #: 3b9076cd-6e92-46b4-852c-3d90136b695b  
Submitter's IP Address: 147.243.243.172

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Proponents must review and complete the requirement lists and questionnaires as part of their submission.

**Corporate Profile**

Line Item	Question	Response *
1	Proponent Legal Name (and applicable d/b/a if any):	CentralSquare Canada Software Inc. CentralSquare Technologies, Inc.
2	Proponent Address:	155 Wellington Street West Toronto, ON M5V 3J7
3	Proponent website address:	www.centalsquare.com
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	
5	Proponent's primary contact for this proposal (name title address email address):	Wes Pogorzelski, Senior Account Executive wes.pogorzelski@centalsquare.com 778-216-1837
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	Johnny Rivera, Sales Director jonathan.rivera@centalsquare.com 407-748-0167
7	Proponent GST registration number:	CentralSquare Canada's GST/HST registration number is 874097918.
8	If the Proponent is representing a consortium, each member of that consortium.	N/A
9	Provide a brief history of your company, including your company's core values, business philosophy, and longevity in the industry relating to this solicitation.	CentralSquare delivers software and information technology solutions tailored to the specialized needs of city and county governments, provincial and state agencies, public safety and justice organizations, transit authorities, federal government entities, and nonprofit organizations. Our solutions are designed to address the unique challenges of these sectors, ensuring efficiency, compliance, and long-term value. CentralSquare brings more than 50 years of public sector experience to each project. Our staff has real-world experience with a deep understanding of proven industry best practices. When agencies choose CentralSquare to deliver software and implementation solutions, they are selecting a partner trusted by more than 8,000 organizations, impacting 3 in 4 citizens.  CentralSquare is a privately-held portfolio of two of the largest and most successful private equity firms in the world – Vista Equity Partners and Bain Capital Private Equity, LP.
10	Where is your headquarters located?	Our global headquarters are based in Lake Mary, Florida. At the same time, we maintain teams across North America to service Canadian and regions. CentralSquare employs staff in BC, Alberta, and Ontario.
11	Do you have 250 or more full time employees in Canada?	No, we have 72 full-time Canadian employees.
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	CentralSquare is not debarred, suspended, or otherwise under any sort of disqualification from public entities in any region (Canada, U.S. or other).

**ERP Solution Classification included in your submission**

Canoe will award solutions in 3 distinct categories. Select the one which represents your solution.

**Definitions**

**Integrated / Full Suite ERP 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.

**Best-of-Breed Solution**

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.

**Municipal Specialty Systems Solution**

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. Solutions for emergency management, land-use planning, permitting, GIS or inspections are not included in this RFP.

Category *
Integrated/full suite ERP Solution

**Bill S-211 declaration**

Please note that the response to the information is being collected as data collation for internal use only. The response provided has no bearing on the ability for Proponents to respond to this RFP.

Line Item	Bill S-211	Answer *
1	Does the Proponent identify itself as an "entity" as defined under the Fighting Against Forced Labour and Child Labour in Supply Chains Act or "Bill S211"?  As per Bill S211 an "Entity" means a corporation or a trust, partnership or other unincorporated organization that (a) is listed on a stock exchange in Canada; (b) has a place of business in Canada, does business in Canada or has assets in Canada and that, based on its consolidated financial statements, meets at least two of the following conditions for at least one of its two most recent financial years: (i) it has at least \$20 million in assets, (ii) it has generated at least \$40 million in revenue, and (iii) it employs an average of at least 250 employees; or (c) is prescribed by regulations.  Please note that the response to the information is being collected as data collation for internal use only. The response provided either yes or no has no bearing on the ability for Proponents to respond to this RFP.	<input type="radio"/> Yes <input checked="" type="radio"/> No

### Geographical coverage for offering

Identify the geographical locations included in your offering. While Canoe members are nation wide, **Proponents can select to serve a defined geographical area based on their capabilities.**

Line Item	Province/Territory	Do you currently offer goods in this area? *	Is this area included in your offering for this RFP *	Comments
1	Alberta	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
2	British-Columbia	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
3	New-Brunswick	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
4	Manitoba	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
5	Newfoundland and Labrador	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
6	Northwest Territories	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
7	Nova-Scotia	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
8	Nunavut	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
9	Ontario	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
10	Prince Edward Island	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
11	Québec	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	Included support is provided in English.
12	Saskatchewan	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
13	Yukon	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	

### Type of solution and complexity of entity served

This will be used as a quick guide for Members.

Question	Response *	Comments
Deployment model	SaaS Multi-Tenant	Our solution uses a hybrid SaaS architecture. Core application components run in fully isolated, per-tenant containers, providing strong data and execution isolation similar to a single-tenant model. Certain platform-level services — such as shared infrastructure components and background processing — run in a controlled multi-tenant layer for efficiency and scalability. No customer data is co-mingled, and data isolation is enforced at both the container and data-storage level.
Solution Category (Full Suite ERP, Best of Breed Solution, Specialty Municipal solution)	Full Suite ERP	The CentralSquare NavilLine offering is a full suite municipal ERP offering provided by a single vendor and includes financials, payroll, procurement, budgeting, property tax, utility billing, licensing, permitting and planning, ticketing, code enforcement, cash receipting, and an online portal with payments.
Complexity of entity served (Small-mid, mid-market, large complex)	Other (please add comment)	CentralSquare serves all sizes of local governments and utilities.
Implementation model (Vendor-Led, Partner-Led, etc)	Vendor-Led	CentralSquare is the sole source implementer of the NavilLine solution.

### Program offering

Describe your program offering.

Question	Response *

<p>Provide a clear description of your ERP solution. Describe the core functional areas—such as finance, budgeting, procurement, commitment control, reporting, asset and inventory management, human resources, and workflow/approvals—and explain how your solution supports the business processes normally used by municipalities and broader-public-sector entities. If and when using proprietary module names, please define how they correspond to standard public-sector functions.</p>	<p>NavLine is an end-to-end public administration ERP solution focused on local governments and Utilities with a population size between 1,000 and 200,000. The suite provides a fully integrated product set, focused on the core needs of municipalities, including bundled packages for Finance, Community, Work Management, and Revenue.</p> <p>NavLine has been designed to work as a single system from a single vendor from the ground up intended specifically for the cross-department workflows in local government. While it is typical for ERPs to integrate with the GL and across contacts, NavLine integrates areas across the ERP that are particularly important to local governments. This includes projects and job costing, land parcels, TCAs, work orders, mobile field access, employee records, budgeting and encumbrances, purchasing, permitting, code enforcement, licensing, and more to provide a unified ERP built for a unified municipality. This is further supported through a common cash receipting solution that can be integrated to take payments across both CentralSquare and non CentralSquare solutions. Not only does this provide visibility to staff in other departments that affect them, but relevant data is also exposed to your community with the bundled online citizen portal that can integrate into your existing web presence.</p> <p>The following shows what is included in each package:</p> <p>NavLine Finance</p> <ul style="list-style-type: none"> <li>• General Ledger</li> <li>• Accounts Receivable</li> <li>• Asset Management 2 (Fixed Assets)</li> <li>• Budgeting</li> <li>• Projects</li> <li>• Payroll/Personnel</li> <li>• Purchasing/Inventory</li> <li>• Citizen Engagement Purchasing</li> <li>• Citizen Engagement Employee Self Service</li> <li>• Citizen Engagement Accounts Receivable &amp; Loans</li> <li>• Citizen Engagement Citizen Request Tracking</li> <li>• Add-on options: <ul style="list-style-type: none"> <li>• UKG Ready or UKG Pro with NavLine Integration</li> <li>• Bamboo HR</li> <li>• Loans Processing</li> <li>• Financials Imaging Interface</li> <li>• Time &amp; Attendance Interface</li> <li>• Barcode Interface</li> <li>• Cash Receipts Lockbox</li> <li>• P-Cards</li> <li>• Special Assessments</li> </ul> </li> </ul> <p>NavLine Community</p> <ul style="list-style-type: none"> <li>• Building Permits</li> <li>• Licensing</li> <li>• Code Enforcement</li> <li>• Planning &amp; Engineering</li> <li>• Citizen Engagement Building Permits</li> <li>• Citizen Engagement Licensing</li> <li>• Citizen Engagement Planning &amp; Zoning</li> <li>• Citizen Engagement Code Enforcement</li> <li>• Add-on options: <ul style="list-style-type: none"> <li>• Community Development Mobile Inspection App</li> <li>• Community Imaging Interface</li> <li>• Building Permits Electronic Plan Review Interface</li> <li>• Cash Receipts Lockbox</li> <li>• Fusion REST API</li> </ul> </li> </ul> <p>NavLine Work Management</p> <ul style="list-style-type: none"> <li>• Contact Management</li> <li>• Continuing Property Records</li> <li>• Fleet Management</li> <li>• Work Orders/Facility Management</li> <li>• Citizen Engagement Citizen Request Tracking System</li> <li>• Add-on options: <ul style="list-style-type: none"> <li>• NavLine Work Management Mobiles</li> <li>• Work Order Interface (W3)</li> <li>• Fusion</li> </ul> </li> </ul> <p>NavLine Revenue (Utility Billing and Property Tax)</p> <ul style="list-style-type: none"> <li>• UB Customer Information System</li> <li>• Property Tax</li> <li>• Shared Land and Contact Records across Tax and UB</li> <li>• UB Contact Management</li> <li>• UB Data Quality Suite</li> <li>• UB Citizen Engagement Request Tracking</li> <li>• UB Citizen Engagement Customer Info. System</li> <li>• REST APIs</li> <li>• Standard Integrations <ul style="list-style-type: none"> <li>o Assessment Import</li> <li>o Meter Reading Systems (AMI/AMR)</li> <li>o Pre-authorized Payments</li> <li>o Mortgage Company</li> <li>o Electronic Banking</li> <li>o Various Imports (Payment, Local Improvement, Adjustment)</li> </ul> </li> <li>• Add-on options: <ul style="list-style-type: none"> <li>• NavLine Utility Billing Mobile Service Orders</li> <li>• Work Order/Facility Management</li> <li>• Work Order Interface (W3)</li> <li>• Utilities Imaging Interface</li> <li>• Online Utility Exchange</li> </ul> </li> </ul> <p>All Bundles Include:</p> <ul style="list-style-type: none"> <li>• Unlimited Users</li> <li>• Cash Receipting</li> <li>• Common Land Database</li> <li>• Land Integration (e.g. GIS)</li> <li>• Citizen Online Portal</li> <li>• eBilling of Documents</li> <li>• One Live and One Test Company</li> <li>• Hosting in Canada</li> <li>• Backups and Disaster Recovery</li> <li>• HTML5 Web Browser Interface</li> <li>• Included Support and Maintenance</li> <li>• Updates Applied by CentralSquare</li> <li>• Cloud Fees such as Storage, Compute, and Egress</li> </ul>
<p>Describe the maturity of your ERP platform, including years in market, installed base in Canada, and the number and type of public-sector clients currently using your solution.</p>	<p>NavLine has a long-standing presence in the market, demonstrating maturity and sustained development. NavLine was originally developed and implemented for public-sector clients in 1988. CentralSquare has continued to modernize the NavLine solution where it has evolved into a cloud and web enabled offering. NavLine has over 300 customers using the solution; as of the end of 2025, 15 of which are Canadian public-sector clients.</p> <p>The Property Tax billing solution was developed for Canada modeled after existing successful CentralSquare systems 600+ municipalities use across Canada. Popular features from Diamond, Tempest, and Vadim were incorporated into this highly specialized system. Those systems were used from small towns to Canada's largest cities and the favourite features were incorporated into this cloud first offering in NavLine.</p>
<p>Describe your product roadmap for the next 36 months, including planned functional enhancements, architectural changes, module expansions, and end-of-life notices. State your release cadence and how you communicate changes to clients.</p>	<p>NavLine's platform has been updated to a Cloud-native environment hosted in AWS (Amazon Web Services) environment. In addition to continuous regulatory and legislative updates, NavLine is being expanded by strengthening integrations to other CentralSquare platforms. Artificial Intelligence (AI) tools are being implemented through natural language help and Citizen Portal workflows. AI remains a major focus on the near and long term CentralSquare roadmap. Future core functionality enhancements include the addition of Bank Reconciliation, expanding the existing integration with UKG Ready, and an upgraded Mobile platform.</p> <p>CentralSquare does not have any end-of-life notices.</p> <p>The release cadence as of early 2026 has two major releases per year, with critical updates such as security related updates applied frequently as needed. Releases are applied by CentralSquare in the included costs. CentralSquare is converging on a more frequent release cadence to introduce changes in small digestible increments to keep customers always up to date. Releases are communicated through the support portal where customers can subscribe for notifications to be emailed of relevant updates.</p> <p>With the success of the Property Tax portion and the highly specialized and legislated differences across the nation, CentralSquare is rapidly enhancing areas of Property Tax billing offering to improve workflows and the customer experience in those areas. These are smaller incremental changes where required as the system was already modeled after other CentralSquare Property Tax platforms used across the nation.</p>

<p>Include the third party certifications you have related to ERP systems cloud storage such as ISO, ANSI, CSA, SOC etc.</p>	<p>The proposed solution leverages infrastructure and operational controls that align with recognized Canadian and international security standards applicable to cloud-deployed public administration ERP systems. The underlying cloud infrastructure and managed hosting services support independently assessed and audited security programs commonly relied upon by Canadian public-sector organizations, including the following:</p> <p><b>Certifications and Assessments</b></p> <ul style="list-style-type: none"> <li>• PCI DSS Level 1</li> <li>• SSAE21 SOC 1 &amp; SOC 2 Type 2 (12-month cycles, FORVIS)</li> <li>• CSA Level 1</li> <li>• Annual maturity reviews and AWS cloud assessments (Coalfire)</li> </ul> <p>Policy Framework - Built on NIST, OWASP, and ISO 27001 principles, covering 12 core areas including data protection, access control, secure development, and incident response.</p> <p><b>Cloud Security Approach</b></p> <ul style="list-style-type: none"> <li>• People: Staff trained in security and change management</li> <li>• Process: Zero trust, access control, vulnerability management</li> <li>• Technology: Layered defenses including advanced endpoint protection, firewalls, and monitoring</li> </ul> <p>Security responsibilities are governed through a shared responsibility model, which is standard for cloud-deployed ERP systems. Under this model, the hosting provider is responsible for the security of the underlying cloud infrastructure, physical data centres, and foundational platform controls, while CentralSquare is responsible for application-level security, platform configuration, data protection controls, access management, and operational security processes.</p>
<p>Identify the platform(s) who host your solution, where customer data is stored, processed, and backed up (primary, secondary, disaster recovery). Describe your security certifications, data protection practices, access controls, and incident-response protocols applicable to Canadian public-sector organizations.</p>	<p>For Canadian customers, customer data is stored, processed, and backed up within Canada, with primary data residency in Montreal, Quebec, supporting Canadian public-sector data residency expectations.</p> <p>The NavilLine hosting architecture includes primary production environments, secondary environments, and disaster recovery capabilities that are centrally managed by CentralSquare and its hosting partners. Data is continuously processed within the hosted environment, and backups are performed as part of standardized operational procedures. Backup data is protected and retained to support system restoration, operational continuity, and disaster recovery scenarios. Disaster recovery processes are documented and tested to validate that recovery procedures function as intended.</p> <p>CentralSquare's primary hosting provider is Amazon Web Services (AWS) and is the go-forward hosting provider for new NavilLine customers. As of 2026, CentralSquare also has a hosting partner, Syntax, a managed cloud services provider with extensive experience operating enterprise and government workloads.</p> <p>NavilLine is delivered through a modern, web-based interface that is accessible from desktops, laptops, tablets, and smartphones. The solution supports standard operating systems and modern web browsers, enabling secure access without the need for specialized client software. This architecture supports high availability, scalable access, and a consistent user experience across devices and locations.</p> <p>Security and data protection practices are implemented using a layered approach. Data is protected through encryption in transit using secure communication protocols, and hosting environments are configured to prevent unauthorized access. CentralSquare applies standardized backup, retention, and recovery practices as part of its managed service model, ensuring that customer data is safeguarded throughout its lifecycle. Access controls are governed through role-based access principles and least-privilege design. User access within NavilLine is restricted based on assigned roles and responsibilities, while administrative and support access to hosting environments is limited to authorized personnel. Authentication and access management controls are enforced to protect both customer data and system operations. Monitoring and security operations are continuously applied within the hosted environment. Systems are monitored for anomalous activity, security events, and operational issues, with defined escalation paths to CentralSquare's operational and security teams for investigation and remediation.</p> <p>Incident response is managed through a documented incident response program that defines roles, responsibilities, escalation procedures, and communication protocols. Incident response plans are reviewed and tested on a regular basis. In the event of a confirmed security incident involving customer data, CentralSquare is committed to timely notification and coordinated response with affected customers, consistent with contractual obligations and applicable Canadian public-sector requirements.</p>
<p>Describe your upgrade process, including frequency, required customer involvement, backward-compatibility, test environments, and support for customizations or third-party components during upgrades</p>	<p>Two releases are provided annually at no additional cost to customers with current maintenance agreements. These updates and upgrades are coordinated with the CentralSquare team and applied first in the test environment, followed by the production environment after sufficient testing and approval. Updates are scheduled and completed during non-business hours, including evenings and weekends, ensuring timely application of the latest stable version of the software. Documentation is updated with release notes for all versions detailing new features and changes. Standard configuration settings are maintained as part of the upgrade process, subject to validation during customer testing.</p> <p>The NavilLine solution has been developed on a Configuration over Customization design methodology. Integration interfaces remain unchanged during upgrades. Reports are based off of Templates or reported off of data models. As a result, any changes to the database are hidden from the reports or integrations that use them through a layer that remains unchanged.</p>
<p>Describe the configuration tools, low-code/no-code capabilities, and workflow engines available to clients. Identify which capabilities business users can configure without vendor or partner intervention.</p>	<p>As a vendor with 50 years' experience in Canadian local government and utilities, the following areas are some of the typical places our customers have desired more control over their system and how NavilLine has been designed to achieve it using user configuration as opposed to reliance on the vendor.</p> <p><b>Fees and Rates:</b> All fees are rates in the system are configurable by end users and provide sophisticated calculations to meet common patterns found in local government. This includes fees for property taxes and all area rates; utility billing rates for water, gas, sewer, and electricity; licensing rates for businesses and pets; payroll calculations for pension, unions, deductions, income, accruals, and more; sundry accounts receivables, miscellaneous codes in cash receipting, and permitting rates. Legislative changes or changes imposed by councils requiring new codes or fees are easily accommodated and implemented through configuration by your staff without vendor intervention.</p> <p><b>Templated and Ad hoc Reports:</b> With NavilLine, the vast majority of reporting requests do not require specialized skillsets. Reports are templated and include ad hoc reporting tools that put the power in staffs' hands in a user interface or tools they are familiar with such as MS Word. Business changes can be quickly adopted without delay or reliance on other departments.</p> <p><b>Ad hoc reporting is built-in to many areas of the navigation providing canned lists and dashboards throughout the user experience. Data can be exported from the interface. New reports can be built on pre-built models that simplify the data gathering process.</b></p> <p><b>Integrations:</b> Many integrations typical in public administration and local government are achieved in NavilLine through configuration and built-in tools as opposed to one-off scripts or customizations. To name a few:  <b>Utility Billing</b> – Meter reading integrations can be handled through configuration. Integration to 3rd party work order systems can be achieved through existing APIs.  <b>Property Tax</b> – The system comes standard with assessment import, mortgage company payment export and import, electronic banking import. Integration with Dye &amp; Durham's Tax Certificates Online comes standard.  <b>Payment Imports</b> – Payment imports, such as electronic banking, can be accomplished through out of the box imports and GL/API/AR Imports – NavilLine comes with a configurator to import General Ledger, Accounts Payable, and Accounts Receivable imports if other systems provide these through a file.</p> <p><b>User Defined Fields:</b> User defined fields are available throughout the system. Most notably in Property Taxes where you can not only store any additional land attributes but also use those attributes to drive system behaviour as alerts, no payments, track tax recovery processes, add fees, define area rates, drive letter printing and sorting, and drive tax billing calculations.</p> <p><b>Monthly Pre-Authorized Payment:</b> Pre-authorized payment plans, especially monthly pre-authorized payment plans for tax, can have significantly different calculation rules from municipality to municipality. The Property Tax system includes a sophisticated calculator to calculate these amounts so they do not need to be performed outside of the system.</p> <p><b>Online Applications and Requests:</b> Online applications and requests by citizens are common in municipal workflows, and are made available with no coding required. This includes applications to enroll in pre-authorized payment, apply for a permit online, utility billing service requests such as new services or moves, a general online request reporting form regardless of department, mailing address change requests, and business license applications.</p> <p><b>Online Portal Branding and Configuration:</b> The citizen online portal can be managed through configuration settings in the system. Web development isn't required; however, familiarity with web technologies can be used.</p> <p><b>Personnel Action Forms:</b> For payroll related approvals, NavilLine comes with the Personnel Action Forms to facilitate the review of changes.</p>
<p>Describe if and how your solution supports multi-entity, multi-department, or shared-services environments, including controls, reporting, and segregation of duties.</p>	<p>NavilLine supports multi-department and shared services environments by allowing organizations to operate within a single system while maintaining clear separation of responsibilities, access, and visibility across organizational units. The solution is designed to accommodate centralized and decentralized operating models, enabling departments or shared services teams to perform functions across multiple entities while preserving appropriate boundaries and oversight.</p> <p>Controls within NavilLine are enforced through user security and system authority settings that align access with organizational roles and responsibilities. Permissions govern which users can create, review, approve, or process activity within the system, supporting effective segregation of duties across departments and shared service functions. This structure allows centralized teams to support multiple departments or entities without granting unnecessary access beyond their assigned responsibilities.</p> <p>Reporting and inquiry capabilities are available throughout NavilLine and can be used to view information by department, division, fund, or organizational unit as needed. This supports both consolidated and segmented views of activity, allowing leadership and operational teams to monitor performance across the organization while maintaining department-level visibility. Together, these capabilities enable organizations to support shared services operations, maintain appropriate controls, and manage complex organizational structures within a unified platform.</p>

