

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: CloudAvanti Inc.

Supplier Corporate Jurisdiction: 700 2nd Street SW, Suite 1900, Calgary, Alberta T2P 2W2
(the "**Supplier**"), as of

Date of Agreement: May 1, 2026 regarding

RFP No. CAN-2026-002

RFP Title Implementation Services for Enterprise Resource Planning (ERP) Software
(the "**RFP**").

BACKGROUND

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

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

ARTICLE 1 INTERPRETATION

1.1 Definitions

In this Agreement the following terms have the corresponding meanings.

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

11.11 Further Assurances


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

11.12 Counterparts


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

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

CANOE PROCUREMENT GROUP OF CANADA


By: 
Tyler Hannemann (Jun 9, 2026 20:50:55 MOT)

Name: Tyler Hannemann
Title: General Manager

By: 

Name: Stéphanie Dion
Title: Manager of Procurement

Supplier Legal Name: CloudAvanti Inc.

By: 

Name: Josh Mills
Title: CEO and Managing Director

SCHEDULE "A"
RFP PARTICULARS

PART B – RFP PARTICULARS

A. THE “DELIVERABLES”

SOLUTIONS-BASED SOLICITATION

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

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

B. REQUESTED SERVICES

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

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

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

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

Core Service Categories

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

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

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

Services offered:

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

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

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

ERP Software solutions available to Canoe Members:

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

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

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

Model 1. Integrated ERP Suite solution

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

Model 2. Best-of-Breed solutions

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

Model 3. Specialty Municipal Systems solutions

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

1. Utilization of the contract – Canoe members

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

2. Requirements

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

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

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

D. MANDATORY SUBMISSION REQUIREMENTS

1. Submission and Specification Questionnaires

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

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

2. Pricing

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

E. MANDATORY TECHNICAL REQUIREMENTS

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

ii.

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

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

F. PRE-CONDITIONS OF AWARD

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

G. EVALUATION CRITERIA

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

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

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

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

H. PRICE

Pricing is worth 25 points of the total score.

Instructions on How to Provide Pricing

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

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

I. AWARD

There are 3 classifications of award:

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

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

Competitive Range

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

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

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

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

[End of Part B]

SCHEDULE "B"

SUPPLIER RESPONSE TO THE RFP

CAN-2026-002 - Implementation Services for Enterprise Resource Planning (ERP) Software

Opening Date: February 11, 2026 5:15 PM

Closing Date: March 24, 2026 3:00 PM

Vendor Details

Company Name: CloudAvanti Inc.
Address: 100 King Street W #5700
Toronto, Ontario M5X 1C7
Contact: Josh Mills
Email: info@cloudavanti.com
Phone: 888-256-8311

Submission Details

Created On: Tuesday February 17, 2026 15:41:42
Submitted On: Tuesday March 24, 2026 14:39:06
Submitted By: Josh Mills
Email: info@cloudavanti.com
Transaction #: 621778d9-09b1-4db9-8b50-d15c5cde3a6d