Describe your reporting and analytics capabilities, including built-in reports, self-service tools, data export methods, and support for external BI platforms.	<p>CentralSquare Analytics provides reporting and analytics capabilities designed to enhance data visualization, insight, and decision-making. The platform includes tools that support both standard and ad hoc reporting, allowing users to generate reports that meet specific organizational needs and preferences. Built-in reporting capabilities can be customized, enabling flexibility and efficiency in how information is analyzed and presented.</p> <p>CentralSquare Analytics supports self-service reporting through an integrated report writer that allows users to create, customize, and tailor reports without reliance on technical staff. These tools enable users to develop reports that align with their role, responsibilities, and reporting requirements, supporting greater access to information across the organization.</p> <p>Interactive dashboards within CentralSquare Analytics allow users to create, customize, and deploy visual displays quickly and efficiently. Dashboards can be tailored to present the most relevant data, helping users gain insight at a glance. CentralSquare Analytics also supports real-time monitoring capabilities, allowing users to track and analyze data as it is updated, supporting timely and informed decision-making.</p> <p>Reports and dashboards can be exported in commonly used formats such as Excel, PDF, CSV, XML, and HTML. CentralSquare Analytics provides comprehensive reporting and analytics capabilities, making the use of a separate external business intelligence platform unnecessary for most reporting needs.</p> <p>For external BI platforms there are several methods to retrieve the data for use in your reporting tools. This includes accessing data via API, scheduled file exports, VPN access to the database, read-only report database. Each of these methods has benefits and tradeoffs and the ideal method would depend on the type of data, volume of data, whether your reporting tool is cloud or premise based, and whether it needs to be real time or near real time data.</p>
Describe how your solution supports public-sector financial controls, including approval workflows, delegation of authority, commitment control, audit trails, and compliance reporting.	<p>NavilLine embeds financial controls directly into day-to-day system activity to support accountability, oversight, and compliance within public sector organizations. Financially impactful transactions are routed through required approval steps based on defined user authority, ensuring that actions are reviewed and authorized in the proper sequence before they are processed. Approval responsibility is enforced through system security, allowing organizations to align authorization with organizational roles while supporting appropriate delegation of authority and segregation of duties.</p> <p>Financial commitments are controlled through budget checking and encumbrance processing, allowing organizations to verify available funding and reserve amounts before obligations are finalized. NavilLine supports audit trail logging, including date, time, user stamp, and historical values, providing clear visibility into transaction history and supporting internal review and audit activities. Reporting, inquiry, and analytics capabilities provide access to current and historical financial information, enabling organizations to meet compliance reporting requirements and maintain ongoing financial oversight.</p>
Do Canoe members have the ability to choose or restrict the hosting region (including test, staging, and analytics environments)? Can the customer prohibit cross-region failover?	<p>CentralSquare allows for this at a country level for the sole purpose of data sovereignty compliance. Your data will remain within Canada. Region selection within a country is not available for the reasons described below.</p> <p>NavilLine is delivered via a centrally managed hosting model, in which CentralSquare selects the hosting region(s) for production, test, staging, and analytics environments, rather than individual customers configuring them. This approach is intentional and ensures a consistent, standardized hosting architecture across all environments. By centrally managing hosting locations, CentralSquare can apply uniform security controls, operational governance, monitoring, and lifecycle management, reducing configuration risk and ensuring predictable service behavior for all customers, including Canadian public-sector organizations.</p> <p>Customers are similarly not provided with the ability to prohibit or disable cross-region failover. Cross-region failover is an integral part of the NavilLine resiliency and availability design and is managed centrally to support service continuity in the event of infrastructure or regional disruptions. Maintaining centralized control over failover behavior allows CentralSquare to respond quickly and consistently to incidents, minimize service interruption, and avoid the operational and risk complexities that can arise from customer-specific failover configurations. This managed model assures that hosting, resiliency, and disaster recovery practices are applied consistently and governed through CentralSquare's established operational standards. Rather than relying on customer-configured regional controls, NavilLine emphasizes platform stability, availability, and risk reduction through centralized management of hosting regions and failover mechanisms, supporting reliable service delivery for mission-critical municipal and public-sector operations.</p>
Describe how your solution meets accessibility requirements, keyboard navigation, screen-reader compatibility, and mobile usability for public-sector staff.	<p>NavilLine is designed to support accessibility and usability requirements for public-sector staff. The user interface is continually scanned for compliance with web accessibility standards using a third-party accessibility partner, LevelAccess, with alignment to WCAG 2.2 requirements, and any identified violations are prioritized for correction. NavilLine is currently compliant with these standards. The solution supports keyboard navigation, allowing users to efficiently move through data entry fields using standard tabbing functionality to improve ease of use and accessibility. NavilLine is delivered through an HTML5 responsive design that supports use on mobile devices and tablets, enabling staff to access the system across form factors without requiring separate applications. While the solution does not provide native screen-reader support, it is designed to support consistent, web-based interaction patterns within modern browsers. NavilLine supports modern web browsers, including Google Chrome and Apple Safari.</p> <p>Online Citizen Portals are included in the bundles and have been designed in compliance with web accessibility standards. This ensures they are compliant with regional standards, such as AODA.</p>
List and describe all agreements that govern the use, support, hosting, and management of your ERP solution.	CentralSquare uses a Master Solutions Agreement that governs the use, support, hosting and management of our NavilLine ERP solution.
List anything else you would like to include as part of your offering.	Not at this time.

### Core ERP Capability Coverage

Proponents must base responses on the capabilities of their ERP platform, not on a specific client's implementation.

ADD N/A if no answer

- Identify which features are native, which require configuration, which require customization, and which rely on third-party applications.
- Cite **evidence** (e.g., published documentation, release notes, client deployment patterns).
- Avoid marketing statements that do not provide measurable facts.
- Disclose any assumptions used in classifying a capability.

Evaluation will score the completeness, clarity, evidence, and practicality of proposed approaches required for a delivery of your program offering.

Capability Category	Offered *	Name and Description *	Native (OOB) Support *	If not Native: Configuration *	Requires Customization *	Third-Party Required *	Known Limitations *	Typical use case that require customization or 3rd party *	Evidence
Finance	<input checked="" type="radio"/> Yes <input type="radio"/> No	NavilLine Finance Bundle: The NavilLine finance bundle is a public sector ERP solution designed for local governments and utilities and includes: GL, AR, AP, PO, Budgeting, Cash Receipting, Online Portal & Payments. Please see below for more information on municipal specific Tax, Utilities, Permitting, Licensing, and more.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A	N/A	Existing Deployment: CentralSquare has approximately 300 public sector deployments of NavilLine in Canada and USA using the NavilLine Finance component. These are sold, implemented, hosted, and supported by CentralSquare. CentralSquare, across its various solutions, is also the leader in Public Administration ERP software in Canada.  Published Documentation, Videos, Case Studies, Webinars: CentralSquare includes published documentation, videos, case studies, and webinars on its website for the NavilLine solution and this respective component.

Procurement	<input checked="" type="radio"/> Yes <input type="radio"/> No	NaviLine Finance Bundle: The NaviLine Finance bundle includes procurement capabilities, often referred to as AP, Purchasing, and Procurement Card (P-Card).	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A	N/A	<p>Existing Deployment: CentralSquare has approximately 300 public sector deployments of NaviLine in Canada and USA using the NaviLine Procurement (Purchasing) component. These are sold, implemented, hosted, and supported by CentralSquare.</p> <p>Published Documentation, Videos, Case studies, Webinars: CentralSquare includes published documentation, videos, case studies, and webinars on its website for the NaviLine solution and this respective component.</p>
Human Resources / Payroll (if applicable to your suite)	<input checked="" type="radio"/> Yes <input type="radio"/> No	NaviLine Finance Bundle: The NaviLine Finance Bundle includes municipal payroll capabilities for North America. Advanced HR is available through add-ons.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	Advanced HR capabilities are available through best of breed add-on products that integrate to NaviLine including UKG and BambooHR.	Advanced HR: NaviLine includes a municipal Payroll module. Advanced HR, such as recruiting, onboarding, performance, and others are covered by other CentralSquare offerings such as UKG Ready, UKG Pro, and BambooHR. CentralSquare is a reseller of UKG and BambooHR and has existing integrations into NaviLine.	<p>Existing Deployment: CentralSquare has approximately 300 public sector deployments of NaviLine in Canada and USA using the NaviLine Payroll component. These are sold, implemented, hosted, and supported by CentralSquare.</p> <p>Published Documentation, Videos, Case studies, Webinars: CentralSquare included published documentation, videos, case studies, and webinars on its website for the NaviLine solution and this respective component.</p>
Budgeting and Planning	<input checked="" type="radio"/> Yes <input type="radio"/> No	NaviLine Finance Bundle: The NaviLine Finance bundle includes budgeting capabilities in its integrated budgeting module which natively integrates to all other areas of NaviLine.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	N/A	Third-Party Budgeting Integration: If a third-party budgeting solution is already in place or preferred over NaviLine's budgeting, CentralSquare has capabilities to integrate to third-party budgeting solutions and has historically integrated to common budgeting platforms in Canada such as FMW and Questica.	<p>Existing Deployment: CentralSquare has approximately 300 public sector deployments of NaviLine in Canada and USA using the NaviLine Budgeting and Planning component. These are sold, implemented, hosted, and supported by CentralSquare.</p> <p>Published Documentation, Videos, Case studies, Webinars: CentralSquare included published documentation, videos, case studies, and webinars on its website for the NaviLine solution and this respective component.</p>

Inventory / Asset Management	<input checked="" type="radio"/> Yes <input type="radio"/> No	NaviLine Finance Bundle & NaviLine Work Management Bundle: The NaviLine Finance bundle includes stores inventory and TCA capabilities. The NaviLine Work Management bundle includes asset management and work order capabilities. An optional best of breed solution is available called CentralSquare EAM for advanced Asset and Work Management, plus advanced asset modelling through IDS.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A	Third-Party Asset or Work Order Management: If a third-party asset management or work order management system is already in place or preferred over NaviLine's, CentralSquare NaviLine has existing APIs, imports, and various capabilities to integrate to these systems. Integration would be subject to further scope and discovery.  CentralSquare also has a best-of-breed work order and asset management tool outside of the NaviLine solution that NaviLine already integrates with.	Existing Deployment: CentralSquare has approximately 300 public sector deployments of NaviLine in Canada and USA using the NaviLine Inventory/Asset Management component. These are sold, implemented, hosted, and supported by CentralSquare.  Published Documentation, Videos, Case studies, Webinars: CentralSquare included published documentation, videos, case studies, and webinars on its website for the NaviLine solution and this respective component.
Reporting / Analytics	<input checked="" type="radio"/> Yes <input type="radio"/> No	CentralSquare Analytics: NaviLine includes standard reporting through its various bundles. More advanced analytics are available through the NaviLine Analytics add-on.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A	Third-Party Business Intelligence: If a third-party BI platform is in place or preferred to augment the NaviLine Reporting/Analytics, then CentralSquare has capabilities to integrate. Integration would be subject to further scope and discovery.	Existing Deployment: CentralSquare has approximately 300 public sector deployments of NaviLine in Canada and USA using the reporting and analytics components. These are sold, implemented, hosted, and supported by CentralSquare.  Published Documentation, Videos, Case studies, Webinars: CentralSquare included published documentation, videos, case studies, and webinars on its website for the NaviLine solution and this respective component.
Integration and Data Architecture	<input checked="" type="radio"/> Yes <input type="radio"/> No	Core NaviLine Capabilities: NaviLine comes with many integrates typical of the served public sector agencies limiting the need for site specific customizations. REST APIs and various other imports are also available for customers to extend that further if desired. The solution architecture is hosted by CentralSquare.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A	N/A	Existing Deployments: CentralSquare has approximately 300 public sector deployments of NaviLine in Canada and USA, with every one of those having implemented integrations typical of public sector agencies.  Published Documentation, Videos, Case studies, & Webinars: CentralSquare included published documentation, videos, case studies, and webinars on its website for the NaviLine solution and this respective component. NaviLine also includes published documentation on its website for its REST APIs as well as detailed information on its Cloud offering.

Platform Tools (workflow, low-code, roles/permissions, extensibility)	<input type="radio"/> Yes <input checked="" type="radio"/> No	Core NavilLine Functionality: The proposed solution is built for municipal, utility, and local government ERP. As a result, the system already comes with pre-built workflows and screens designed specifically for those respective public sector uses. This is further facilitated by configuration within screens that will be available to the customer. This initial configuration occurs during the implementation. Creating, assigning, and managing permissions and roles are a standard part of the security features.	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A	N/A	Existing Deployments: CentralSquare has approximately 300 public sector deployments of NavilLine in Canada and USA, with every one of those having implemented processes and workflows typical of public sector agencies, whether that be within finance, municipal payroll, budgeting, reporting, utility billing, property tax, permitting, licensing, code enforcement, or others.
	<input checked="" type="radio"/> Yes <input type="radio"/> No	NavilLine Revenue Bundle & NavilLine Community Bundle: These are municipal and utility specific add-ons required of the public sector agencies that CentralSquare services. They include Property Tax Billing, Utility Billing, Permitting & Planning, Code Enforcement/Ticketing, Licensing, Cash Receipting, and Online Customer Portals.	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A	N/A	Existing Deployments: CentralSquare has approximately 300 public sector deployments of NavilLine in Canada and USA using the Revenue and Community functionality. These are sold, implemented, hosted, and supported by CentralSquare.  Property tax is a highly specialized area with significant legislative variance between regions. In Canada, CentralSquare has over 600 municipalities that use its various solutions (not limited to NavilLine) and has a support and implementation background in this industry.

### Extensibility, integration and interoperability

#### Integration and Extensibility Overview

Area	Native Integration Features *	Limits or Constraints *	Need for Customization or Middleware *
API	A native REST API has been built out and is available in the solution. This API comes as part of some of the existing bundles in the solution and as a result would already be included in most opportunities at no additional cost. Otherwise, it can be purchased separately.  The API has been developed to meet the needs of frequently requested integrations in the public sector and municipal market CentralSquare serves. That includes integrations to GIS, Online Citizen Portals, Cash Receipting, Work Order Systems, Asset Management Systems, Tax Certificate Online, Land Management Systems, Purchasing Inquiries, Permit Applications, Barcoding, Mobile Apps, and many more general items and general inquiries.	Use of the APIs by other third-party vendors may be subject to an access and use agreement.	Not necessarily, however, this would be subject to the goals of the customer and integrating system.  Out-of-the-box integrations exist with many third-party vendors. However, additional work or development may be required by a new vendor if they were to adopt the use of the CentralSquare APIs.
Events/webhooks	Events or webhooks are not available as of 2026.	N/A	While events or webhooks are not available at this time as it has not been a commonly requested feature in the public sector customers served by NavilLine, other methods through the API are often available to accomplish similar outcomes if required.
Reporting Data Models	The NavilLine solution comes with a pre-defined reporting data model to facilitate the seamless use of ad-hoc reporting by CentralSquare customers.	N/A	N/A
Workflow Engine	Pre-defined review and approval workflows are pre-built out of the box and designed for common public sector and municipal use cases. This includes workflows, such as batch approvals with segregation of duties, online application approvals, permit approvals, budget approvals, specialized tax and utility billing workflows, personnel action forms in payroll, and PO and P-Card approvals.	N/A	N/A

## Technical Support

Question	Answer *
<p>Describe the customer support services available for technical issues, including support channels, hours of availability, response and resolution targets, escalation paths, and any service-level commitments for Canoe Members.</p>	<p>CentralSquare is committed to delivering consistent, high-quality support to all customers throughout the deployment and operational lifecycle of our solutions. Our comprehensive support model includes training, helpdesk services, troubleshooting, and community-based knowledge sharing.</p> <p>Help Desk Support - Our Help Desk is available Monday through Friday, 8:00 a.m. to 8:00 p.m. Eastern Time (excluding holidays), to respond to phone and web portal inquiries. All reported issues are logged immediately into our CRM system, where they are tracked and prioritized. If an issue cannot be resolved during the initial interaction, it is escalated and resolved as quickly as possible, with regular updates provided to the client.</p> <p>After-Hours Support - For activities requiring professional or computer services outside of standard hours, CentralSquare offers after-hours support on a time and materials basis. This ensures flexibility for clients with critical or time-sensitive needs beyond the scope of the regular maintenance contract.</p> <p>Support Portal Access - Clients have 24/7 access to the CentralSquare Support Portal, which enables real-time communication with support staff and provides tools for issue resolution and case tracking.</p> <p>Connect Community Social Network - Our Connect Community platform enhances support through peer collaboration and knowledge sharing. Clients can join discussion groups, download user guides, share content and feedback, view videos and blogs, and follow relevant topics and contributors. This platform fosters a collaborative environment where users can learn from each other's experiences and crowdsource solutions to common challenges.</p> <p>Issue Tracking and Reporting - Every support issue is assigned a unique tracking number and priority code. Our CRM system generates daily, weekly, and monthly reports to identify recurring issues and training needs, enabling proactive root cause analysis and continuous improvement.</p> <p>Secure Remote Support - CentralSquare utilizes SecureLink®, a secure remote support solution, to provide safe and efficient access to client systems for troubleshooting and maintenance. This ensures rapid response times while maintaining enterprise-grade security standards.</p> <p>For Canoe Procurement Group members, any further service-level commitments, such as response times, resolution objectives, and escalation expectations, are established contractually, allowing agencies to align support levels with their operational requirements.</p>
<p>Describe your technical support model, including the distinction between vendor-provided support and partner-provided support. Identify which types of issues are handled directly by your company.</p>	<p>CentralSquare provides direct, vendor-delivered technical support for the proposed NavILine solution. Support is delivered by CentralSquare staff and is included as part of the ongoing subscription agreement. CentralSquare serves as the primary and first point of contact for all NavILine support requests, ensuring a consistent and accountable support experience for clients. CentralSquare directly handles issues related to the NavILine application and platform, including:</p> <ul style="list-style-type: none"> <li>• Application functionality, configuration, and system behavior across NavILine modules</li> <li>• Incident investigation and resolution for software defects and application errors</li> <li>• User access, security configuration, and application-level permissions</li> <li>• Interface and integration issues involving CentralSquare-supported integrations</li> <li>• Cloud-hosted environment support, including system availability, performance, and scheduled maintenance</li> <li>• Patch management, product updates, and version upgrades</li> <li>• Data processing issues, reporting errors, and batch job execution</li> <li>• Coordination of escalations to development or cloud operations teams when required</li> </ul> <p>Support is provided through CentralSquare's centralized help desk using telephone and web-based support channels during standard business hours, with defined escalation paths for unresolved or critical issues. Issues are tracked and communicated through CentralSquare's support management systems to ensure transparency and timely resolution.</p> <p>Implementation partners or third-party vendors may be involved during initial system implementation, data conversion, or the delivery of non-CentralSquare software products. These partners do not replace CentralSquare as the primary support provider for the proposed NavILine solution. When third-party applications or integrations are involved, CentralSquare coordinates with the appropriate vendor or partner as needed, while continuing to manage the issue from the customer's perspective.</p>
<p>Describe how support responsibilities are divided between your company and implementation partners, including issue triage, root-cause analysis, and platform-level defects</p>	<p>CentralSquare provides a vendor-led support model for NavILine in which CentralSquare remains the primary owner of support, triage, and resolution, regardless of whether an implementation partner was involved during deployment. This model ensures clear accountability, consistent service levels, and a single point of contact for Canadian public-sector clients.</p> <p>Issue triage: All support requests are initiated with CentralSquare's support organization. CentralSquare performs initial triage to assess severity, business impact, and scope. This includes validating whether the issue is related to application functionality, configuration, integrations, data processing, or the hosted environment. Customers are not required to determine whether an issue belongs to CentralSquare or an implementation partner before engaging support.</p> <p>Root-cause analysis: CentralSquare is responsible for conducting root-cause analysis for issues related to the NavILine platform, including application behavior, integrations supported by CentralSquare, and cloud-hosted environments. Where an issue involves configuration choices or customizations implemented during deployment, CentralSquare coordinates with the original implementation partner as needed to validate assumptions or design decisions. CentralSquare retains ownership of communication, coordination, and resolution tracking throughout this process.</p> <p>Platform-level defects and product issues: Defects within the NavILine application, platform components, or standard integrations are handled directly by CentralSquare. These issues are escalated internally to CentralSquare engineering and product teams as required, with fixes delivered through patches, updates, or scheduled releases.</p> <p>Implementation partner responsibilities: Implementation partners typically support activities such as system configuration, data conversion, training, and project delivery. After go-live, partners do not act as first-line support for NavILine. If an issue is determined to relate specifically to partner-delivered services (such as data migration logic or customer-specific configurations), CentralSquare will engage the partner behind the scenes while continuing to manage the issue on behalf of the customer.</p>
<p>Describe how technical support interacts with your update and release process, including communication of upcoming releases, support for regression issues, and schedule stability</p>	<p>CentralSquare's technical support teams are tightly integrated with the NavILine product update and release lifecycle to ensure service continuity, system stability, and minimal disruption for customers.</p> <p>Support teams work in coordination with product management and quality assurance throughout the release lifecycle. Prior to each release, updates are reviewed through a formal go/no-go process that includes verification of completed features, resolved defects, and successful regression testing. Regression testing is a standard requirement before releases are approved for general availability.</p> <p>Communication of upcoming releases is handled through advance release notifications and published release notes. Release notes provide a consolidated summary of new features, enhancements, regulatory updates, and resolved support issues included in each version. In addition, in-application help content and customer communications are used to ensure users are informed about upcoming changes and what to expect as part of each release.</p> <p>Following a release, technical support serves as the first point of contact for any reported issues, including potential regressions. Reported post-release issues are triaged, tracked, and escalated to engineering as needed, with fixes incorporated into maintenance updates or future releases. NavILine follows a planned release schedule with defined release windows, supporting schedule stability and minimizing unexpected disruptions.</p> <p>NavILine follows a planned release schedule with defined release windows, supporting schedule predictability and stability for customers. Emergency or out-of-cycle updates are reserved for critical issues and are managed through controlled processes to minimize unexpected disruption.</p>

## Suitability and Member profile

Question	Reponse *
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<p>Beyond the financial cost, what is the specific Full-Time Equivalent (FTE) commitment required from the client's internal team during a standard implementation to ensure success, and what specific technical skill sets must those internal staff possess</p>	<p>Beyond financial cost, successful ERP implementation requires a defined and sustained Full-Time Equivalent (FTE) commitment from the customer's internal team. CentralSquare's experience with public-sector implementations indicates that clear role assignment and appropriate skill coverage are critical to achieving timelines, adoption, and long-term value realization.</p> <p>For a standard ERP implementation covering finance, utility billing, community and tax functions, CentralSquare typically recommends the following internal FTE commitment from the client organization over the course of the project:</p> <ul style="list-style-type: none"> <li>Executive sponsor: approximately 0.05–0.10 FTE - Provides executive oversight, decision authority, and escalation support. Engagement is periodic but critical at key milestones.</li> <li>Project sponsor or business owner: approximately 0.15–0.25 FTE - Accountable for overall business outcomes, prioritization, and cross-department alignment. Active throughout the implementation.</li> <li>Client project manager: approximately 0.75–1.0 FTE - Serves as the primary day-to-day lead on the client side, coordinating internal resources, managing schedules, facilitating decisions, and acting as the primary liaison with CentralSquare's delivery team.</li> <li>Functional subject matter experts (SMEs): approximately 1.5–3.0 FTE total - Distributed across finance, utility billing, community services, and related operational areas. SMEs participate heavily during discovery, configuration validation, testing, training, and go-live readiness. The exact number varies based on scope and organizational complexity.</li> <li>Technical and data resources: approximately 0.25–0.5 FTE - Supports data extraction, validation, integration coordination, access management, and technical readiness activities. Engagement is typically concentrated during data migration, integration setup, and pre-go-live phases.</li> </ul> <p>This level of commitment ensures timely decision-making, accurate configuration, and effective user adoption while avoiding delays caused by competing operational priorities.</p> <p>Required technical and functional skill sets - To support a successful implementation, client-side staff do not need deep software development expertise, but they must possess the following functional and technical competencies:</p> <ul style="list-style-type: none"> <li>Business process knowledge - Strong understanding of current and desired business processes within finance, utility billing, community and tax services, including approvals, controls, regulatory requirements, and service delivery workflows.</li> <li>Data literacy and data stewardship - Ability to understand data structures, validate data quality, identify inconsistencies, and make informed decisions about historical data retention, cleansing, and migration.</li> <li>Configuration validation capability - Comfort reviewing system configuration, testing scenarios, and confirming that the ERP supports required business outcomes, rather than expecting one-to-one replication of legacy behaviors.</li> <li>Basic technical coordination skills - Familiarity with system interfaces, user roles, access controls, and integration touchpoints sufficient to coordinate with internal IT resources and CentralSquare's technical team.</li> <li>Change management and communication skills - Ability to support user readiness through participation in training, communication, and change adoption activities, particularly for departments transitioning from legacy or manual processes.</li> <li>Decision-making authority within defined roles - SMEs and project leadership must be empowered to make timely decisions within their functional areas to prevent implementation delays.</li> </ul> <p>CentralSquare structures its implementation approach to respect public-sector capacity constraints while clearly defining these internal commitments upfront. This transparency helps ensure realistic planning, sustained engagement, and successful outcomes across diverse Canoe member organizations.</p>
<p>Describe a specific client profile (size, complexity, or industry vertical) where your solution is NOT the best fit, and explain why a competing product might serve that specific profile better.</p>	<p>CentralSquare only markets this solution to public administration for local governments and utilities or agencies providing comparable services.</p>
<p>Describe a specific client profile (size, complexity, or industry vertical) where your solution is the best fit, and explain why a competing product might serve that specific profile better.</p>	<p>The following parameters describe when our solution is the best fit:</p> <p>Revenue Management (Tax and Utility Billing) - 1,000-1,000,000 population</p> <p>Finance and Community - 1,000-75,000 population</p>
<p>Identify functional gaps that your past public-sector clients (within the last three years) have raised during implementation.</p>	<p>Across public sector ERP implementations completed within the last three years, CentralSquare has documented recurring functional gap themes raised by clients during implementation. These consistently observed gaps reflect areas outlined by Canoe where client expectations, legacy practices, or jurisdiction specific requirements required clarification, configuration, or complementary process changes. Commonly identified gaps include:</p> <p>Legacy workflow replication versus standardized ERP workflows - Clients frequently identified gaps where long-standing manual or legacy workflows did not map one-to-one with standardized ERP processes. Examples included non-standard approval paths, locally defined financial controls, or informal billing practices that required redesign rather than direct replication. CentralSquare's ERP system design aligns with Canoe's solutions based solicitation approach, which emphasizes modernized ERP practices over legacy replication.</p> <p>Reporting format continuity - Clients frequently identified gaps related to report appearance and layout continuity. Clients often expected existing reports—particularly financial, utility billing, and regulatory reports—to be reproduced exactly as previously delivered by legacy systems. The ERP reporting delivered the required data but in modernized or configurable report formats, requiring validation, redesign, or acceptance of improved reporting structures.</p> <p>Historical data usability - Data migration phases revealed gaps tied to data quality, completeness, and usability of legacy records. While the ERP could accommodate the data model, clients identified gaps in their ability to use historical records as-is without data cleansing, normalization, or archival strategies.</p> <p>Cross-departmental dependency visibility - Public sector clients frequently noted gaps in how interdepartmental dependencies were surfaced during early implementation phases. This included dependencies between finance, utility billing, community services, and customer records that were previously managed in siloed systems and required stronger governance and sequencing during ERP rollout.</p> <p>User readiness and adoption - Clients identified gaps between system capability and user readiness, particularly for roles transitioning from paper-based or lightly automated processes. These gaps were raised as functional issues but were resolved through role-based training, configuration adjustments, and phased adoption strategies.</p> <p>Jurisdiction-specific compliance interpretation - Clients occasionally identified gaps related to provincial or municipal regulatory interpretations such as financial controls, utility billing rules, or record retention practices. These gaps typically reflected the need for improved compliance documentation and ERP configuration alignment.</p> <p>Integration behavior expectations - Clients occasionally identified gaps where legacy integrations were expected to behave identically within the modern ERP environment. This included assumptions around real-time data exchange, file-based integrations, or downstream reporting tools. These gaps were resolved by revising expectations and providing clarification around modernized integration approaches, such as API based integration models.</p> <p>CentralSquare addresses these identified gaps through early discovery, configuration validation, data readiness assessments, and structured change management. These experiences have directly informed implementation methodologies, documentation standards, and client onboarding practices to minimize these issues in subsequent projects.</p>
<p>Describe compatibility with commonly used public-sector systems (procurement portals, AP automation tools, asset systems, financial reporting tools).</p>	<p>NavilLine is designed to function as a complete enterprise resource planning solution while also supporting compatibility with commonly used public sector systems in environments where agencies retain external tools or operate hybrid or phased implementation models. The platform supports integration and data exchange that allow NavilLine to coexist with external systems while maintaining centralized control, visibility, and consistency.</p> <p>NavilLine supports integrations using Fusion API and standard imports and exports, enabling structured data exchange with a wide range of external public sector systems. Integrations are available for commonly used solutions such as GIS systems, including ESRI, document management systems, including Laserfiche, interactive voice response systems, payment processing platforms, work orders and maintenance management systems, cash receipting, accounts payable, general ledger systems, third-party bill printing solutions, and meter data upload and download. These capabilities support interoperability while allowing agencies to retain specialized systems where appropriate.</p> <p>NavilLine also integrates with Microsoft 365 and Exchange to support citizen communications and internal emailing of application-generated reports. This allows system-generated notifications, correspondence, and reports to be distributed using standard email tools already in use across the organization.</p> <p>Overall, NavilLine is designed to support agencies that choose to standardize on a single ERP platform as well as those that require compatibility with external public sector systems. This flexibility allows organizations to integrate, transition, or coexist with commonly used solutions while maintaining appropriate controls, continuity, and enterprise-wide visibility.</p>

Identify typical integration points where members often require customization.	<p>NavLine does not often require customization. The design philosophy is configuration over customization. However, we have listed some areas that arise from time to time for awareness. While NavLine already comes standard with many out-of-the-box integrations that are typical in public sector agencies, the system also contains integration endpoints and CentralSquare provides services to help meet site specific integration requirements. This process includes collaborative discovery to identify data flows and business impacts, development by CentralSquare's technical teams with regular progress reviews, deployment to a test environment for acceptance, and promotion to production following customer approval.</p> <p>Typical customization points for Canadian public-sector clients could be integrations with external financial and general ledger systems, utility billing and payment processors, payroll, HR, and time-and-attendance systems, asset and work management platforms, permitting and community development systems, GIS solutions, document management systems, analytics and reporting platforms, and provincial or federal regulatory interfaces.</p> <p>Non CentralSquare Citizen Portal - While most customers use the CentralSquare citizen portal which integrates off the shelf, several municipalities have built their own portal to surface NavLine information on their websites. The same REST APIs that CentralSquare uses for their portal can be used by municipalities to build their own web interface. This has become less common as the CentralSquare citizen portal has options for integrating to single-sign on providers, seamless online payments through CentralSquare payments, and branding capabilities.</p> <p>Unified Enterprise Cash Receipting - CentralSquare includes a common cash receipting solution to take payments for NavLine with no additional customization required. However, it is becoming more desirable for municipalities to have a single cashiering solution for all vendor solutions in place to simplify end of day processing and reconciling. With CentralSquare there are two options available.</p> <p>1) The CentralSquare common cash receipting solution has been architected to be easily extensible to take payments for other systems that aren't CentralSquare solutions. This can either be done through imports/exports or through developing connectors to those solutions using a documented API.</p> <p>2) Using the CentralSquare APIs to use your existing enterprise point of sale solution to take counter payments for accounts in CentralSquare NavLine.</p> <p>Third Party Work Order Integration - While NavLine includes an already integrated work order and asset management solution, many municipalities have already implemented an existing system to achieve this. Beyond importing GL journal entries, other areas that municipalities and utilities desire to integrate include:</p> <p>1) Using the third-party work order system for utility billing service orders (e.g. rereads, meter change-outs, etc.)</p> <p>2) Utility meter data, where the system of record for utility meters is most often the utility billing system (CentralSquare), the 3rd party asset management system (GIS) - Two common integrations to GIS occur that require some additional technical for site specific GIS implementations.</p> <p>1) Populating GIS with Property Tax and Contact information. NavLine is the system of record for this data and CentralSquare provides an API where this information can be programmatically retrieved for each agency to populate their GIS.</p> <p>2) Using GIS as the system of record for land. NavLine can periodically retrieve land data from GIS, or other systems, to synchronize its land database to GIS. As the source of truth can differ from site to site, this typically requires site specific attention.</p>
	N/A
	N/A
	N/A

## Comparative Positioning

Proponents must summarize how their ERP differs from other major products in the market. This section aims to help Canoe Members understand when your solution is a good fit and when it is not.

Dimension	Strengths of your Solution *	Limitations of your solution *	Typical competitor approaches *	Members types best served *
Finance	<p>1) Single vendor system designed to work together as a unified municipal ERP solution. One vendor roadmap, licensing model, and support structure that includes municipal specific modules in addition to general core finance.</p> <p>2) Solution includes Finance, Payroll, Budgeting, Purchasing, Projects and Work Orders, and municipal specific modules: Property Tax, Utility Billing, Work Orders &amp; Asset Management, Permitting, Licensing, Code Enforcement.</p> <p>3) Save costs with bundled modules that are currently solved by pricey best of breed systems or performed manually.</p> <p>4) Included online citizen portal for account inquiries, eBills, integrated payments, online applications, and requests.</p> <p>5) Unlimited users so you don't need to compromise on who has access to the system due to license or budget constraints.</p>	<p>Advanced human capital management for recruiting, onboarding, learning, and performance are managed by other integrated partner solutions, also sold by CentralSquare, which includes UKG and BambooHR.</p> <p>CentralSquare included support and support materials are provided in English.</p>	<p>1) Assembled from various add-ons from multiple vendors. Where each vendor or add-on may have their own licensing model, roadmap, end of life, support, and interoperability constraints with other vendor add-ons that comprise the overall system.</p> <p>2) May not include functionality for specialized requirements for local government or utilities.</p> <p>3) Costly best of breed solutions may need to be implemented to achieve specialized functionality.</p> <p>4) Citizen portal a separate add-on.</p> <p>5) Individual user licensing can limit adoption over time due to additional budget required for user licenses or unknowns around required user adoption during initial purchase.</p>	Local government, utilities, or agencies with similar public sector responsibilities.
Procurement	<p>1) Unlimited User licensing to enable access to your entire agency with low and predictable ERP costs.</p> <p>2) Integration with NavLine Fixed Assets and Asset Management minimizing duplicate entry and provide defensible costing with source transactions.</p> <p>3) Purchases include integration with NavLine Projects, Jobs, Work Orders, and Budgeting for accurate and real-time cost allocation.</p> <p>4) P-Card capabilities to streamline purchasing for non-PO purchases.</p> <p>5) General accounts payable invoice import to import purchases recorded from other systems.</p> <p>6) Tax rebating included which is common in many provinces and required for local governments.</p> <p>7) Tracking of encumbrances and implementation of fund accounting typical of public sector agencies.</p>	N/A	<p>1) User based licensing which can limit adoption due to added licensing and resulting in added or unbudgeted costs.</p> <p>2) Separate systems for assets requiring duplicate entry in respective systems and manual tracking of work in progress.</p> <p>3) Separate systems for job costing requiring duplicate entry into siloed systems.</p> <p>4) No integrated purchasing card or no P-Card integration to job costing. Low dollar purchases then create high volumes of entry and approval work. Purchases are also recorded against their original vendors to assist with vendor spend reporting.</p>	Local government, utilities, or agencies with similar public sector responsibilities.

Reporting	<p>1) Templated reporting comes standard providing staff the ability to quickly implement business changes, such as wording, logos, and more in a familiar non-technical tool. Property tax billing includes self-service letters that customers can define themselves in word.</p> <p>2) eBilling included. Most customer-facing reports can be eBilled.</p> <p>3) Advanced Analytics available for a cost effective unlimited user fee, or bundled depending on the package.</p> <p>4) Pre-built municipal specific reports, especially around property tax, utilities, licensing, payroll, and permitting.</p> <p>5) For advanced reporting, it includes pre-built data models that already connect tables and provide the underlying data structure in an easily usable and readable format.</p>	N/A	<p>1) Advanced reporting knowledge required to make simple updates, often requiring specialized skillsets from other departments or the vendor.</p> <p>2) eBilling may be an extra cost or limited to a subset of customer facing reports.</p> <p>3) Advanced analytics or BI platforms may have complex user licensing requirements and possibly large additional costs.</p>	Local government, utilities, or agencies with similar public sector responsibilities.
Extensibility	<p>1) Pre-built integrations to many of the common public sector systems in local government and utilities. This includes various integrations with Canadian banking or financial institutions, utility billing meter reading integrations, tax billing assessment integrations, GIS, tax certificate online (TCOL) through Dye &amp; Durham, and many more. Various import and exports exist as general purpose methods for data exchange.</p> <p>2) Already includes integrated municipal specific modules to meet the specialized needs of utilities and local government. This includes Property Tax, Utility Billing, Permitting, Licensing, Code Enforcement, and Ticketing. Also includes an add-on for a mobile app for field workers for work orders and inspections.</p> <p>3) Includes a unified cash receipting system that can not only be used to take payments for CentralSquare systems but also take payments for other non-CentralSquare systems. This assists with unifying payments, day end procedures, and payments into a single system.</p> <p>4) Unified online payments through online card payments.</p> <p>5) Online portal &amp; eBilling: The system comes bundled with an online portal and eBilling feature to provide citizen self-serve capabilities without additional add-ons.</p> <p>6) REST APIs are available for additional extensibility.</p>	N/A	<p>1) Without a fully integrated municipal ERP, third-party add-ons to meet municipal specific needs with their own integrations may need to be implemented.</p> <p>2) Without pre-built integrations to external enterprise systems, these may need to be developed as part of the integration, may be custom to the specific site, and may increase the implementation.</p>	Local government, utilities, or agencies with similar public sector responsibilities.

## Experience

Describe your experience.