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):	CloudAvanti Inc.
2	Proponent Address:	700 2nd Street SW, Suite 1900, Calgary, Alberta
3	Proponent website address:	www.cloudavanti.com
4	Proponent's Authorized Representative (name, title, email address) (The representative must have authority to sign on behalf of the Proponent):	Josh Mills CEO and Managing Director 700 2nd Street SW, Suite 1900, Calgary, Alberta
5	Proponent's primary contact for this proposal (name title address email address):	Brad Dever Managing Director, Client Experience 100 King Street West, Suite 5700, Toronto, Ontario
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	Pallavi Pallavi Managing Director, ERP Solutions 700 2nd Street SW, Suite 1900, Calgary, Alberta Kapil Ballyan Managing Director, Technical and AMS Solutions 100 King Street West, Suite 5700, Toronto, Ontario
7	Proponent GST registration number:	
8	If the Proponent is representing a consortium, each member of that consortium.	We are bidding only as ourselves, and not as a consortium.
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.	<p>CloudAvanti is a Canadian-owned professional services firm focused exclusively on Oracle Cloud. Founded by senior consulting leaders with deep experience delivering both simple and complex Oracle transformations across Canada, CloudAvanti was created to bring clients the best of both worlds: the rigour and capability of a large systems integrator, combined with the responsiveness, agility, and senior attention of a specialized boutique partner. This positioning is central to our value in public sector ERP programs, where governance, accountability, and practical delivery experience matter.</p> <p>Our team specializes in Oracle Cloud ERP, HCM, EPM, SCM, data, automation, and managed services, with particular strength in public sector, municipalities, higher education, healthcare, and other regulated environments. Across our leadership and delivery team, we bring decades of Oracle implementation experience and a strong track record helping organizations modernize legacy environments, improve operational efficiency, strengthen reporting and controls, and adopt scalable cloud-based business processes. Our core service pillars span strategy and transformation, implementation of enterprise technology, data/automation/AI, and managed services.</p> <p>CloudAvanti was founded with a simple vision: to help organizations move forward with confidence into a cloud-driven future. Our business philosophy is grounded in deep Oracle expertise, leading-practice delivery, client-centered collaboration, agility, and measurable outcomes. We exist to address a known gap in the consulting market where large firms often lacked flexibility and boutique firms often lacked scale or depth for complex transformations; CloudAvanti was built to bridge that gap.</p> <p>We live by our core values on every client engagement: partnership, accountability, innovation, transparency, and continuous improvement. We believe successful ERP programs are not just technology projects, they are business transformation initiatives that require trusted relationships, experienced leadership, and a practical focus on long-term sustainability. Our approach emphasizes senior-led delivery, strong governance, purpose-built Oracle implementation, and a commitment to helping our clients to maximize value from their Oracle Cloud investment.</p> <p>In relation to this solicitation, CloudAvanti brings relevant longevity and experience through our team's many years of Oracle ERP implementation leadership, including work for Canadian public sector and broader public sector organizations including municipalities, post-secondary institutions, Crown-related entities, and other complex organizations modernizing finance, workforce, procurement, and planning functions. We are proud to be a Canadian firm with offices in Calgary and Toronto, and we are committed to helping Canoe members modernize with confidence through a very human, collaborative, and highly capable implementation partnership.</p>
10	Where is your headquarters located?	Our headquarters is located at 700 2nd Street SW, Suite 1900, in Calgary.
11	Do you have 250 or more full time employees in Canada?	No, we have <250 full-time employees in Canada. We believe this allows us to be highly responsive to our clients as a highly-specialized boutique implementer of ERP solutions.
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	We can happily confirm that we are not subject to any "Suspension or Debarment" from public entities in Canada, or anywhere else in the world.

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	<p>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"?</p> <p>As per Bill S211 an "Entity" means a corporation or a trust, partnership or other unincorporated organization that</p> <p>(a) is listed on a stock exchange in Canada;</p> <p>(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:</p> <p>(i) it has at least \$20 million in assets,</p> <p>(ii) it has generated at least \$40 million in revenue, and</p> <p>(iii) it employs an average of at least 250 employees; or</p> <p>(c) is prescribed by regulations.</p> <p>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.</p>	<input type="radio"/> Yes <input checked="" type="radio"/> No

Building Ontario Businesses Initiative Act (BOBIA) - declaration

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

Line Item	Building Ontario Businesses Initiative Act	Answer *
1	<p>Is your business a supplier, manufacturer or distributor of any business structure that conducts its activities on a permanent basis in Ontario, as defined by the Building Ontario Businesses Initiative Act?</p> <p>Does your business either,</p> <p>i. has its headquarters or main office in Ontario, or</p> <p>ii. has at least 250 full-time employees in Ontario at the time of the applicable procurement process.</p>	<input type="radio"/> Yes <input checked="" type="radio"/> No