Line Item	Question	Response *
1	Provide a high level description of the services you are offering in your proposal.	<p>CentralSquare is offering a comprehensive set of ERP software services centered on the NavilLine full suite, including NavilLine Finance, NavilLine Work Management, NavilLine Community and NavilLine Revenue (Utility Billing and Property Tax), delivered as an integrated, vendor-hosted SaaS ERP platform.</p> <p>The services offered focus on providing Canoe members with a modern, public-sector-ready ERP environment that supports core administrative and operational functions through a single, unified system. CentralSquare provides the ERP software, ongoing platform operations, security, updates, and vendor accountability required to support long-term use across diverse public-sector organizations.</p> <p>At a high level, the services include:</p> <ul style="list-style-type: none"> <li>• Provision of an integrated ERP software suite - CentralSquare delivers an OEM-provided ERP platform that natively supports financial management, payroll, utility billing, tax and community-facing administrative functions within a cohesive data model. The solution is designed to operate as the system of record for core administrative processes without reliance on disconnected standalone products.</li> <li>• SaaS hosting, maintenance, and lifecycle management - The ERP platform is delivered as a vendor-hosted SaaS solution, with CentralSquare responsible for system availability, security controls, performance monitoring, and ongoing product updates. This approach supports continuous improvement while reducing infrastructure and maintenance burden for Canoe members.</li> <li>• Included support plan - The subscription includes a support plan offered by CentralSquare providing one accountability point. All the software modules and the support are developed and provided by one vendor with tight alignment between product, delivery, and customer outcomes.</li> <li>• Configurable, public-sector-focused functionality - The services include configurable business rules, workflows, controls, and reporting aligned with public-sector governance, auditability, and operational requirements. This allows member organizations to adopt standardized ERP practices while accommodating jurisdiction-specific needs.</li> <li>• Secure access, data stewardship, and compliance alignment - CentralSquare's services incorporate role-based access controls, audit trails, and data handling practices appropriate for Canadian public-sector environments. These services support member obligations related to privacy, security, and accountability throughout the ERP lifecycle.</li> <li>• Long-term support and program participation - CentralSquare supports Canoe's procurement-group model by enabling voluntary adoption, scalable onboarding, and consistent service delivery for current and future members. The services are structured to support repeatable deployments, predictable governance, and sustained value realization over the term of the program agreement.</li> </ul> <p>Together, these services provide Canoe members with access to a mature, integrated ERP solution backed by a single vendor responsible for software delivery, SaaS operations, and ongoing platform evolution.</p>
2	What is your Canadian public sector market share for the solutions you are proposing?	<p>NavilLine is an end-to-end public administration ERP solution focused on local governments and Utilities with a population size between 1,000 and 200,000.</p> <p>CentralSquare serves the Canadian market through several solutions. This includes Tempest in Western Canada, and Diamond, Vadim, and USTI Canada-wide. Those solutions serve over 700 municipalities and utilities in Canada. NavilLine is used by 15 municipalities in Canada, and has 300 installations in the US.</p> <p>As the Microsoft platform that Diamond was built on will no longer be supported by Microsoft, NavilLine is the go forward path offered by CentralSquare for Diamond users or anyone looking for a municipal ERP or revenue solution.</p> <p>A long standing NavilLine support team is already in place and established that is already trained on areas unique to Canada, including but not limited to Property Tax and Payroll.</p>
3	Describe the maturity of your ERP platform, including years in market, installed base in Canada, and the number and type of public-sector clients currently using your solution. Include a representative sample of public entities currently using your solution.	<p>CentralSquare's NavilLine ERP platform represents a mature, established solution with a long history of use within the Canadian public sector. Its maturity is reflected not only in its 40+ years of market presence but also in the breadth of public-sector adoption, functional depth across finance, utility billing, and community services, and sustained use by organizations operating under Canadian regulatory and governance frameworks.</p> <p>Platform maturity and years in market - NavilLine has been in active use in the Canadian public sector for over 20 years and has evolved through multiple technology generations, regulatory cycles, and operating model shifts. The platform has progressed from on-premises deployments to a modern, vendor-hosted SaaS delivery model, with continuous updates and enhancements informed by public-sector client feedback. This longevity has allowed the platform to mature functionally while maintaining continuity for public entities with long operational lifecycles.</p> <p>Installed base and adoption in Canada - NavilLine maintains a significant installed base across Canada, with adoption spanning multiple provinces and a wide range of public-sector entities. The solution is used by organizations with varying scale, service complexity, and governance structures, supporting both single-entity deployments and broader, multi-departmental environments. This installed base reflects sustained use rather than short-term adoption, with many clients operating NavilLine as their system of record for core administrative functions.</p> <p>Public-sector client profile - NavilLine is used exclusively by public-sector organizations and public-sector-adjacent entities, including municipalities and local governments responsible for finance, utility services, and community-facing programs. Clients typically operate in highly regulated environments and require strong auditability, data stewardship, and service continuity. The platform's functionality and service model have been shaped by these requirements over time.</p> <p>Representative sample of public entities using NavilLine - While specific client references are typically shared through formal reference processes, NavilLine is currently used by a representative mix of public-sector organizations, including:</p> <ul style="list-style-type: none"> <li>• Small to mid-sized municipalities using NavilLine for core finance and utility billing operations</li> <li>• Regional or upper-tier municipal entities supporting multiple service areas within a single ERP environment</li> <li>• Public entities delivering utility services (water, wastewater, and related services) with complex billing, rate structures, and customer account requirements</li> <li>• Community-focused public organizations using integrated financial and customer-centric functionality to support service delivery and citizen engagement</li> </ul> <p>This diversity of use demonstrates the platform's maturity, flexibility, and suitability for Canoe members with differing operational needs, organizational sizes, and adoption timelines.</p> <p>Collectively, the longevity of the NavilLine platform, its established Canadian public-sector installed base, and its continued use by a broad range of public entities demonstrate a mature ERP solution aligned with the expectations of a national, procurement-group-based solicitation.</p>
4	What do you consider to be the top three market differentiators of your services relative to this solicitation?	<p>CentralSquare's services are differentiated by alignment with Canoe's evaluation criteria, preference for integrated ERP accountability, and the needs of a broad and diverse public-sector membership.</p> <p>Integrated ERP services delivered by the software OEM - CentralSquare provides ERP services directly aligned with NavilLine Finance, Utility Billing, Community and Property Tax solutions. This eliminates ambiguity between software responsibility and service delivery, strengthens governance, and supports Canoe's preference for suppliers that can act as a sole source of responsibility across the ERP lifecycle.</p> <p>Proven public-sector delivery model across multiple jurisdictions - CentralSquare's services are shaped by experience supporting public-sector clients with varying regulatory, financial, and operational requirements. This results in service delivery approaches that emphasize compliance alignment, audit readiness, data governance, and continuity of public services—key considerations identified by Canoe members during procurement and evaluation.</p> <p>Built-in governance, security, and compliance alignment for Canadian public entities - CentralSquare's services are differentiated by a delivery model that embeds governance, security, and compliance considerations directly into ERP deployment and ongoing operations. Rather than treating these as post-implementation or contractual add-ons, CentralSquare's services align ERP configuration, access controls, auditability, data handling, and SaaS operations with the expectations of Canadian public-sector oversight bodies and procurement frameworks. This reduces downstream risk for Canoe members by ensuring that financial controls, data stewardship, privacy obligations, and operational accountability are addressed consistently as part of the core service model, regardless of member size or jurisdiction.</p>
5	Describe your experience with group purchasing, including a list of current cooperative purchasing contracts in North America.	<p>CentralSquare has worked with group and co-operative purchasing throughout the North America and has an existing tracking and reporting system in place in the sales cycle and CRM platform to manage it. Existing contracts include Sourcewell, TIPPS, and TXShare.</p>

Engagement , Marketing and Training

Line Item	Question	Response *
1	Describe the engagement and marketing strategy your company will implement if successful in this solicitation. Your answer should be specific to the various types stakeholders involved.	<p>CentralSquare has an existing municipal public sector client base of over 700 municipalities in Canada that we remain engaged with through conferences, webinars, account management, and through the support and implementation channels. Many of these customers are looking to modernize their solution, such as CentralSquare Diamond users needing a new solution due to the Microsoft Dynamics GP platform coming end of life. Using Canoe procurement to modernize to NavilLine would streamline their procurement process and would be advertised as a regular part of CentralSquare's outreach to existing customers.</p> <p>CentralSquare releases press releases on their website where content like this would be advertised. For example, a 2025 cooperative purchasing contract with Sourcewell was announced on the company website and accessible at the following address. This and other contracts have seen remarkable success.</p> <p><a href="https://www.centalsquare.com/news-and-events/press/centalsquare-expands-procurement-with-sourcewell">https://www.centalsquare.com/news-and-events/press/centalsquare-expands-procurement-with-sourcewell</a></p> <p>Email Signatures: Historically, CentralSquare has included recently awarded contracts in sales staff email signatures to advertise as part of ongoing communication with prospects.</p> <p>Supplier Portal: If Canoe provides a supplier portal, CentralSquare would curate and publish relevant marketing material on the CentralSquare Canoe portal as they have done with others.</p> <p>Brochures and Marketing Collateral: Canoe marketing collateral would become part of the regular marketing material distributed to prospects and made available by default on the prospects' tailored digital sales rooms.</p> <p>Individual Engagement: Group procurement is a common discussion point in sales engagements, and an awarded contract would be promoted to every prospect.</p>
2	Collaboration between Canoe and the vendor is essential to the buy-in of group purchasing by vendors and their distribution network. What do you expect Canoe's role to be in demonstrating the value of the contract?	<p>CentralSquare already has incredibly strong buy-in internally of group purchasing, including alignment on the value of this specific Canoe RFP. There is strong demand internally for an awarded contract due to unprecedented high demand. Furthermore, similar contracts through programs available through Sourcewell, TIPS, and others have been a remarkable success with our customers, the group purchasing agency, and CentralSquare.</p> <p>However, there would be some excellent opportunities to further work and promote this together to the existing CentralSquare customer base than what is already being done. As the number one supplier of public administration ERP software in Canada, CentralSquare has a captive audience of hundreds of public sector agencies that are currently looking to procure what this RFP is evaluating. Joint promotion of our services, such as through joint webinars or other collateral would be one effective way to promote our mutual services to this audience. CentralSquare would welcome these and similar discussions to collaborate, learn from one another, and plan educational and promotional activities that mutually benefit both organization.</p>
3	Describe how you will train your sales force and distribution network on the value of utilizing the group purchasing such as the Canoe contract for public sector and non for profit clients. Include details on measure you will put in place, such as type and cadence of engagement etc.	<p>New employee onboarding training: CentralSquare has an onboarding training program that new sales staff complete as part of their training. CentralSquare includes group and co-operative purchasing as part of the onboarding program and is a requirement to complete the onboarding process. As a result, the CentralSquare sales team is already familiar with the value of group purchasing programs and successfully utilize similar programs. Canoe would become a very straight forward addition to the existing onboarding training we already for group and cooperative purchases.</p> <p>Ongoing onboarding training: CentralSquare continually provides ongoing and refresher training to staff members. Group procurement is a topic reviewed in training, similar to how a recent Sourcewell award to CentralSquare was covered with the applicable sales team after award.</p> <p>General Enablement Resources: The CentralSquare sales department has a sales enablement team that creates sales materials to assist and educate sellers on an ongoing basis. Materials they have produced that are not already covered above include:</p> <ul style="list-style-type: none"> <li>• Sales enablement recordings and slide deck discussing the value and sales process for group purchasing. This content already exists with few changes required for Canoe.</li> <li>• CRM training material on the steps to mark opportunities as Canoe opportunities for reporting, compliance, and auditing. This process and documentation already exists.</li> <li>• Internally advertising and attending local training events put on by the group purchasing.</li> <li>• If available from and provided by Canoe, engaging with customers that have a strong existing history and familiarity with purchasing from Canoe.</li> </ul>
4	Describe your methodology and approach to a successful start up / implementation plan and ongoing review and monitoring of the contract use and promotion. Include details on measure you will put in place.	<p>Internal Company Awareness: This RFP is already very well known among the sales team that would use it. Any existing sales, training, and marketing material would be adapted to now include Canoe and any items particular to Canoe and this contract.</p> <p>Prospect Awareness: CentralSquare would immediately promote an awarded contract to the respective target market and educate them on the process of working with Canoe and CentralSquare.</p> <p>Reporting: CentralSquare has a process in place for monthly reporting back to group and cooperative purchasing agencies that we have contracts with. Existing reports are in place and any necessary contract specific reporting requirements are accommodated. A system to track and report on group procurement sales is already established.</p>
5	How will you be monitoring the adoption and utilization of the Canoe contract by your sales and distribution network? Which key performance indicators will you be monitoring?	<p>As group and cooperative purchasing contracts are already commonly used at CentralSquare in North America, processes and reporting already exists in the CentralSquare sales CRM to review utilization of these contracts.</p> <p>CentralSquare has already identified and been directly engaged with over 220 municipalities in Canada looking to modernize their ERP or Tax/Utility solution in the next couple of years which would be a good match for this RFP. This represents an unprecedented amount of upcoming activity. For many, their current procurement avenue is documented internally as being an RFP due to procurement policies, even though CentralSquare has a compelling migration path. It is CentralSquare's goal to present and educate every one of these RFP opportunities to using Canoe's group purchasing.</p>
6	Describe your commitment to attending and/or sponsoring Canoe member engagement events (e.g., reverse trade shows, conventions, golf tournaments, educational offerings, retreats etc.)	<p>CentralSquare assesses and budgets yearly for events and sponsorships. This would be of very high interest if there is opportunity to market to public sector buyers of the proposed solution.</p>
7	Provide details on industry and association partnerships your company has fostered over time which will be beneficial to promoting the Canoe contract in Canada.	<p>CentralSquare participates in and sponsors events attended by buyers and decision makers that purchase the solutions in the scope of this RFP. That includes government finance officer associations (GFOA, MFOA) throughout Canada as well as municipal specific events for public sector departments such as property tax, utility billing, and building officials. Advertising our public sector ERP is a primary objective of these events and procurement vehicles are a topical discussion point which CentralSquare would be able to market Canoe.</p>

**Sales and distribution network**

Question	Response *
<p>Describe your company's capability to meet the CANOE Member needs across Canada or for each geographical area the Proponent wishes to do business in. Your response should address at least the following areas.</p> <p>a. Sales force. b. Reseller network or distribution methods if any.</p> <p>Please include details, such as the locations of your network of sales.</p>	<p>a. CentralSquare employs over 1,200 industry professionals directly, including a sales force of 125 to meet the demands of multiple agencies and their unique needs for products and services proposed. These sellers are located throughout Canada and the USA. Within Canada CentralSquare has sales staff throughout the country and that is supported by staff in North America where required throughout the sales process. This sales force is made up of CentralSquare employees exclusively dedicated to sales who do not overlap into service or support functions.</p> <p>b. CentralSquare is the sole source owner and provider of its proprietary public safety software. CentralSquare's products and services are sold by and provided by its own trained and knowledgeable staff with the necessary experience with CentralSquare's unique applications.</p>
<p>Describe your how you manage government sales. Include details on the sales and training structure and how you specifically address sales and marketing with public sector clients in a group procurement context.</p>	<p>CentralSquare exclusively sells to local government and utilities, and the salesforce is trained in government sales as part of the onboarding and ongoing sales enablement processes.</p> <p>CentralSquare has a sales enablement team dedicated to assisting and training sales staff on local government requirements and aligning CentralSquare's solution offerings as it pertains to ERP.</p> <p>All sales follow an established sales methodology that every seller is trained in during onboarding with continual training throughout the year. Sales activities are reviewed and audited to ensure compliance and alignment with KPIs.</p> <p>CentralSquare has a solution consulting / engineering team that is trained on the specifics on the requirements this RFP addresses. This team is comprised of specialists with domain and product knowledge and who are engaged in every deal to educate buyers on the CentralSquare solution and how it has met objectives of other similar agencies.</p> <p>CentralSquare provides educational information and material to inform prospects of group procurement options, such as this contract if awarded to CentralSquare, as a CentralSquare preferred and supported method. This contract would be the primary contract in Canada used by CentralSquare for public sector ERP for agencies wanting to do group procurement.</p>
<p>Describe in details the process and procedure of your customer service program, if applicable. Include your response-time capabilities and commitments, as well as any incentives that help your providers meet your service goals or promises.</p>	<p>To service our customers, CentralSquare solutions include ongoing support, ongoing maintenance and updates, an assigned account manager, regular product management outreach on new product features and product direction, and CentralSquare hosted conferences and regional events.</p> <p>During implementation, implementation staff have a direct line of contact with the rest of the CentralSquare organization including support, development, product management, and sales, to address all items pertaining to the solution.</p> <p>After implementation customers are transitioned to the CentralSquare support team. Clients can open cases online via CentralSquare's support community or by calling CentralSquare Support directly. Cases are assigned to Support Engineers for investigation and resolution, according to engineer skill sets and availability. By using a unified case tracking system, CentralSquare Support Engineers know they are working with the latest details and status of each case. CentralSquare works with customers to assign priority to submitted problems. The priority level defines the resources, response times, and escalation procedures that CentralSquare applies. Case priority is defined as follows:</p> <p>Priority 1 (P1): An issue that critically affects system operation or functionality                      Priority 2 (P2): A serious issue that affects major system functionality                      Priority 3 (P3): A non-critical issue with limited operational impact                      Priority 4 (P4): A general question or request</p> <p>Response times are governed by in the CentralSquare SLA in the solutions agreement and summarized below:                      Priority 1 (P1): CentralSquare will work continuously to provide the Customer with a solution that allows the Customer to resume live operations on the production system. CentralSquare will either resolve the issue or provide a resolution plan as soon as possible and not later than twenty-four (24) hours after notification. CentralSquare will provide a procedural or configuration workaround or a code correction that allows the Customer to resume live operations on the production System.                      Priority 2 (P2): CentralSquare will work continuously to provide the Customer with a solution that allows the Customer to resume normal operations on the production System. CentralSquare will either resolve the issue or provide a resolution plan as soon as possible and not later than thirty-six (36) hours after notification. CentralSquare will provide a procedural or configuration workaround or a code correction that allows the Customer to resume normal operations on the production System.                      Priority 3 (P3): A CentralSquare will work to provide the Customer with a resolution which may include a workaround or code correction within a timeframe that takes into consideration the impact of the issue on the Customer and CentralSquare's User base. Priority 3 issues have no defined resolution time. CentralSquare will provide a procedural or configuration workaround that allows the Customer to resolve the problem.                      Priority 4 (P4): CentralSquare will work to provide the Customer with a resolution which may include a workaround or code correction in a future release of the software. Priority 4 issues have no defined resolution time. If CentralSquare determines that a reported Minor Priority error requires a code correction, such issues will be addressed in a subsequent release when applicable.</p>

**Member access to program offering**

Line Item	Question	Response
1	List the necessary steps for a Canoe member to set up an account and access your program offering for the first time should you be awarded a contract.	The Canoe member should notify the account executive who they are working with to procure the purchase. This CentralSquare Representative knows what steps to take to ensure the sale is properly documented for a buying cooperative procurement.
2	Describe how members can access information, pricing, discounts, services, get a quote and place an order.	Normally the buying cooperative provides a portal for members and vendors to access the member list, contracts, and details on the membership. As mentioned above, the Canoe member needs to notify their CentralSquare Representative on their intentions to procure through Canoe.
3	In a case where your company has an existing public sector customer who desires to be onboarded onto the Canoe offering, how would you address this situation?	Their CentralSquare Representative would explain the process and what needs to happen to procure through Canoe.

## Implementation Network

This section focuses on implementation partner information for Members. Implementation services are not included in this RFP. Do not include your marketing or promotional material.