Geographical coverage for offering

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

Line Item	Province/Territory	Do you currently offer services in this area? *	List locations serving this province
1	Alberta	<input checked="" type="radio"/> Yes <input type="radio"/> No	Our main office is located at 700 2nd Street SW, Suite 1900, in Calgary.
2	British-Columbia	<input checked="" type="radio"/> Yes <input type="radio"/> No	We offer services to British Columbia from our Calgary and Toronto offices, and from our team which is located across Canada.
3	New-Brunswick	<input checked="" type="radio"/> Yes <input type="radio"/> No	We offer services to New Brunswick from our Toronto and Calgary offices, and from our team which is located across Canada.
4	Manitoba	<input checked="" type="radio"/> Yes <input type="radio"/> No	We offer services to Manitoba from our Toronto and Calgary offices, and from our team which is located across Canada.
5	Newfoundland and Labrador	<input checked="" type="radio"/> Yes <input type="radio"/> No	We offer services to Newfoundland and Labrador from our Toronto and Calgary offices, and from our team which is located across Canada.
6	Northwest Territories	<input checked="" type="radio"/> Yes <input type="radio"/> No	We offer services to the Northwest Territories from our Calgary and Toronto offices, and from our team which is located across Canada.
7	Nova-Scotia	<input checked="" type="radio"/> Yes <input type="radio"/> No	We offer services to Nova Scotia from our Toronto and Calgary offices, and from our team which is located across Canada.
8	Nunavut	<input checked="" type="radio"/> Yes <input type="radio"/> No	We offer services to Nunavut from our Calgary and Toronto offices, and from our team which is located across Canada.
9	Ontario	<input checked="" type="radio"/> Yes <input type="radio"/> No	We have an office located at 100 King Street West, Suite 5700 in Toronto.
10	Prince Edward Island	<input checked="" type="radio"/> Yes <input type="radio"/> No	We offer services to PEI from our Toronto and Calgary offices, and from our team which is located across Canada.
11	Québec	<input checked="" type="radio"/> Yes <input type="radio"/> No	We offer services to Québec from our Toronto and Calgary offices, and from our team which is located across Canada.
12	Saskatchewan	<input checked="" type="radio"/> Yes <input type="radio"/> No	We offer services to Saskatchewan from our Calgary and Toronto offices, and from our team which is located across Canada.
13	Yukon	<input checked="" type="radio"/> Yes <input type="radio"/> No	We offer services to the Yukon from our Calgary and Toronto offices, and from our team which is located across Canada.

Experience - Public Sector

Describe your experience with implementing ERP softwares with public sector clients