Question	Answer *
Do you have a partner network? Enter "yes" or "no", if "no", explain how clients implement your software. If "yes" move on to question 2.	<p>No. CentralSquare delivers ERP implementation services for its NaviLine ERP platform primarily through its internal professional services organization. CentralSquare is both the ERP software vendor and the contractual provider of implementation services and retains full accountability for delivery outcomes.</p> <p>CentralSquare does not maintain an open or customer-selectable implementation partner ecosystem for full ERP implementations. Based on prior experience, CentralSquare's go-forward delivery model is to administer and perform ERP implementation work internally to ensure consistency, accountability, and project success.</p> <p>In limited scenarios, a customer may choose to engage third parties for pre-project or ancillary activities, such as:</p> <ul style="list-style-type: none"> <li>• Internal data preparation or data quality remediation prior to migration</li> <li>• Organizational readiness or internal change preparation</li> <li>• Technical participation from third-party software vendors involved in integrations</li> </ul> <p>In these cases, third parties are treated as an extension of the customer's staffing resources, not as implementation partners, and they do not perform ERP configuration or core delivery activities.</p> <p>All primary ERP implementation services—including project management, configuration, data migration, testing, training, and go-live support—are delivered by CentralSquare employees. This model eliminates dependency on external implementers and provides a single point of accountability.</p> <p>If a customer elects to involve a third party for internal preparation activities or for support related to third-party integrated systems, that involvement is subject to CentralSquare's approval from a governance and risk perspective. Third parties may not assume responsibility for ERP delivery decisions or act independently of the established project governance structure.</p>
Describe your implementation partner network, including tiers, mandatory certifications, areas of specialization, and any restrictions or required approvals that limit our choice of partner for specific modules or deployments.	N/A
Describe your partner certification process.	N/A
Describe how you monitor performance of your implementation network, performance review and circumstances under which the partnership status would be revoked.	N/A
How do you support the implementation of your software through your implementation network?	N/A
Do you offer the same level of support to all your implementation partners?	N/A

## Environmental and social governance ESG

Question	Response *
Describe your corporate ESG initiatives.	<p>CentralSquare's Environmental, Social, and Governance (ESG) initiatives reflect our commitment to operating responsibly while supporting the public sector organizations and communities we serve.</p> <p>From an environmental perspective, CentralSquare focuses on responsible operations and the efficient use of resources. As a technology and software provider, we emphasize cloud-based and digital solutions that help customers reduce paper usage, modernize processes, and improve operational efficiency. By enabling governments to streamline workflows and rely less on manual, paper-driven processes, our solutions support broader sustainability and environmental stewardship goals. Social responsibility is a core part of CentralSquare's culture. We are committed to fostering a safe, inclusive, and respectful workplace where all employees feel valued and empowered. CentralSquare actively supports employee resource groups that promote mentorship, professional development, and community engagement. These initiatives help ensure our workforce reflects the diverse communities we serve and that employees have opportunities to grow and contribute meaningfully.</p> <p>Our social impact also extends beyond our workforce to the communities supported by our customers. CentralSquare's solutions enable public sector agencies to deliver essential services more effectively, transparently, and equitably. By supporting public safety, public administration, and financial management functions, we help local governments improve service delivery, strengthen public trust, and better serve residents.</p> <p>Strong governance underpins all of CentralSquare's ESG efforts. We operate under a formal Code of Conduct that emphasizes integrity, ethical behavior, accountability, and compliance with applicable laws and regulations. Our governance practices focus on risk management, data security, and privacy, which are critical when supporting public sector organizations. Leadership accountability and transparent business practices help ensure we maintain the trust of our customers and partners.</p>

**SCHEDULE "B"**

**SUPPLIER RESPONSE TO THE RFP  
(SPECIALTY MUNICIPAL SOLUTION)**

# CAN-2026-001 - Public Sector Enterprise Resource Planning (ERP) Software

Opening Date: January 21, 2026 3:28 PM

Closing Date: March 20, 2026 3:00 PM

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## Vendor Details

Company Name: CentralSquare Canada Software Inc.  
Does your company conduct business under any other name? If yes, please state: CentralSquare Technologies, FDM Software, TriTech Software Systems  
Address: 155 Wellington Street West  
Toronto, ON M5V 3J7  
Contact: Proposals Department  
Email: proposals@centralsquare.com  
Phone: 858-799-7824  
Fax: 910-401-1837  
HST#:

## Submission Details

Created On: Friday March 20, 2026 12:15:29  
Submitted On: Friday March 20, 2026 14:37:09  
Submitted By: Proposals Department  
Email: proposals@centralsquare.com  
Transaction #: 2b08cf4b-4e62-4df1-822b-31b6e522f0bd  
Submitter's IP Address: 147.243.254.105

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Proponents must review and complete the requirement lists and questionnaires as part of their submission.

**Corporate Profile**

Line Item	Question	Response *
1	Proponent Legal Name (and applicable d/b/a if any):	CentralSquare Canada Software Inc. CentralSquare Technologies, Inc.
2	Proponent Address:	155 Wellington Street West Toronto, ON M5V 3J7
3	Proponent website address:	www.centalsquare.com
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	
5	Proponent's primary contact for this proposal (name title address email address):	Wes Pogorzelski, Senior Account Executive wes.pogorzelski@centalsquare.com 778-216-1837
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	Johnny Rivera, Sales Director jonathan.rivera@centalsquare.com 407-748-0167
7	Proponent GST registration number:	CentralSquare Canada's GST/HST registration number is 874097918.
8	If the Proponent is representing a consortium, each member of that consortium.	N/A
9	Provide a brief history of your company, including your company's core values, business philosophy, and longevity in the industry relating to this solicitation.	CentralSquare delivers software and information technology solutions tailored to the specialized needs of city and county governments, provincial and state agencies, public safety and justice organizations, transit authorities, federal government entities, and nonprofit organizations. Our solutions are designed to address the unique challenges of these sectors, ensuring efficiency, compliance, and long-term value. CentralSquare brings more than 50 years of public sector experience to each project. Our staff has real-world experience with a deep understanding of proven industry best practices. When agencies choose CentralSquare to deliver software and implementation solutions, they are selecting a partner trusted by more than 8,000 organizations, impacting 3 in 4 citizens.  CentralSquare is a privately-held portfolio of two of the largest and most successful private equity firms in the world – Vista Equity Partners and Bain Capital Private Equity, LP.
10	Where is your headquarters located?	Our global headquarters are based in Lake Mary, Florida. At the same time, we maintain teams across North America to service Canadian and regions. CentralSquare employs staff in BC, Alberta, and Ontario.
11	Do you have 250 or more full time employees in Canada?	No, we have 72 full-time Canadian employees.
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	CentralSquare is not debarred, suspended, or otherwise under any sort of disqualification from public entities in any region (Canada, U.S. or other).

**ERP Solution Classification included in your submission**

Canoe will award solutions in 3 distinct categories. Select the one which represents your solution.

**Definitions**

**Integrated / Full Suite ERP 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.

**Best-of-Breed Solution**

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.

**Municipal Specialty Systems Solution**

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. Solutions for emergency management, land-use planning, permitting, GIS or inspections are not included in this RFP.

Category *
Specialty Municipal Solution

**Bill S-211 declaration**

Please note that the response to the information is being collected as data collation for internal use only. The response provided has no bearing on the ability for Proponents to respond to this RFP.

Line Item	Bill S-211	Answer *
1	Does the Proponent identify itself as an "entity" as defined under the Fighting Against Forced Labour and Child Labour in Supply Chains Act or "Bill S211"?  As per Bill S211 an "Entity" means a corporation or a trust, partnership or other unincorporated organization that (a) is listed on a stock exchange in Canada; (b) has a place of business in Canada, does business in Canada or has assets in Canada and that, based on its consolidated financial statements, meets at least two of the following conditions for at least one of its two most recent financial years: (i) it has at least \$20 million in assets, (ii) it has generated at least \$40 million in revenue, and (iii) it employs an average of at least 250 employees; or (c) is prescribed by regulations.  Please note that the response to the information is being collected as data collation for internal use only. The response provided either yes or no has no bearing on the ability for Proponents to respond to this RFP.	<input type="radio"/> Yes <input checked="" type="radio"/> No

## Geographical coverage for offering

Identify the geographical locations included in your offering. While Canoe members are nation wide, **Proponents can select to serve a defined geographical area based on their capabilities.**

Line Item	Province/Territory	Do you currently offer goods in this area? *	Is this area included in your offering for this RFP *	Comments
1	Alberta	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
2	British-Columbia	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
3	New-Brunswick	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
4	Manitoba	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
5	Newfoundland and Labrador	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
6	Northwest Territories	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
7	Nova-Scotia	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
8	Nunavut	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
9	Ontario	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
10	Prince Edward Island	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
11	Québec	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	Included support is provided in English.
12	Saskatchewan	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	
13	Yukon	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	

## Type of solution and complexity of entity served

This will be used as a quick guide for Members.

Question	Response *	Comments
Deployment model	SaaS Multi-Tenant	
Solution Category (Full Suite ERP, Best of Breed Solution, Specialty Municipal solution)	Specialty Municipal Solution	Our solution uses a hybrid SaaS architecture. Core application components run in fully isolated, per-tenant containers, providing strong data and execution isolation similar to a single-tenant model. Certain platform-level services — such as shared infrastructure components and background processing — run in a controlled multi-tenant layer for efficiency and scalability. No customer data is co-mingled, and data isolation is enforced at both the container and data-storage level.
Complexity of entity served (Small-mid, mid-market, large complex)	Other (please add comment)	This submission is for the Naviline Revenue Bundle, which is a highly specialized municipal revenue bundle for Property Tax, Utility Billing, Cash Receipting, and Online Portal. The revenue bundle can be purchased on its own to be used if the customer has a preference to use a separate ERP system for finance, payroll and other related functionality. This provides a specialized offering for the municipal components not always available in off the shelf ERPs.
Implementation model (Vendor-Led, Partner-Led, etc)	Vendor-Led	The revenue bundle can scale from agencies serving 1,000 population to over 1,000,000 population throughout Canada.
		CentralSquare is the sole source implementer of the offering.

## Program offering

Describe your program offering.

Question	Response *
Provide a clear description of your ERP solution. Describe the core functional areas—such as finance, budgeting, procurement, commitment control, reporting, asset and inventory management, human resources, and workflow/approvals—and explain how your solution supports the business processes normally used by municipalities and broader-public-sector entities. If and when using proprietary module names, please define how they correspond to standard public-sector functions.	<p>Naviline Revenue is a Canadian revenue management solution for property tax and utility billing support by common components for cash receipting, an online portal, eBilling, and online payments.</p> <p>It was built to meet the highly specialized needs of local governments and utilities. This bundle is part of the overall Naviline solution, but has been designed to be offered on its own as municipalities may have requirements to use finance systems that the Naviline solution does provide.</p> <p>The following shows what is included in each package:</p> <p>Naviline Revenue (Utility Billing and Property Tax)</p> <ul style="list-style-type: none"> <li>• UB Customer Information System</li> <li>• Property Tax</li> <li>• Shared Land and Contact Records across Tax and UB</li> <li>• UB Contact Management</li> <li>• UB Data Quality Suite</li> <li>• UB Citizen Engagement Request Tracking</li> <li>• UB Citizen Engagement Customer Info. System</li> <li>• REST APIs</li> <li>• Standard Integrations <ul style="list-style-type: none"> <li>o Assessment Import</li> <li>o Meter Reading Systems (AMI/AMR)</li> <li>o Pre-authorized Payments</li> <li>o Mortgage Company</li> <li>o Electronic Banking</li> <li>o Various Imports (Payment, Local Improvement, Adjustment)</li> </ul> </li> <li>• Add-on options: <ul style="list-style-type: none"> <li>Naviline Utility Billing Mobile Service Orders</li> <li>Work Order/Facility Management</li> <li>Work Order Interface (W3)</li> <li>Utilities Imaging Interface</li> <li>Online Utility Exchange</li> </ul> </li> </ul> <p>All Bundles Include:</p> <ul style="list-style-type: none"> <li>• Unlimited Users</li> <li>• Cash Receipting</li> <li>• Common Land Database</li> <li>• Land Integration (e.g. GIS)</li> <li>• Citizen Online Portal</li> <li>• eBilling of Documents</li> <li>• One Live and One Test Company</li> <li>• Hosting in Canada</li> <li>• Backups and Disaster Recovery</li> <li>• HTML5 Web Browser Interface</li> <li>• Included Support and Maintenance</li> <li>• Updates Applied by CentralSquare</li> <li>• Cloud Fees such as Storage, Compute, and Egress</li> </ul>

<p>Describe the maturity of your ERP platform, including years in market, installed base in Canada, and the number and type of public-sector clients currently using your solution.</p>	<p>NavilLine and its revenue components has a long-standing presence in the market, demonstrating maturity and sustained development. NavilLine was originally developed and implemented for public-sector clients in 1988. CentralSquare has continued to modernize the NavilLine solution where it has evolved into a cloud and web enabled offering. NavilLine has over 300 customers using the solution; as of the end of 2025, 15 of which are Canadian public-sector clients.</p> <p>The Property Tax billing solution was developed for Canada modeled after existing successful CentralSquare systems 600+ municipalities use across Canada. Popular features from Diamond, Tempest, and Vadim were incorporated into this highly specialized system. Those systems were used from small towns to Canada's largest cities and the favourite features were incorporated into this cloud first offering in NavilLine.</p>
<p>Describe your product roadmap for the next 36 months, including planned functional enhancements; architectural changes, module expansions, and end-of-life notices. State your release cadence and how you communicate changes to clients.</p>	<p>NavilLine's platform has been updated to a Cloud-native environment hosted in AWS (Amazon Web Services) environment. In addition to continuous regulatory and legislative updates, NavilLine is being expanded by strengthening integrations to other CentralSquare platforms. Artificial Intelligence (AI) tools are being implemented through natural language help and Citizen Portal workflows. AI remains a major focus on the near and long term CentralSquare roadmap. Future core functionality enhancements include the addition of Bank Reconciliation, expanding the existing integration with UKG Ready, and an upgraded Mobile platform.</p> <p>CentralSquare does not have any end-of-life notices.</p> <p>The release cadence as of early 2026 has two major releases per year, with critical updates such as security related updates applied frequently as needed. Releases are applied by CentralSquare in the included costs. CentralSquare is converging on a more frequent release cadence to introduce changes in small digestible increments to keep customers always up to date. Releases are communicated through the support portal where customers can subscribe for notifications to be emailed of relevant updates.</p> <p>With the success of the Property Tax portion and the highly specialized and legislated differences across the nation, CentralSquare is rapidly enhancing areas of Property Tax billing offering to improve workflows and the customer experience in those areas. These are smaller incremental changes where required as the system was already modeled after other CentralSquare Property Tax platforms used across the nation.</p>
<p>Include the third party certifications you have related to ERP systems cloud storage such as ISO, ANSI, CSA, SOC etc.</p>	<p>The proposed solution leverages infrastructure and operational controls that align with recognized Canadian and international security standards applicable to cloud-deployed public administration ERP systems. The underlying cloud infrastructure and managed hosting services support independently assessed and audited security programs commonly relied upon by Canadian public-sector organizations, including the following:</p> <p><b>Certifications and Assessments</b></p> <ul style="list-style-type: none"> <li>• PCI DSS Level 1</li> <li>• SSAE21 SOC 1 &amp; SOC 2 Type 2 (12-month cycles, FORVIS)</li> <li>• CSA Level 1</li> <li>• Annual maturity reviews and AWS cloud assessments (Coalfire)</li> </ul> <p><b>Policy Framework</b> - Built on NIST, OWASP, and ISO 27001 principles, covering 12 core areas including data protection, access control, secure development, and incident response.</p> <p><b>Cloud Security Approach</b></p> <ul style="list-style-type: none"> <li>• People: Staff trained in security and change management</li> <li>• Process: Zero trust, access control, vulnerability management</li> <li>• Technology: Layered defenses including advanced endpoint protection, firewalls, and monitoring</li> </ul> <p>Security responsibilities are governed through a shared responsibility model, which is standard for cloud-deployed ERP systems. Under this model, the hosting provider is responsible for the security of the underlying cloud infrastructure, physical data centres, and foundational platform controls, while CentralSquare is responsible for application-level security, platform configuration, data protection controls, access management, and operational security processes.</p>
<p>Identify the platform(s) who host your solution, where customer data is stored, processed, and backed up (primary, secondary, disaster recovery). Describe your security certifications, data protection practices, access controls, and incident-response protocols applicable to Canadian public-sector organizations.</p>	<p>For Canadian customers, customer data is stored, processed, and backed up within Canada, with primary data residency in Montreal, Quebec, supporting Canadian public-sector data residency expectations.</p> <p>The NavilLine hosting architecture includes primary production environments, secondary environments, and disaster recovery capabilities that are centrally managed by CentralSquare and its hosting partners. Data is continuously processed within the hosted environment, and backups are performed as part of standardized operational procedures. Backup data is protected and retained to support system restoration, operational continuity, and disaster recovery scenarios. Disaster recovery processes are documented and tested to validate that recovery procedures function as intended.</p> <p>CentralSquare's primary hosting provider is Amazon Web Services (AWS) and is the go-forward hosting provider for new NavilLine customers. As of 2026, CentralSquare also has a hosting partner, Syntax, a managed cloud services provider with extensive experience operating enterprise and government workloads.</p> <p>NavilLine is delivered through a modern, web-based interface that is accessible from desktops, laptops, tablets, and smartphones. The solution supports standard operating systems and modern web browsers, enabling secure access without the need for specialized client software. This architecture supports high availability, scalable access, and a consistent user experience across devices and locations.</p> <p>Security and data protection practices are implemented using a layered approach. Data is protected through encryption in transit using secure communication protocols, and hosting environments are configured to prevent unauthorized access. CentralSquare applies standardized backup, retention, and recovery practices as part of its managed service model, ensuring that customer data is safeguarded throughout its lifecycle. Access controls are governed through role-based access principles and least-privilege design. User access within NavilLine is restricted based on assigned roles and responsibilities, while administrative and support access to hosting environments is limited to authorized personnel. Authentication and access management controls are enforced to protect both customer data and system operations. Monitoring and security operations are continuously applied within the hosted environment. Systems are monitored for anomalous activity, security events, and operational issues, with defined escalation paths to CentralSquare's operational and security teams for investigation and remediation.</p> <p>Incident response is managed through a documented incident response program that defines roles, responsibilities, escalation procedures, and communication protocols. Incident response plans are reviewed and tested on a regular basis. In the event of a confirmed security incident involving customer data, CentralSquare is committed to timely notification and coordinated response with affected customers, consistent with contractual obligations and applicable Canadian public-sector requirements.</p>
<p>Describe your upgrade process, including frequency, required customer involvement, backward-compatibility, test environments, and support for customizations or third-party components during upgrades</p>	<p>Releases are provided on a set cadence by CentralSquare. These updates and upgrades are coordinated with the CentralSquare team and applied first in the test environment, followed by the production environment. Updates are scheduled and completed during non-business hours, including evenings and weekends, ensuring timely application of the latest stable version of the software. Documentation is updated with release notes for all versions detailing new features and changes. Standard configuration settings are maintained as part of the upgrade process, subject to validation during customer testing.</p> <p>The NavilLine solution has been developed on a Configuration over Customization design methodology. Integration interfaces remain unchanged during upgrades. Reports are based off of Templates or reported off of data models. As a result, any changes to the database are hidden from the reports or integrations that use them through a layer that remains unchanged.</p>
<p>Describe the configuration tools, low-code/no-code capabilities, and workflow engines available to clients. Identify which capabilities business users can configure without vendor or partner intervention.</p>	<p>As a vendor with 50 years' experience in Canadian local government and utilities, the following areas are some of the typical places our customers have desired more control over their system and how NavilLine has been designed to achieve it using user configuration as opposed to reliance on the vendor.</p> <p><b>Fees and Rates:</b> All fees are rates in the system are configurable by end users and provide sophisticated calculations to meet common patterns found in local government. This includes fees for property taxes and all area rates; utility billing rates for water, gas, sewer, and electricity; and miscellaneous codes in cash receipting. Legislative changes or changes imposed by councils requiring new codes or fees are easily accommodated and implemented through configuration by your staff without vendor intervention.</p> <p><b>Templated and Ad hoc Reports:</b> With NavilLine, the vast majority of reporting requests do not require specialized skillsets. Reports are templated and include ad hoc reporting tools that put the power in staffs' hands in a user interface or tools they are familiar with such as MS Word. Business changes can be quickly adopted without delay or reliance on other departments. Ad hoc reporting is built-in to many areas of the navigation providing canned lists and dashboards throughout the user experience. Data can be exported from the interface. New reports can be built on pre-built models that simplify the data gathering process.</p> <p><b>Integrations:</b> Many integrations typical in public administration and local government are achieved in NavilLine through configuration and built-in tools as opposed to one-off scripts or customizations. To name a few:  <b>Utility Billing</b> – Meter reading integrations can be handled through configuration. Integration to 3rd party work order systems can be achieved through existing APIs.  <b>Property Tax</b> – The system comes standard with assessment import, mortgage company payment export and import, electronic banking import. Integration with Dye &amp; Durham's Tax Certificates Online comes standard.  <b>Payment Imports</b> – Payment imports, such as electronic banking, can be accomplished through out of the box imports and GL/AP/AR Imports – NavilLine comes with a configurator to import General Ledger, Accounts Payable, and Accounts Receivable imports if other systems provide these through a file.</p> <p><b>User Defined Fields:</b> User defined fields are available throughout the system. Most notably in Property Taxes where you can not only store any additional land attributes but also use those attributes to drive system behaviour as alerts, no payments, track tax recovery processes, add fees, define area rates, drive letter printing and sorting, and drive tax billing calculations.</p> <p><b>Monthly Pre-Authorized Payment:</b> Pre-authorized payment plans, especially monthly pre-authorized payment plans for tax, can have significantly different calculation rules from municipality to municipality. The Property Tax system includes a sophisticated calculator to calculate these amounts so they do not need to be performed outside of the system.</p> <p><b>Online Applications and Requests:</b> Online applications and requests by citizens are common in municipal workflows, and are made available with no coding required. This includes applications to enroll in pre-authorized payment, apply for a permit online, utility billing service requests such as new services or moves, a general online request reporting form regardless of department, mailing address change requests, and business license applications.</p> <p><b>Online Portal Branding and Configuration:</b> The citizen online portal can be managed through configuration settings in the system. Web development isn't required; however, familiarity with web technologies can be used.</p>