Question	Response *
Describe your experience providing ERP implementation services for public sector entities.	<p>The CloudAvanti team brings deep experience delivering ERP implementations for municipalities, higher education, healthcare, and other public sector organizations across Canada.</p> <p>Our team's experience includes 50+ Oracle Fusion Cloud implementations, with direct involvement in municipal environments. We have also supported broader public sector and regulated entities such as transportation agencies, crown corporations, and healthcare-aligned organizations.</p> <p>These engagements include a strong focus and understanding of governance-first, multi-stakeholder environments, where decision-making involves finance, HR, procurement, IT, and executive leadership, often with oversight from boards, councils, or governing bodies. Our team is experienced in working within these structures, supporting clear governance, transparency, and accountability throughout the program lifecycle.</p> <p>From a functional perspective, our experience includes delivering ERP solutions aligned to key public sector requirements such as Public Sector Accounting Standards (PSAS), fund and grant accounting, municipal financial reporting, unionized workforce structures, Canadian payroll and tax compliance, procurement governance, and privacy regulations. Many of these programs have also focused on broader transformation objectives, including consolidating legacy systems, reducing manual processes, and improving access to timely, reliable data for decision-making.</p>
Describe the services you offer public sector clients for ERP implementation.	<p>Building on this experience, CloudAvanti provides end-to-end ERP implementation services designed for Canadian public sector organizations, leveraging our AI-infused implementation methodology and accelerators.</p> <p>Our services cover the full lifecycle, including:</p> <ul style="list-style-type: none"> • Strategy and roadmap development • Requirements validation and future-state design • System configuration across ERP, HCM, Procurement, and EPM • Implementing AI capabilities leveraging Oracle technology • Integrations and data migration • Testing, deployment, and stabilization • Post-go-live support and Application Management Services <p>We also provide project governance, organizational change management and training to support alignment across departments and strong adoption.</p> <p>Our approach is collaborative and senior-led, with experienced consultants working closely with client teams to embed leading practices while respecting the operational realities, staffing limitations, and budget constraints that are common in most public sector environments.</p>
Detail your experience managing multi-jurisdictional or group purchasing contracts.	<p>Our CloudAvanti leadership team brings extensive experience managing public sector purchasing arrangements, including multi-jurisdictional contracts and Vendor of Record (VOR) programs, from prior roles at global systems integrators. Through these engagements, our team has supported procurement models spanning multiple institutions, jurisdictions, and governance structures.</p> <p>This experience has provided us with a strong understanding of how to successfully operate within a group purchasing environment, including:</p> <ul style="list-style-type: none"> • Supporting diverse Members with varying procurement rules, approval processes, and delivery models • Maintaining consistent, transparent pricing while allowing flexibility for Canoe's Member-specific needs • Providing accurate and timely reporting of our sales and marketing activities across jurisdictions • Working in close partnership with the Canoe team to drive adoption, communicate value, and support Member engagement • Building a collaborative relationship that delivers mutual benefit - helping Canoe demonstrate value to its Members while enabling CloudAvanti to grow alongside the program <p>CloudAvanti also has non-public sector clients that are based in multiple provinces in Canada. We view this as a positive for Canoe and its Members, as it ensures there are no competing obligations or channel conflicts, allowing us to fully align our focus, pricing, and go-to-market efforts to the success of the Canoe program.</p> <p>We recognize that Canoe's model is intentionally flexible, allowing Members to engage suppliers in a manner that aligns with their internal policies. Our approach is well-suited to this model, enabling tailored engagements while maintaining consistency with the overall contract framework.</p> <p>If selected, CloudAvanti will bring a hands-on approach to driving market outreach to Canoe Members, working collaboratively with Canoe to promote the program, identify opportunities, and continuously find ways to deliver meaningful value to Members across jurisdictions.</p>
List the current third party certifications your firm has related to ERP implementations.	<p>CloudAvanti is a specialized Oracle Cloud implementation partner, with consultants holding certifications across relevant Oracle Fusion Cloud domains, including:</p> <ul style="list-style-type: none"> • Oracle Cloud Financials (ERP) certifications: Accounts Payable, Accounts Receivable, Advanced Collections, Budgetary Control, Cash Management, Expense Management, Fixed Assets, General Ledger, Grants Management, Lease Accounting, Procurement - Indirect, Project Billing, Project Costing, and Tax • Oracle Cloud Human Capital Management (HCM) certifications: Absence, Benefits, Compensation, Core HR, Dynamic Skills, Health & Safety, HR Helpdesk, Learning, Oracle Digital Assistant, Oracle Guided Learning, Oracle Recruiting Cloud, Payroll, Talent, Time & Labor, and Workforce Scheduling • Oracle Cloud Procurement and Supply Chain (SCM) certifications: Cost Management, Enterprise Contracts, Inventory, Job Costing, Maintenance, Procurement - Direct, Purchasing, Self-Service Procurement, Sourcing, Supplier Portal, and Supplier Qualification Management • Oracle Cloud Enterprise Performance Management (EPM) certifications: Account Reconciliation, Cashflow Forecasting, Enterprise Data Management Cloud Service, Enterprise Planning and Budgeting, Financial Consolidation and Close, and Narrative Reporting • Oracle Cloud Technology certifications: Infrastructure Application Integration Professional, Infrastructure Artificial Intelligence Foundations, Infrastructure Generative Artificial Intelligence I Professional, Oracle Cloud Infrastructure Security Professional, Integration Cloud Solution Engineer <p>All of our consultants are certified in their respective areas of delivery, providing strong alignment with Oracle leading practices and product capabilities.</p> <p>In addition, CloudAvanti is ISO 27001 certified, reflecting our commitment to meeting the security and compliance expectations of your members.</p>
List anything else you would like to include as part of your offering.	<p>CloudAvanti's approach is built around a collaborative, client-centered delivery model that combines the discipline of a global systems integrator with the responsiveness of a specialized Canadian firm.</p> <p>Key elements of our offering include:</p> <ul style="list-style-type: none"> • A senior-led delivery model, where experienced practitioners remain engaged throughout the lifecycle • A structured implementation methodology (AvantiLaunch™) designed for public sector governance and accountability • Practical delivery accelerators, including testing automation and payroll validation tools, that help reduce effort, timelines, and risk • A focus on long-term partnership, with many clients continuing with us for post-go-live support and continuous improvement <p>Across all engagements, we work in close collaboration with our clients to deliver ERP solutions that are well-governed, adopted by users, and sustainable over the long term.</p>