Describe if and how your solution supports multi-entity, multi-department, or shared-services environments, including controls, reporting, and segregation of duties.	<p>Naviline supports multi-department and shared services environments by allowing organizations to operate within a single system while maintaining clear separation of responsibilities, access, and visibility across organizational units. The solution is designed to accommodate centralized and decentralized operating models, enabling departments or shared services teams to perform functions across multiple entities while preserving appropriate boundaries and oversight.</p> <p>Controls within Naviline are enforced through user security and system authority settings that align access with organizational roles and responsibilities. Permissions govern which users can create, review, approve, or process activity within the system, supporting effective segregation of duties across departments and shared service functions. This structure allows centralized teams to support multiple departments or entities without granting unnecessary access beyond their assigned responsibilities.</p> <p>Reporting and inquiry capabilities are available throughout Naviline and can be used to view information by department, division, fund, or organizational unit as needed. This supports both consolidated and segmented views of activity, allowing leadership and operational teams to monitor performance across the organization while maintaining department-level visibility. Together, these capabilities enable organizations to support shared services operations, maintain appropriate controls, and manage complex organizational structures within a unified platform.</p>
Describe your reporting and analytics capabilities, including built-in reports, self-service tools, data export methods, and support for external BI platforms.	<p>CentralSquare Analytics provides reporting and analytics capabilities designed to enhance data visualization, insight, and decision-making. The platform includes tools that support both standard and ad hoc reporting, allowing users to generate reports that meet specific organizational needs and preferences. Built-in reporting capabilities can be customized, enabling flexibility and efficiency in how information is analyzed and presented.</p> <p>CentralSquare Analytics supports self-service reporting through an integrated report writer that allows users to create, customize, and tailor reports without reliance on technical staff. These tools enable users to develop reports that align with their role, responsibilities, and reporting requirements, supporting greater access to information across the organization.</p> <p>Interactive dashboards within CentralSquare Analytics allow users to create, customize, and deploy visual displays quickly and efficiently. Dashboards can be tailored to present the most relevant data, helping users gain insight at a glance. CentralSquare Analytics also supports real-time monitoring capabilities, allowing users to track and analyze data as it is updated, supporting timely and informed decision-making.</p> <p>Reports and dashboards can be exported in commonly used formats such as Excel, PDF, CSV, XML, and HTML. CentralSquare Analytics provides comprehensive reporting and analytics capabilities, making the use of a separate external business intelligence platform unnecessary for most reporting needs.</p> <p>For external BI platforms there are several methods to retrieve the data for use in your reporting tools. This includes accessing data via API, scheduled file exports, VPN access to the database, read-only report database. Each of these methods has benefits and tradeoffs and the ideal method would depend on the type of data, volume of data, whether your reporting tool is cloud or premise based, and whether it needs to be real time or near real time data.</p>
Describe how your solution supports public-sector financial controls, including approval workflows, delegation of authority, commitment control, audit trails, and compliance reporting.	<p>Naviline embeds financial controls directly into day-to-day system activity to support accountability, oversight, and compliance within public sector organizations. Financially impactful transactions are routed through required approval steps based on defined user authority, ensuring that actions are reviewed and authorized in the proper sequence before they are processed. Approval responsibility is enforced through system security, allowing organizations to align authorization with organizational roles while supporting appropriate delegation of authority and segregation of duties.</p> <p>Financial commitments are controlled through budget checking and encumbrance processing, allowing organizations to verify available funding and reserve amounts before obligations are finalized. Naviline supports audit trail logging, including date, time, user stamp, and historical values, providing clear visibility into transaction history and supporting internal review and audit activities. Reporting, inquiry, and analytics capabilities provide access to current and historical financial information, enabling organizations to meet compliance reporting requirements and maintain ongoing financial oversight.</p>
Do Canoe members have the ability to choose or restrict the hosting region (including test, staging, and analytics environments)? Can the customer prohibit cross-region failover?	<p>CentralSquare allows for this at a country level for the sole purpose of data sovereignty compliance. Your data will remain within Canada. Region selection within a country is not available for the reasons described below.</p> <p>Naviline is delivered via a centrally managed hosting model, in which CentralSquare selects the hosting region(s) for production, test, staging, and analytics environments, rather than individual customers configuring them. This approach is intentional and ensures a consistent, standardized hosting architecture across all environments. By centrally managing hosting locations, CentralSquare can apply uniform security controls, operational governance, monitoring, and lifecycle management, reducing configuration risk and ensuring predictable service behavior for all customers, including Canadian public-sector organizations.</p> <p>Customers are similarly not provided with the ability to prohibit or disable cross-region failover. Cross-region failover is an integral part of the Naviline resiliency and availability design and is managed centrally to support service continuity in the event of infrastructure or regional disruptions. Maintaining centralized control over failover behavior allows CentralSquare to respond quickly and consistently to incidents, minimize service interruption, and avoid the operational and risk complexities that can arise from customer-specific failover configurations. This managed model assures that hosting, resiliency, and disaster recovery practices are applied consistently and governed through CentralSquare's established operational standards. Rather than relying on customer-configured regional controls, Naviline emphasizes platform stability, availability, and risk reduction through centralized management of hosting regions and failover mechanisms, supporting reliable service delivery for mission-critical municipal and public-sector operations.</p>
Describe how your solution meets accessibility requirements, keyboard navigation, screen-reader compatibility, and mobile usability for public-sector staff.	<p>Naviline is designed to support accessibility and usability requirements for public-sector staff. The user interface is continually scanned for compliance with web accessibility standards using a third-party accessibility partner, LevelAccess, with alignment to WCAG 2.2 requirements, and any identified violations are prioritized for correction. Naviline is currently compliant with these standards. The solution supports keyboard navigation, allowing users to efficiently move through data entry fields using standard tabbing functionality to improve ease of use and accessibility. Naviline is delivered through an HTML5 responsive design that supports use on mobile devices and tablets, enabling staff to access the system across form factors without requiring separate applications. While the solution does not provide native screen-reader support, it is designed to support consistent, web-based interaction patterns within modern browsers. Naviline supports modern web browsers, including Google Chrome and Apple Safari.</p> <p>Online Citizen Portals are included in the bundles and have been designed in compliance with web accessibility standards. This ensures they are compliant with regional standards, such as AODA.</p>
List and describe all agreements that govern the use, support, hosting, and management of your ERP solution.	CentralSquare uses a Master Solutions Agreement that governs the use, support, hosting and management of our Naviline ERP solution.
List anything else you would like to include as part of your offering.	Not at this time.

### Core ERP Capability Coverage

Proponents must base responses on the capabilities of their ERP platform, not on a specific client's implementation.

ADD N/A if no answer

- Identify which features are native, which require configuration, which require customization, and which rely on third-party applications.
- Cite **evidence** (e.g., published documentation, release notes, client deployment patterns).
- Avoid marketing statements that do not provide measurable facts.
- Disclose any assumptions used in classifying a capability.

Evaluation will score the completeness, clarity, evidence, and practicality of proposed approaches required for a delivery of your program offering.

Capability Category	Offered *	Name and Description *	Native (OOB) Support *	If not Native: Configuration *	Requires Customization *	Third-Party Required *	Known Limitations *	Typical use case that require customization or 3rd party *	Evidence
Finance	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A Please see un-categorized section below where we describe in more detail on the specialized revenue and municipal functionality provided in this response.	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	N/A	N/A	N/A
Procurement	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	N/A	N/A	N/A
Human Resources / Payroll (if applicable to your suite)	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	N/A	N/A	N/A
Budgeting and Planning	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	N/A	N/A	N/A
Inventory / Asset Management	<input type="radio"/> Yes <input checked="" type="radio"/> No	N/A	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	N/A	N/A	N/A

Reporting / Analytics	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>The revenue management system handles reporting at several different levels. Throughout the experience, users can view interactive lists and grids and export their data.</p> <p>The system also has templated reports that don't require technical knowledge to implement business changes. The reports can be eBilled and available on the portal.</p> <p>The system also includes has an analytics tool to create advanced reports, dashboards, and interactive views based on an existing data model.</p>	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	N/A	N/A	N/A
Integration and Data Architecture	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Core Revenue Management Capability: The Revenue Management modules comes pre-built with many local government and utility integrations common in the industry. Furthermore, general imports, exports, and an included REST API to extend if further.</p> <p>The cash receipting system is designed to take payments for the CentralSquare solutions, but architected to be extensible to take payments for non CentralSquare solutions.</p> <p>The architecture is in the cloud and managed by CentralSquare.</p>	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	N/A	N/A	<p>CentralSquare has approximately 300 users in North America using aspects of the proposed solution.</p> <p>CentralSquare's website includes videos, testimonials, webinars, and product documentation on the offered solution.</p>
Platform Tools (workflow, low-code, roles/permissions, extensibility)	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Core Capability of the Solution: As the revenue management functionality is built to meet highly specialized needs of local revenue management in local government, many of the common workflows have been built in and can be modified through system configuration. Additionally, the online citizen portal has been designed to be branded and fit in to your existing municipal portal.</p> <p>Overall, the design of the revenue management system is based on configuration over customization giving users the flexibility they need to use the system in ways the future may require.</p>	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	N/A	N/A	<p>CentralSquare has approximately 300 users in North America using aspects of the proposed solution.</p> <p>CentralSquare's website includes videos, testimonials, webinars, and product documentation on the offered solution.</p>
	<input checked="" type="radio"/> Yes <input type="radio"/> No	<p>Revenue Management: This proposal is for the revenue management functionality typical in utilities and municipalities. It includes Property Tax billing, Utility Billing, Unified Cash Receipting, and Online Portal with Payments and eBilling.</p>	<input checked="" type="radio"/> Yes <input type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input type="radio"/> Yes <input checked="" type="radio"/> No	<input checked="" type="radio"/> Yes <input type="radio"/> No	N/A	Integrations to systems that are unique to the municipality or utility.	<p>CentralSquare has approximately 300 users in North America using aspects of the proposed solution.</p> <p>CentralSquare's website includes videos, testimonials, webinars, and product documentation on the offered solution.</p> <p>CentralSquare also supports over 600 municipalities in Canada on its other various revenue management solutions and has an deep bench strength supporting this unique areas.</p>

**Extensibility, integration and interoperability**

Integration and Extensibility Overview

Area	Native Integration Features *	Limits or Constraints *	Need for Customization or Middleware *
API	<p>A native REST API has been built out and is available in the solution. This API comes as part of some of the existing bundles in the solution and as a result would already be included in most opportunities at no additional cost. Otherwise, it can be purchased separately.</p> <p>The API has been developed to meet the needs of frequently requested integrations in the public sector and municipal market CentralSquare serves. That includes integrations to GIS, Online Citizen Portals, Cash Receipting, Work Order Systems, Asset Management Systems, Tax Certificate Online, Land Management Systems, Purchasing Inquiries, Permit Applications, Barcoding, Mobile Apps, and many more general items and general inquiries.</p>	<p>Use of the APIs by other third-party vendors may be subject to an access and use agreement.</p>	<p>Not necessarily, however, this would be subject to the goals of the customer and integrating system.</p> <p>Out-of-the-box integrations exist with many third-party vendors. However, additional work or development may be required by a new vendor if they were to adopt the use of the CentralSquare APIs.</p>
Events/webhooks	<p>Events or webhooks are not available as of 2026.</p>	<p>N/A</p>	<p>While events or webhooks are not available at this time as it has not been a commonly requested feature in the public sector customers served by NaviLine, other methods through the API are often available to accomplish similar outcomes if required.</p>
Reporting Data Models	<p>The NaviLine solution comes with a pre-defined reporting data model to facilitate the seamless use of ad-hoc reporting by CentralSquare customers.</p>	<p>N/A</p>	<p>N/A</p>
Workflow Engine	<p>Pre-defined review and approval workflows are pre-built out of the box and designed for common public sector and municipal use cases. This includes workflows, such as batch approvals with segregation of duties, online application approvals, permit approvals, budget approvals, specialized tax and utility billing workflows, personnel action forms in payroll, and PO and P-Card approvals.</p>	<p>N/A</p>	<p>N/A</p>

## Technical Support

Question	Answer *
<p>Describe the customer support services available for technical issues, including support channels, hours of availability, response and resolution targets, escalation paths, and any service-level commitments for Canoe Members.</p>	<p>CentralSquare is committed to delivering consistent, high-quality support to all customers throughout the deployment and operational lifecycle of our solutions. Our comprehensive support model includes training, helpdesk services, troubleshooting, and community-based knowledge sharing.</p> <p>Help Desk Support - Our Help Desk is available Monday through Friday, 8:00 a.m. to 8:00 p.m. Eastern Time (excluding holidays), to respond to phone and web portal inquiries. All reported issues are logged immediately into our CRM system, where they are tracked and prioritized. If an issue cannot be resolved during the initial interaction, it is escalated and resolved as quickly as possible, with regular updates provided to the client.</p> <p>After-Hours Support - For activities requiring professional or computer services outside of standard hours, CentralSquare offers after-hours support on a time and materials basis. This ensures flexibility for clients with critical or time-sensitive needs beyond the scope of the regular maintenance contract.</p> <p>Support Portal Access - Clients have 24/7 access to the CentralSquare Support Portal, which enables real-time communication with support staff and provides tools for issue resolution and case tracking.</p> <p>Connect Community Social Network - Our Connect Community platform enhances support through peer collaboration and knowledge sharing. Clients can join discussion groups, download user guides, share content and feedback, view videos and blogs, and follow relevant topics and contributors. This platform fosters a collaborative environment where users can learn from each other's experiences and crowdsource solutions to common challenges.</p> <p>Issue Tracking and Reporting - Every support issue is assigned a unique tracking number and priority code. Our CRM system generates daily, weekly, and monthly reports to identify recurring issues and training needs, enabling proactive root cause analysis and continuous improvement.</p> <p>Secure Remote Support - CentralSquare utilizes SecureLink®, a secure remote support solution, to provide safe and efficient access to client systems for troubleshooting and maintenance. This ensures rapid response times while maintaining enterprise-grade security standards.</p> <p>For Canoe Procurement Group members, any further service-level commitments, such as response times, resolution objectives, and escalation expectations, are established contractually, allowing agencies to align support levels with their operational requirements.</p>
<p>Describe your technical support model, including the distinction between vendor-provided support and partner-provided support. Identify which types of issues are handled directly by your company.</p>	<p>CentralSquare provides direct, vendor-delivered technical support for the proposed NavILine solution. Support is delivered by CentralSquare staff and is included as part of the ongoing subscription agreement. CentralSquare serves as the primary and first point of contact for all NavILine support requests, ensuring a consistent and accountable support experience for clients. CentralSquare directly handles issues related to the NavILine application and platform, including:</p> <ul style="list-style-type: none"> <li>• Application functionality, configuration, and system behavior across NavILine modules</li> <li>• Incident investigation and resolution for software defects and application errors</li> <li>• User access, security configuration, and application-level permissions</li> <li>• Interface and integration issues involving CentralSquare-supported integrations</li> <li>• Cloud-hosted environment support, including system availability, performance, and scheduled maintenance</li> <li>• Patch management, product updates, and version upgrades</li> <li>• Data processing issues, reporting errors, and batch job execution</li> <li>• Coordination of escalations to development or cloud operations teams when required</li> </ul> <p>Support is provided through CentralSquare's centralized help desk using telephone and web-based support channels during standard business hours, with defined escalation paths for unresolved or critical issues. Issues are tracked and communicated through CentralSquare's support management systems to ensure transparency and timely resolution.</p> <p>Implementation partners or third-party vendors may be involved during initial system implementation, data conversion, or the delivery of non-CentralSquare software products. These partners do not replace CentralSquare as the primary support provider for the proposed NavILine solution. When third-party applications or integrations are involved, CentralSquare coordinates with the appropriate vendor or partner as needed, while continuing to manage the issue from the customer's perspective.</p>
<p>Describe how support responsibilities are divided between your company and implementation partners, including issue triage, root-cause analysis, and platform-level defects</p>	<p>CentralSquare provides a vendor-led support model for NavILine in which CentralSquare remains the primary owner of support, triage, and resolution, regardless of whether an implementation partner was involved during deployment. This model ensures clear accountability, consistent service levels, and a single point of contact for Canadian public-sector clients.</p> <p>Issue triage: All support requests are initiated with CentralSquare's support organization. CentralSquare performs initial triage to assess severity, business impact, and scope. This includes validating whether the issue is related to application functionality, configuration, integrations, data processing, or the hosted environment. Customers are not required to determine whether an issue belongs to CentralSquare or an implementation partner before engaging support.</p> <p>Root-cause analysis: CentralSquare is responsible for conducting root-cause analysis for issues related to the NavILine platform, including application behavior, integrations supported by CentralSquare, and cloud-hosted environments. Where an issue involves configuration choices or customizations implemented during deployment, CentralSquare coordinates with the original implementation partner as needed to validate assumptions or design decisions. CentralSquare retains ownership of communication, coordination, and resolution tracking throughout this process.</p> <p>Platform-level defects and product issues: Defects within the NavILine application, platform components, or standard integrations are handled directly by CentralSquare. These issues are escalated internally to CentralSquare engineering and product teams as required, with fixes delivered through patches, updates, or scheduled releases.</p> <p>Implementation partner responsibilities: Implementation partners typically support activities such as system configuration, data conversion, training, and project delivery. After go-live, partners do not act as first-line support for NavILine. If an issue is determined to relate specifically to partner-delivered services (such as data migration logic or customer-specific configurations), CentralSquare will engage the partner behind the scenes while continuing to manage the issue on behalf of the customer.</p>
<p>Describe how technical support interacts with your update and release process, including communication of upcoming releases, support for regression issues, and schedule stability</p>	<p>CentralSquare's technical support teams are tightly integrated with the NavILine product update and release lifecycle to ensure service continuity, system stability, and minimal disruption for customers.</p> <p>Support teams work in coordination with product management and quality assurance throughout the release lifecycle. Prior to each release, updates are reviewed through a formal go/no-go process that includes verification of completed features, resolved defects, and successful regression testing. Regression testing is a standard requirement before releases are approved for general availability.</p> <p>Communication of upcoming releases is handled through advance release notifications and published release notes. Release notes provide a consolidated summary of new features, enhancements, regulatory updates, and resolved support issues included in each version. In addition, in-application help content and customer communications are used to ensure users are informed about upcoming changes and what to expect as part of each release.</p> <p>Following a release, technical support serves as the first point of contact for any reported issues, including potential regressions. Reported post-release issues are triaged, tracked, and escalated to engineering as needed, with fixes incorporated into maintenance updates or future releases. NavILine follows a planned release schedule with defined release windows, supporting schedule stability and minimizing unexpected disruptions.</p> <p>NavILine follows a planned release schedule with defined release windows, supporting schedule predictability and stability for customers. Emergency or out-of-cycle updates are reserved for critical issues and are managed through controlled processes to minimize unexpected disruption.</p>

## Suitability and Member profile

Question	Reponse *
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<p>Beyond the financial cost, what is the specific Full-Time Equivalent (FTE) commitment required from the client's internal team during a standard implementation to ensure success, and what specific technical skill sets must those internal staff possess</p>	<p>Beyond financial cost, successful ERP implementation requires a defined and sustained Full-Time Equivalent (FTE) commitment from the customer's internal team. CentralSquare's experience with public-sector implementations indicates that clear role assignment and appropriate skill coverage are critical to achieving timelines, adoption, and long-term value realization.</p> <p>For a standard ERP implementation covering finance, utility billing, community and tax functions, CentralSquare typically recommends the following internal FTE commitment from the client organization over the course of the project:</p> <ul style="list-style-type: none"> <li>Executive sponsor: approximately 0.05–0.10 FTE - Provides executive oversight, decision authority, and escalation support. Engagement is periodic but critical at key milestones.</li> <li>Project sponsor or business owner: approximately 0.15–0.25 FTE - Accountable for overall business outcomes, prioritization, and cross-department alignment. Active throughout the implementation.</li> <li>Client project manager: approximately 0.75–1.0 FTE - Serves as the primary day-to-day lead on the client side, coordinating internal resources, managing schedules, facilitating decisions, and acting as the primary liaison with CentralSquare's delivery team.</li> <li>Functional subject matter experts (SMEs): approximately 1.5–3.0 FTE total - Distributed across finance, utility billing, community services, and related operational areas. SMEs participate heavily during discovery, configuration validation, testing, training, and go-live readiness. The exact number varies based on scope and organizational complexity.</li> <li>Technical and data resources: approximately 0.25–0.5 FTE - Supports data extraction, validation, integration coordination, access management, and technical readiness activities. Engagement is typically concentrated during data migration, integration setup, and pre-go-live phases.</li> </ul> <p>This level of commitment ensures timely decision-making, accurate configuration, and effective user adoption while avoiding delays caused by competing operational priorities.</p> <p>Required technical and functional skill sets - To support a successful implementation, client-side staff do not need deep software development expertise, but they must possess the following functional and technical competencies:</p> <ul style="list-style-type: none"> <li>Business process knowledge - Strong understanding of current and desired business processes within finance, utility billing, community and tax services, including approvals, controls, regulatory requirements, and service delivery workflows.</li> <li>Data literacy and data stewardship - Ability to understand data structures, validate data quality, identify inconsistencies, and make informed decisions about historical data retention, cleansing, and migration.</li> <li>Configuration validation capability - Comfort reviewing system configuration, testing scenarios, and confirming that the ERP supports required business outcomes, rather than expecting one-to-one replication of legacy behaviors.</li> <li>Basic technical coordination skills - Familiarity with system interfaces, user roles, access controls, and integration touchpoints sufficient to coordinate with internal IT resources and CentralSquare's technical team.</li> <li>Change management and communication skills - Ability to support user readiness through participation in training, communication, and change adoption activities, particularly for departments transitioning from legacy or manual processes.</li> <li>Decision-making authority within defined roles - SMEs and project leadership must be empowered to make timely decisions within their functional areas to prevent implementation delays.</li> </ul> <p>CentralSquare structures its implementation approach to respect public-sector capacity constraints while clearly defining these internal commitments upfront. This transparency helps ensure realistic planning, sustained engagement, and successful outcomes across diverse Canoe member organizations.</p>
<p>Describe a specific client profile (size, complexity, or industry vertical) where your solution is NOT the best fit, and explain why a competing product might serve that specific profile better.</p>	<p>CentralSquare only markets this solution to public administration for local governments and utilities or agencies providing comparable services.</p>
<p>Describe a specific client profile (size, complexity, or industry vertical) where your solution is the best fit, and explain why a competing product might serve that specific profile better.</p>	<p>The Revenue Management specialized municipal government offering is for municipalities with populations between 1,000-1,000,000. Higher populations are possible which CentralSquare would be able to offer additional scoping to assess the specific requirements.</p>
<p>Identify functional gaps that your past public-sector clients (within the last three years) have raised during implementation.</p>	<p>Across public sector ERP implementations completed within the last three years, CentralSquare has documented recurring functional gap themes raised by clients during implementation. These consistently observed gaps reflect areas outlined by Canoe where client expectations, legacy practices, or jurisdiction specific requirements required clarification, configuration, or complementary process changes. Commonly identified gaps include:</p> <p>Legacy workflow replication versus standardized ERP workflows - Clients frequently identified gaps where long-standing manual or legacy workflows did not map one-to-one with standardized ERP processes. Examples included non-standard approval paths, locally defined financial controls, or informal billing practices that required redesign rather than direct replication. CentralSquare's ERP system design aligns with Canoe's solutions based solicitation approach, which emphasizes modernized ERP practices over legacy replication.</p> <p>Reporting format continuity - Clients frequently identified gaps related to report appearance and layout continuity. Clients often expected existing reports—particularly financial, utility billing, and regulatory reports—to be reproduced exactly as previously delivered by legacy systems. The ERP reporting delivered the required data but in modernized or configurable report formats, requiring validation, redesign, or acceptance of improved reporting structures.</p> <p>Historical data usability - Data migration phases revealed gaps tied to data quality, completeness, and usability of legacy records. While the ERP could accommodate the data model, clients identified gaps in their ability to use historical records as-is without data cleansing, normalization, or archival strategies.</p> <p>Cross-departmental dependency visibility - Public sector clients frequently noted gaps in how interdepartmental dependencies were surfaced during early implementation phases. This included dependencies between finance, utility billing, community services, and customer records that were previously managed in siloed systems and required stronger governance and sequencing during ERP rollout.</p> <p>User readiness and adoption - Clients identified gaps between system capability and user readiness, particularly for roles transitioning from paper-based or lightly automated processes. These gaps were raised as functional issues but were resolved through role-based training, configuration adjustments, and phased adoption strategies.</p> <p>Jurisdiction-specific compliance interpretation - Clients occasionally identified gaps related to provincial or municipal regulatory interpretations such as financial controls, utility billing rules, or record retention practices. These gaps typically reflected the need for improved compliance documentation and ERP configuration alignment.</p> <p>Integration behavior expectations - Clients occasionally identified gaps where legacy integrations were expected to behave identically within the modern ERP environment. This included assumptions around real-time data exchange, file-based integrations, or downstream reporting tools. These gaps were resolved by revising expectations and providing clarification around modernized integration approaches, such as API based integration models.</p> <p>CentralSquare addresses these identified gaps through early discovery, configuration validation, data readiness assessments, and structured change management. These experiences have directly informed implementation methodologies, documentation standards, and client onboarding practices to minimize these issues in subsequent projects.</p>
<p>Describe compatibility with commonly used public-sector systems (procurement portals, AP automation tools, asset systems, financial reporting tools).</p>	<p>NavilLine is designed to function as a complete enterprise resource planning solution while also supporting compatibility with commonly used public sector systems in environments where agencies retain external tools or operate hybrid or phased implementation models. The platform supports integration and data exchange that allow NavilLine to coexist with external systems while maintaining centralized control, visibility, and consistency.</p> <p>NavilLine supports integrations using Fusion API and standard imports and exports, enabling structured data exchange with a wide range of external public sector systems. Integrations are available for commonly used solutions such as GIS systems, including ESRI, document management systems, including Laserfiche, interactive voice response systems, payment processing platforms, work orders and maintenance management systems, cash receipting, accounts payable, general ledger systems, third-party bill printing solutions, and meter data upload and download. These capabilities support interoperability while allowing agencies to retain specialized systems where appropriate.</p> <p>NavilLine also integrates with Microsoft 365 and Exchange to support citizen communications and internal emailing of application-generated reports. This allows system-generated notifications, correspondence, and reports to be distributed using standard email tools already in use across the organization.</p> <p>Overall, NavilLine is designed to support agencies that choose to standardize on a single ERP platform as well as those that require compatibility with external public sector systems. This flexibility allows organizations to integrate, transition, or coexist with commonly used solutions while maintaining appropriate controls, continuity, and enterprise-wide visibility.</p>

<p>Identify typical integration points where members often require customization.</p>	<p>NavilLine does not often require customization. The design philosophy is configuration over customization. However, we have listed some areas that arise from time to time for awareness. While NavilLine already comes standard with many out-of-the-box integrations that are typical in public sector agencies, the system also contains integration endpoints and CentralSquare provides services to help meet site specific integration requirements. This process includes collaborative discovery to identify data flows and business impacts, development by CentralSquare's technical teams with regular progress reviews, deployment to a test environment for acceptance, and promotion to production following customer approval.</p> <p>Typical customization points for Canadian public-sector clients could be integrations with external financial and general ledger systems, utility billing and payment processors, payroll, HR, and time-and-attendance systems, asset and work management platforms, permitting and community development systems, GIS solutions, document management systems, analytics and reporting platforms, and provincial or federal regulatory interfaces.</p> <p>Non CentralSquare Citizen Portal - While most customers use the CentralSquare citizen portal which integrates off the shelf, several municipalities have built their own portal to surface NavilLine information on their websites. The same REST APIs that CentralSquare uses for their portal can be used by municipalities to build their own web interface. This has become less common as the CentralSquare citizen portal has options for integrating to single-sign on providers, seamless online payments through CentralSquare payments, and branding capabilities.</p> <p>Unified Enterprise Cash Receipting - CentralSquare includes a common cash receipting solution to take payments for NavilLine with no additional customization required. However, it is becoming more desirable for municipalities to have a single cashiering solution for all vendor solutions in place to simplify end of day processing and reconciling. With CentralSquare there are two options available.</p> <p>1) The CentralSquare common cash receipting solution has been architected to be easily extensible to take payments for other systems that aren't CentralSquare solutions. This can either be done through imports/exports or through developing connectors to those solutions using a documented API.</p> <p>2) Using the CentralSquare APIs to use your existing enterprise point of sale solution to take counter payments for accounts in CentralSquare NavilLine.</p> <p>Third Party Work Order Integration - While NavilLine includes an already integrated work order and asset management solution, many municipalities have already implemented an existing system to achieve this. Beyond importing GL journal entries, other areas that municipalities and utilities desire to integrate include:</p> <p>1) Using the third-party work order system for utility billing service orders (e.g. rereads, meter change-outs, etc.)</p> <p>2) Utility meter data, where the system of record for utility meters is most often the utility billing system (CentralSquare), the 3rd party asset management system</p> <p>GIS - Two common integrations to GIS occur that require some additional technical for site specific GIS implementations.</p> <p>1) Populating GIS with Property Tax and Contact information. NavilLine is the system of record for this data and CentralSquare provides an API where this information can be programmatically retrieved for each agency to populate their GIS.</p> <p>2) Using GIS as the system of record for land. NavilLine can periodically retrieve land data from GIS, or other systems, to synchronize its land database to GIS. As the source of truth can differ from site to site, this typically requires site specific attention.</p>
	N/A
	N/A
	N/A

**Comparative Positioning**

Proponents must summarize how their ERP differs from other major products in the market. This section aims to help Canoe Members understand when your solution is a good fit and when it is not.

Dimension	Strengths of your Solution *	Limitations of your solution *	Typical competitor approaches *	Members types best served *
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Finance	<p>As there is no other space to document revenue requirements, CentralSquare is including the Property Tax and Utility Billing functionality in this section:</p> <ol style="list-style-type: none"> <li>1) Functionality is modeled after highly successful CentralSquare Canadian platforms that scale from small towns to some of Canada's largest cities. This includes Tempest, Diamond, Vadim, and USTI. With this being a unique area only used by Canadian local governments and utilities only CentralSquare has this breadth of experience in building and delivering these systems.</li> <li>2) Deep bench strength of talent: As these areas are specific to municipalities and utilities, there is little knowledge outside of the industry. Many CentralSquare staff have either come from this industry performing similar roles, or have supported Canadian municipalities in this area over the last several decades.</li> <li>3) Data migration expertise: Many public sector agencies would be modernizing from existing CentralSquare solutions. For those that it applies to, CentralSquare has conversion experts already familiar with the CentralSquare data. CentralSquare also has expertise converting from many other legacy systems used across Canada which it established when growing its Canadian revenue customer base to over 600 agencies.</li> <li>4) Partnership: The existing functionality was built on partnerships between CentralSquare and its users. This includes monthly advisor meetings, bi-weekly release reviews and more. As this is a small space, the relationship is two-way which a lot of typical vendors that scale across industries can not easily achieve.</li> <li>5) Configuration over Customization: The system is designed to be configurable doing away with site specific customizations typical in earlier eras. Updates can be rapidly deployed to account for regulatory or legislative changes minimizing risk to the existing platform.</li> <li>6) CentralSquare has built these solutions independent of other vendor platforms. This makes the revenue functionality resilient to other vendor roadmap, licensing, or end of life decisions.</li> </ol> <p>Overall this makes the CentralSquare solution a low risk investment in this mission critical area that is used to bill and collect half or more of the revenue your agency and other taxing authorities require.</p>	N/A	<ol style="list-style-type: none"> <li>1) Without dedicated teams exclusively dedicated to development and maintaining property tax and utility billing, a baseline of functionality may only be available to meet minimum requirements. Users may resort to many workarounds and siloed systems.</li> <li>2) Support may be handled by various vendors, which may not be the vendor that sold the solution. The support and implementation team may not have this unique industry experience to guide you through a successful implementation.</li> <li>3) The ability to scale to larger Cities and meet higher processing volumes may not be available.</li> <li>4) Integration to other related enterprise systems used in the space may not be available.</li> <li>5) Vendors that build their revenue management on 3rd party platforms will be subject to that platforms licensing, end of life, roadmap, and other decisions out of everyone else's control creating high risk and unpredictability.</li> </ol>	Local government requiring utility billing, property tax billing, cash receipting, and an online portal with payments and eBilling to support revenue billing and collection as part of their finance requirements.
Procurement	N/A	N/A	N/A	N/A
Reporting	<ol style="list-style-type: none"> <li>1) Templated reporting comes standard providing staff the ability to quickly implement business changes, such as wording, logos, and more in a familiar non-technical tool. Property tax billing includes self-service letters that customers can define themselves in word.</li> <li>2) eBilling included. Most customer-facing reports can be eBilled.</li> <li>3) Advanced Analytics available for a cost effective unlimited user fee, or bundled depending on the package.</li> <li>4) Pre-built municipal specific reports, especially around property tax, utilities, licensing, payroll, and permitting.</li> <li>5) For advanced reporting, it includes pre-built data models that already connect tables and provide the underlying data structure in an easily usable and readable format.</li> </ol>	N/A	<ol style="list-style-type: none"> <li>1) Advanced reporting knowledge required to make simple updates, often requiring specialized skillsets from other departments or the vendor.</li> <li>2) eBilling may be an extra cost or limited to a subset of customer facing reports.</li> <li>3) Advanced analytics or BI platforms may have complex user licensing requirements and possibly large additional costs.</li> </ol>	Local government requiring utility billing, property tax billing, cash receipting, and an online portal with payments and eBilling to support revenue billing and collection as part of their finance requirements.

<p>Extensibility</p>	<p>1) Pre-built integrations to many of the common public sector systems in local government and utilities. This includes various integrations with Canadian banking or financial institutions, utility billing meter reading integrations, tax billing assessment integrations, GIS, tax certificate online (TCOL) through Dye &amp; Durham, and many more. Various import and exports exist as general purpose methods for data exchange.</p> <p>2) Already includes integrated municipal specific modules to meet the specialized needs of utilities and local government. This includes Property Tax, Utility Billing, Permitting, Licensing, Code Enforcement, and Ticketing. Also includes an add-on for a mobile app for field workers for work orders and inspections.</p> <p>3) Includes a unified cash receipting system that can not only be used to take payments for CentralSquare systems but also take payments for other non-CentralSquare systems. This assists with unifying payments, day end procedures, and payments into a single system.</p> <p>4) Unified online payments through online card payments.</p> <p>5) Online portal &amp; eBilling: The system comes bundled with an online portal and eBilling feature to provide citizen self-serve capabilities without additional add-ons.</p> <p>6) REST APIs are available for additional extensibility.</p>	<p>N/A</p>	<p>1) Without pre-built integrations to external enterprise systems, these may need to be developed as part of the integration, may be custom to the specific site, and may increase the implementation.</p>	<p>Local government requiring utility billing, property tax billing, cash receipting, and an online portal with payments and eBilling to support revenue billing and collection as part of their finance requirements.</p>
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## Experience

Describe your experience.

Line Item	Question	Response *
1	Provide a high level description of the services you are offering in your proposal.	<p>CentralSquare is offering a comprehensive set of ERP software services centered on the Naviline Revenue Bundle (Utility Billing and Property Tax). This is a specialized offering for local government and utilities and can be paired with the preferred finance components of the municipality.</p> <p>The services offered focus on providing Canoe members with a modern, public-sector-ready ERP environment that supports core administrative and operational functions through a single, unified system. CentralSquare provides the ERP software, ongoing platform operations, security, updates, and vendor accountability required to support long-term use across diverse public-sector organizations.</p> <p>At a high level, the services include:</p> <ul style="list-style-type: none"> <li>• Provision of an integrated ERP software suite - CentralSquare delivers an OEM-provided ERP platform that natively supports financial management, payroll, utility billing, tax and community-facing administrative functions within a cohesive data model. The solution is designed to operate as the system of record for core administrative processes without reliance on disconnected standalone products.</li> <li>• SaaS hosting, maintenance, and lifecycle management - The ERP platform is delivered as a vendor-hosted SaaS solution, with CentralSquare responsible for system availability, security controls, performance monitoring, and ongoing product updates. This approach supports continuous improvement while reducing infrastructure and maintenance burden for Canoe members.</li> <li>• Included support plan - The subscription includes a support plan offered by CentralSquare providing one accountability point. All the software modules and the support are developed and provided by one vendor with tight alignment between product, delivery, and customer outcomes.</li> <li>• Configurable, public-sector-focused functionality - The services include configurable business rules, workflows, controls, and reporting aligned with public-sector governance, auditability, and operational requirements. This allows member organizations to adopt standardized ERP practices while accommodating jurisdiction-specific needs.</li> <li>• Secure access, data stewardship, and compliance alignment - CentralSquare's services incorporate role-based access controls, audit trails, and data handling practices appropriate for Canadian public-sector environments. These services support member obligations related to privacy, security, and accountability throughout the ERP lifecycle.</li> <li>• Long-term support and program participation - CentralSquare supports Canoe's procurement-group model by enabling voluntary adoption, scalable onboarding, and consistent service delivery for current and future members. The services are structured to support repeatable deployments, predictable governance, and sustained value realization over the term of the program agreement.</li> </ul> <p>Together, these services provide Canoe members with access to a mature, integrated ERP solution backed by a single vendor responsible for software delivery, SaaS operations, and ongoing platform evolution.</p>
2	What is your Canadian public sector market share for the solutions you are proposing?	<p>Naviline is an end-to-end public administration ERP solution focused on local governments and Utilities with a population size between 1,000 and 200,000.</p> <p>CentralSquare serves the Canadian market through several solutions. This includes Tempest in Western Canada, and Diamond, Vadim, and USTI Canada-wide. Those solutions serve over 700 municipalities and utilities in Canada. Naviline is used by 15 municipalities in Canada, and has 300 installations in the US.</p> <p>As the Microsoft platform that Diamond was built on will no longer be supported by Microsoft, Naviline is the go forward path offered by CentralSquare for Diamond users or anyone looking for a municipal ERP or revenue solution.</p> <p>A long standing Naviline support team is already in place and established that is already trained on areas unique to Canada, including but not limited to Property Tax.</p>
3	Describe the maturity of your ERP platform, including years in market, installed base in Canada, and the number and type of public-sector clients currently using your solution. Include a representative sample of public entities currently using your solution.	<p>CentralSquare's Naviline Revenue platform represents a mature, established solution with a long history of use within the Canadian public sector. Its maturity is reflected not only in its 40+ years of market presence but also in the breadth of public-sector adoption, functional depth across property tax and utility billing, and community services, and sustained use by organizations operating under Canadian regulatory and governance frameworks.</p> <p>Platform maturity and years in market - Naviline has been in active use in the Canadian public sector for over 20 years and has evolved through multiple technology generations, regulatory cycles, and operating model shifts. The platform has progressed from on-premises deployments to a modern, vendor-hosted SaaS delivery model, with continuous updates and enhancements informed by public-sector client feedback. This longevity has allowed the platform to mature functionally while maintaining continuity for public entities with long operational lifecycles. The utility billing component has been available from CentralSquare for over 20 years. In 2020, CentralSquare built out a Canadian property tax module in partnership with existing municipalities and modeled after components CentralSquare already developed and supports across Canada in its other Property Tax solutions. As a result, this presents a revenue platform based on decades of experience in this specific space and a commitment to the Canadian market for over 50 years.</p> <p>Installed base and adoption in Canada - Naviline maintains a significant installed base across Canada, with adoption spanning multiple provinces and a wide range of public-sector entities. The solution is used by organizations with varying scale, service complexity, and governance structures, supporting both single-entity deployments and broader, multi-departmental environments. This installed base reflects sustained use rather than short-term adoption, with many clients operating Naviline as their system of record for core administrative functions.</p> <p>Public-sector client profile - Naviline Revenue is used exclusively by public-sector organizations and public-sector-adjacent entities, including municipalities and local governments responsible for utility services and property taxes. Clients typically operate in highly regulated environments and require strong auditability, data stewardship, and service continuity. The platform's functionality and service model have been shaped by these requirements over time.</p> <p>Representative sample of public entities using Naviline - While specific client references are typically shared through formal reference processes, Naviline is currently used by a representative mix of public-sector organizations, including:</p> <ul style="list-style-type: none"> <li>• Small to mlarge-sized municipalities using Naviline Revenue for utility billing and property tax operations</li> <li>• Public entities delivering utility services (water, wastewater, and related services) with complex billing, rate structures, and customer account requirements</li> </ul> <p>This diversity of use demonstrates the platform's maturity, flexibility, and suitability for Canoe members with differing operational needs, organizational sizes, and adoption timelines.</p> <p>Collectively, the longevity of the Naviline platform, its established Canadian public-sector installed base, and its continued use by a broad range of public entities demonstrate a mature specialization in a mission critical component of ERP.</p>
4	What do you consider to be the top three market differentiators of your services relative to this solicitation?	<p>CentralSquare's services are differentiated by alignment with Canoe's evaluation criteria, preference for specialized municipal functionality, and the needs of a broad and diverse public-sector membership.</p> <p>Dedication to Canadian Revenue Management - Revenue management, including tax and utility billing, is a unique area with local legislative requirements that vary from province to province and territory to territory. As a result, CentralSquare has not only become one of the few vendors that supply these solutions, they have grown to be the #1 leader in Canada for revenue management. In an era where many legacy systems are choosing to leave the space or not modernize due to a limited target market, CentralSquare has a modern and highly scalable solution and has supported this space in Canada for 50 years.</p> <p>One City and One Customer Experience - The revenue management suite provides integration capabilities to not just work as a sophisticated solution on its own, but also integrate with other enterprise systems. As a result, municipalities are able to service their customers using a system that works across their enterprise. This includes integration with various land systems such as GIS and AMANADA. It includes providing a unified payment offering with online payments and a cash receipting system that can take payments for other non CentralSquare systems--in a few clicks a payment can be take for all accounts a resident has. The portal provides a unified experience to the citizens providing a branded look and feel to your existing online presence with the capability to integrate with single-sign-on so residents only have one login across all municipal systems.</p> <p>Integrated ERP services delivered by the software OEM - CentralSquare provides ERP services directly aligned with Naviline Utility Billing and Property Tax solutions. This eliminates ambiguity between software responsibility and service delivery, strengthens governance, and supports Canoe's preference for suppliers that can act as a sole source of responsibility across the ERP lifecycle.</p>
5	Describe your experience with group purchasing, including a list of current cooperative purchasing contracts in North America.	<p>CentralSquare has worked with group and co-operative purchasing throughout the North America and has an existing tracking and reporting system in place in the sales cycle and CRM platform to manage it. Existing contracts include Sourcewell, TIPS, and TXShare.</p>

Engagement , Marketing and Training

Line Item	Question	Response *
1	Describe the engagement and marketing strategy your company will implement if successful in this solicitation. Your answer should be specific to the various types stakeholders involved.	<p>CentralSquare has an existing municipal public sector client base of over 700 municipalities in Canada that we remain engaged with through conferences, webinars, account management, and through the support and implementation channels. Many of these customers are looking to modernize their solution, such as CentralSquare Diamond users needing a new solution due to the Microsoft Dynamics GP platform coming end of life. Using Canoe procurement to modernize to NavilLine would streamline their procurement process and would be advertised as a regular part of CentralSquare's outreach to existing customers.</p> <p>CentralSquare releases press releases on their website where content like this would be advertised. For example, a 2025 cooperative purchasing contract with Sourcewell was announced on the company website and accessible at the following address. This and other contracts have seen remarkable success.</p> <p><a href="https://www.centalsquare.com/news-and-events/press/centalsquare-expands-procurement-with-sourcewell">https://www.centalsquare.com/news-and-events/press/centalsquare-expands-procurement-with-sourcewell</a></p> <p>Email Signatures: Historically, CentralSquare has included recently awarded contracts in sales staff email signatures to advertise as part of ongoing communication with prospects.</p> <p>Supplier Portal: If Canoe provides a supplier portal, CentralSquare would curate and publish relevant marketing material on the CentralSquare Canoe portal as they have done with others.</p> <p>Brochures and Marketing Collateral: Canoe marketing collateral would become part of the regular marketing material distributed to prospects and made available by default on the prospects' tailored digital sales rooms.</p> <p>Individual Engagement: Group procurement is a common discussion point in sales engagements, and an awarded contract would be promoted to every prospect.</p>
2	Collaboration between Canoe and the vendor is essential to the buy-in of group purchasing by vendors and their distribution network. What do you expect Canoe's role to be in demonstrating the value of the contract?	<p>CentralSquare already has incredibly strong buy-in internally of group purchasing, including alignment on the value of this specific Canoe RFP. There is strong demand internally for an awarded contract due to unprecedented high demand. Furthermore, similar contracts through programs available through Sourcewell, TIPS, and others have been a remarkable success with our customers, the group purchasing agency, and CentralSquare.</p> <p>However, there would be some excellent opportunities to further work and promote this together to the existing CentralSquare customer base than what is already being done. As the number one supplier of public administration ERP software in Canada, CentralSquare has a captive audience of hundreds of public sector agencies that are currently looking to procure what this RFP is evaluating. Joint promotion of our services, such as through joint webinars or other collateral would be one effective way to promote our mutual services to this audience. CentralSquare would welcome these and similar discussions to collaborate, learn from one another, and plan educational and promotional activities that mutually benefit both organization.</p>
3	Describe how you will train your sales force and distribution network on the value of utilizing the group purchasing such as the Canoe contract for public sector and non for profit clients. Include details on measure you will put in place, such as type and cadence of engagement etc.	<p>New employee onboarding training: CentralSquare has an onboarding training program that new sales staff complete as part of their training. CentralSquare includes group and co-operative purchasing as part of the onboarding program and is a requirement to complete the onboarding process. As a result, the CentralSquare sales team is already familiar with the value of group purchasing programs and successfully utilize similar programs. Canoe would become a very straight forward addition to the existing onboarding training we already for group and cooperative purchases.</p> <p>Ongoing onboarding training: CentralSquare continually provides ongoing and refresher training to staff members. Group procurement is a topic reviewed in training, similar to how a recent Sourcewell award to CentralSquare was covered with the applicable sales team after award.</p> <p>General Enablement Resources: The CentralSquare sales department has a sales enablement team that creates sales materials to assist and educate sellers on an ongoing basis. Materials they have produced that are not already covered above include:</p> <ul style="list-style-type: none"> <li>• Sales enablement recordings and slide deck discussing the value and sales process for group purchasing. This content already exists with few changes required for Canoe.</li> <li>• CRM training material on the steps to mark opportunities as Canoe opportunities for reporting, compliance, and auditing. This process and documentation already exists.</li> <li>• Internally advertising and attending local training events put on by the group purchasing.</li> <li>• If available from and provided by Canoe, engaging with customers that have a strong existing history and familiarity with purchasing from Canoe.</li> </ul>
4	Describe your methodology and approach to a successful start up / implementation plan and ongoing review and monitoring of the contract use and promotion. Include details on measure you will put in place.	<p>Internal Company Awareness: This RFP is already very well known among the sales team that would use it. Any existing sales, training, and marketing material would be adapted to now include Canoe and any items particular to Canoe and this contract.</p> <p>Prospect Awareness: CentralSquare would immediately promote an awarded contract to the respective target market and educate them on the process of working with Canoe and CentralSquare.</p> <p>Reporting: CentralSquare has a process in place for monthly reporting back to group and cooperative purchasing agencies that we have contracts with. Existing reports are in place and any necessary contract specific reporting requirements are accommodated. A system to track and report on group procurement sales is already established.</p>
5	How will you be monitoring the adoption and utilization of the Canoe contract by your sales and distribution network? Which key performance indicators will you be monitoring?	<p>As group and cooperative purchasing contracts are already commonly used at CentralSquare in North America, processes and reporting already exists in the CentralSquare sales CRM to review utilization of these contracts.</p> <p>CentralSquare has already identified and been directly engaged with over 220 municipalities in Canada looking to modernize their ERP or Tax/Utility solution in the next couple of years which would be a good match for this RFP. This represents an unprecedented amount of upcoming activity. For many, their current procurement avenue is documented internally as being an RFP due to procurement policies, even though CentralSquare has a compelling migration path. It is CentralSquare's goal to present and educate every one of these RFP opportunities to using Canoe's group purchasing.</p>
6	Describe your commitment to attending and/or sponsoring Canoe member engagement events (e.g., reverse trade shows, conventions, golf tournaments, educational offerings, retreats etc.)	<p>CentralSquare assesses and budgets yearly for events and sponsorships. This would be of very high interest if there is opportunity to market to public sector buyers of the proposed solution.</p>
7	Provide details on industry and association partnerships your company has fostered over time which will be beneficial to promoting the Canoe contract in Canada.	<p>CentralSquare participates in and sponsors events attended by buyers and decision makers that purchase the solutions in the scope of this RFP. That includes government finance officer associations (GFOA, MFOA) throughout Canada as well as municipal specific events for public sector departments such as property tax, utility billing, and building officials. Advertising our public sector ERP is a primary objective of these events and procurement vehicles are a topical discussion point which CentralSquare would be able to market Canoe.</p>

**Sales and distribution network**

Question	Response *
<p>Describe your company's capability to meet the CANOE Member needs across Canada or for each geographical area the Proponent wishes to do business in. Your response should address at least the following areas.</p> <p>a. Sales force. b. Reseller network or distribution methods if any.</p> <p>Please include details, such as the locations of your network of sales.</p>	<p>a. CentralSquare employs over 1,200 industry professionals directly, including a sales force of 125 to meet the demands of multiple agencies and their unique needs for products and services proposed. These sellers are located throughout Canada and the USA. Within Canada CentralSquare has sales staff throughout the country and that is supported by staff in North America where required throughout the sales process. This sales force is made up of CentralSquare employees exclusively dedicated to sales who do not overlap into service or support functions.</p> <p>b. CentralSquare is the sole source owner and provider of its proprietary public safety software. CentralSquare's products and services are sold by and provided by its own trained and knowledgeable staff with the necessary experience with CentralSquare's unique applications.</p>
<p>Describe your how you manage government sales. Include details on the sales and training structure and how you specifically address sales and marketing with public sector clients in a group procurement context.</p>	<p>CentralSquare exclusively sells to local government and utilities, and the salesforce is trained in government sales as part of the onboarding and ongoing sales enablement processes.</p> <p>CentralSquare has a sales enablement team dedicated to assisting and training sales staff on local government requirements and aligning CentralSquare's solution offerings as it pertains to ERP.</p> <p>All sales follow an established sales methodology that every seller is trained in during onboarding with continual training throughout the year. Sales activities are reviewed and audited to ensure compliance and alignment with KPIs.</p> <p>CentralSquare has a solution consulting / engineering team that is trained on the specifics on the requirements this RFP addresses. This team is comprised of specialists with domain and product knowledge and who are engaged in every deal to educate buyers on the CentralSquare solution and how it has met objectives of other similar agencies.</p> <p>CentralSquare provides educational information and material to inform prospects of group procurement options, such as this contract if awarded to CentralSquare, as a CentralSquare preferred and supported method. This contract would be the primary contract in Canada used by CentralSquare for public sector ERP for agencies wanting to do group procurement.</p>
<p>Describe in details the process and procedure of your customer service program, if applicable. Include your response-time capabilities and commitments, as well as any incentives that help your providers meet your service goals or promises.</p>	<p>To service our customers, CentralSquare solutions include ongoing support, ongoing maintenance and updates, an assigned account manager, regular product management outreach on new product features and product direction, and CentralSquare hosted conferences and regional events.</p> <p>During implementation, implementation staff have a direct line of contact with the rest of the CentralSquare organization including support, development, product management, and sales, to address all items pertaining to the solution.</p> <p>After implementation customers are transitioned to the CentralSquare support team. Clients can open cases online via CentralSquare's support community or by calling CentralSquare Support directly. Cases are assigned to Support Engineers for investigation and resolution, according to engineer skill sets and availability. By using a unified case tracking system, CentralSquare Support Engineers know they are working with the latest details and status of each case. CentralSquare works with customers to assign priority to submitted problems. The priority level defines the resources, response times, and escalation procedures that CentralSquare applies. Case priority is defined as follows:</p> <p>Priority 1 (P1): An issue that critically affects system operation or functionality                      Priority 2 (P2): A serious issue that affects major system functionality                      Priority 3 (P3): A non-critical issue with limited operational impact                      Priority 4 (P4): A general question or request</p> <p>Response times are governed by in the CentralSquare SLA in the solutions agreement and summarized below:                      Priority 1 (P1): CentralSquare will work continuously to provide the Customer with a solution that allows the Customer to resume live operations on the production system. CentralSquare will either resolve the issue or provide a resolution plan as soon as possible and not later than twenty-four (24) hours after notification. CentralSquare will provide a procedural or configuration workaround or a code correction that allows the Customer to resume live operations on the production System.                      Priority 2 (P2): CentralSquare will work continuously to provide the Customer with a solution that allows the Customer to resume normal operations on the production System. CentralSquare will either resolve the issue or provide a resolution plan as soon as possible and not later than thirty-six (36) hours after notification. CentralSquare will provide a procedural or configuration workaround or a code correction that allows the Customer to resume normal operations on the production System.                      Priority 3 (P3): A CentralSquare will work to provide the Customer with a resolution which may include a workaround or code correction within a timeframe that takes into consideration the impact of the issue on the Customer and CentralSquare's User base. Priority 3 issues have no defined resolution time. CentralSquare will provide a procedural or configuration workaround that allows the Customer to resolve the problem.                      Priority 4 (P4): CentralSquare will work to provide the Customer with a resolution which may include a workaround or code correction in a future release of the software. Priority 4 issues have no defined resolution time. If CentralSquare determines that a reported Minor Priority error requires a code correction, such issues will be addressed in a subsequent release when applicable.</p>

**Member access to program offering**

Line Item	Question	Response
1	List the necessary steps for a Canoe member to set up an account and access your program offering for the first time should you be awarded a contract.	
2	Describe how members can access information, pricing, discounts, services, get a quote and place an order.	
3	In a case where your company has an existing public sector customer who desires to be onboarded onto the Canoe offering, how would you address this situation?	

## Implementation Network

This section focuses on implementation partner information for Members. Implementation services are not included in this RFP. Do not include your marketing or promotional material.

Question	Answer *
Do you have a partner network? Enter "yes" or "no", if "no", explain how clients implement your software. If "yes" move on to question 2.	<p>No. CentralSquare delivers ERP implementation services for its NaviLine ERP platform primarily through its internal professional services organization. CentralSquare is both the ERP software vendor and the contractual provider of implementation services and retains full accountability for delivery outcomes.</p> <p>CentralSquare does not maintain an open or customer-selectable implementation partner ecosystem for full ERP implementations. Based on prior experience, CentralSquare's go-forward delivery model is to administer and perform ERP implementation work internally to ensure consistency, accountability, and project success.</p> <p>In limited scenarios, a customer may choose to engage third parties for pre-project or ancillary activities, such as:</p> <ul style="list-style-type: none"> <li>• Internal data preparation or data quality remediation prior to migration</li> <li>• Organizational readiness or internal change preparation</li> <li>• Technical participation from third-party software vendors involved in integrations</li> </ul> <p>In these cases, third parties are treated as an extension of the customer's staffing resources, not as implementation partners, and they do not perform ERP configuration or core delivery activities.</p> <p>All primary ERP implementation services—including project management, configuration, data migration, testing, training, and go-live support—are delivered by CentralSquare employees. This model eliminates dependency on external implementers and provides a single point of accountability.</p> <p>If a customer elects to involve a third party for internal preparation activities or for support related to third-party integrated systems, that involvement is subject to CentralSquare's approval from a governance and risk perspective. Third parties may not assume responsibility for ERP delivery decisions or act independently of the established project governance structure.</p>
Describe your implementation partner network, including tiers, mandatory certifications, areas of specialization, and any restrictions or required approvals that limit our choice of partner for specific modules or deployments.	N/A
Describe your partner certification process.	N/A
Describe how you monitor performance of your implementation network, performance review and circumstances under which the partnership status would be revoked.	N/A
How do you support the implementation of your software through your implementation network?	N/A
Do you offer the same level of support to all your implementation partners?	N/A

## Environmental and social governance ESG

Question	Response *
Describe your corporate ESG initiatives.	<p>CentralSquare's Environmental, Social, and Governance (ESG) initiatives reflect our commitment to operating responsibly while supporting the public sector organizations and communities we serve.</p> <p>From an environmental perspective, CentralSquare focuses on responsible operations and the efficient use of resources. As a technology and software provider, we emphasize cloud-based and digital solutions that help customers reduce paper usage, modernize processes, and improve operational efficiency. By enabling governments to streamline workflows and rely less on manual, paper-driven processes, our solutions support broader sustainability and environmental stewardship goals. Social responsibility is a core part of CentralSquare's culture. We are committed to fostering a safe, inclusive, and respectful workplace where all employees feel valued and empowered. CentralSquare actively supports employee resource groups that promote mentorship, professional development, and community engagement. These initiatives help ensure our workforce reflects the diverse communities we serve and that employees have opportunities to grow and contribute meaningfully.</p> <p>Our social impact also extends beyond our workforce to the communities supported by our customers. CentralSquare's solutions enable public sector agencies to deliver essential services more effectively, transparently, and equitably. By supporting public safety, public administration, and financial management functions, we help local governments improve service delivery, strengthen public trust, and better serve residents.</p> <p>Strong governance underpins all of CentralSquare's ESG efforts. We operate under a formal Code of Conduct that emphasizes integrity, ethical behavior, accountability, and compliance with applicable laws and regulations. Our governance practices focus on risk management, data security, and privacy, which are critical when supporting public sector organizations. Leadership accountability and transparent business practices help ensure we maintain the trust of our customers and partners.</p>

1. are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
2. are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
3. are to be governed by and construed in accordance with the laws of the province of Alberta and the federal laws of Canada applicable therein.

End of PART D

I have the authority to bind the Proponent.

- Ron A. Anderson, Chief Revenue Officer, CentralSquare Canada Software, Inc.

**Conflict of Interest**

The proponent must declare all potential Conflicts of Interest or unfair advantages as described in this Solicitation. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; AND (b) were employees of Canoe within twelve (12) months prior to the Submission Deadline.

By Selecting "NO" in the box below, the Proponent declares that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the Solicitation.

**Yes**  **No**

The Proponent is deemed to have read and taken into account all addenda issued by Canoe.

Please check the box in the column "**I have reviewed this addendum**" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
<b>Addendum 03 - CAN-2026-001</b> Tue March 3 2026 11:04 AM	<input checked="" type="checkbox"/>	5
<b>Addendum 02 - CAN-2026-001</b> Sun February 8 2026 12:43 PM	<input checked="" type="checkbox"/>	4
<b>Addendum 01 - CAN-2026-001</b> Tue January 27 2026 07:48 AM	<input checked="" type="checkbox"/>	2

**Schedule "B1"**

**PRICING**

**Schedule "C"****MARKETING AND PROMOTION OF AGREEMENT**

Once the Agreement is awarded, the Supplier will meet with Canoe to discuss an effective launch strategy, and shall provide:

- Supplier's contact information;
- Customer engagement strategy;
- Access to knowledge sharing materials (e.g., webinars);
- Escalation process;
- Marketing materials, and,
- Other relevant materials.

To support Members, Canoe and the Supplier will work together to encourage the use of the Agreement resulting from this RFP.

The Supplier will actively promote the Agreement to Members by:

- Educating and creating awareness within their dealer and distribution networks about group purchasing, Canoe Procurement Group and the use of Canoe contract by Members;
- Conducting sales and marketing activities directly to onboard Members;
- Providing excellent and responsive Members support;
- Identifying Members savings; and
- Identifying improvement opportunities (e.g., planning priorities, multi-year projects).

Canoe will promote the use of the Agreement with Members by:

- Using online communication tools to inform and educate;
- Holding information sessions and webinars, as required;
- Attending, when appropriate, Members and Supplier events;
- Facilitating Member engagement, where appropriate;
- Providing effective business relationship management;
- Managing and monitoring Supplier performance;
- Facilitating issue resolution; and
- Marketing Supplier promotions.

Schedule "D"

SAMPLE SALES REPORT



Supplier Name: OFFICE SUPPLY COMPANY  
 Canoe Contract Number: CAN-2024-III  
 Month: June  
 Year: 2024

CANOE SUPPLIER ADMIN FEE TEMPLATE  
 Monthly Submission of Data Required

Member Number	Member Name	Province	Branch (if applicable)	Date of Purchase	Transaction Date	Accounting Date	PO #	Invoice #	Item Description	Category (Parts / Labour / Service)	Item cost	Miscellaneous	Freight	Subtotal	PST	GST/HST	Total Invoice	Amount eligible for Admin Fee	Admin Fee Rate	Admin Fee to Canoe
AB1603	SAMPLE ONLY County of your County	AB	ED	3/5/2024	3/5/2024	3/5/2024	555662	9955623	Pens	Parts	5.32	-	-	5.32	-	0.27	5.59	5.32	5.00%	0.27
AMM5002	SAMPLE ONLY RM of your town	MB	WN	2/1/2024	2/25/2024	3/1/2024	TR33556	9955624	Trays	Parts	552.30	0.20	0.50	553.00	33.18	27.65	613.83	552.30	5.00%	27.62
SAR1222	SAMPLE ONLY Town of At Home	SK	RG	12/23/2023	1/31/2024	3/1/2024	202403ijj	9955625	Whiteboard	Parts	1,555.20	-	20.30	1,575.50	110.29	78.78	1,764.56	1,555.20	5.00%	77.76
<b>TOTALS</b>											<b>2,112.82</b>	<b>0.20</b>	<b>20.80</b>	<b>2,133.82</b>	<b>143.47</b>	<b>106.69</b>	<b>2,383.98</b>	<b>2,112.82</b>	<b>5.00%</b>	<b>105.64</b>

**Schedule "E"**

**LICENSING TERMS AND CONDITIONS**

**(SAME FOR BOTH SOLUTIONS)**