ERP Software Public Sector Implementation Expertise

Provide the requested information from implementations done with your public sector clients only.

Canoe will not evaluate the quantity of software solutions a Vendor can implement. Canoe will evaluate the Vendor's demonstrated experience with completed implementations.

Name of ERP Software *	Partner status? *	Total number of completed implementations *	Total number of implementations in progress *	Name and size of public sector client for the latest 3 completed implementations *
Oracle Cloud ERP Software	<input checked="" type="radio"/> Yes <input type="radio"/> No	Our CloudAvanti team has completed over 50 Oracle Cloud Implementations.		Here are three of our team's most recent public sector implementations: <ol style="list-style-type: none"> Saskatchewan Crown Corporation - Project: Oracle Cloud ERP + HCM Implementation - Size: ~260 Employees Ontario Higher Education Institution - Project: Oracle Cloud ERP Implementation of HCM Modules + Payroll - Size: ~2,500 Employees Ontario Transportation Organization - Project: Oracle Cloud ERP Implementation (including Finance, HR, Payroll, Procurement, Planning & Budgeting) - Size: ~500 Employees And here are two additional Public Sector ERP implementations that are underway at this time and will be going live over the coming weeks. <ol style="list-style-type: none"> Ontario Higher Education and Healthcare Institution - Project: Oracle Cloud ERP Implementation - Size: 450+ Employees Saskatchewan Education Institution - Project: Oracle Cloud ERP, HCM, EPM, & SCM Implementation - Size: ~250 Employees

Program offering

Describe your program offering.

Question	Response *
Provide a high level profile of your company.	<p>CloudAvanti is a proudly Canadian Oracle Cloud implementation partner focused on helping public sector organizations modernize their core systems across ERP, EPM, HCM, and SCM. We work with municipalities, higher education, healthcare, and other regulated organizations where strong governance, transparency, and accountability are essential.</p> <p>Finding the right partner matters to your members and our clients. Our approach, delivery style, and pricing are aligned with the realities of the Canadian public sector, we understand the funding pressures, regulatory requirements, and governance structures that shape how decisions are made. We help our clients solve these challenges through each stage of their ERP deployment lifecycle, from early planning and decision-making through implementation and long-term optimization.</p> <p>Our team brings a blend of deep functional knowledge, technical expertise, and hands-on delivery experience. We take a collaborative approach, working closely with client teams to ensure solutions are practical, achievable, and aligned to how the organization actually operates, not just how systems are designed on paper.</p> <p>A valuable distinction for CloudAvanti is our exclusive focus on Oracle Cloud solutions. This singular specialization allows us to bring deep, current expertise across the platform, stay closely aligned with Oracle's roadmap, and apply leading practices that drive sustainable, high-quality outcomes for our clients.</p> <p>We've also invested in building public sector-focused accelerators, including pre-configured solutions, templates, tools, and automated testing capabilities. These help reduce risk, improve quality, and accelerate delivery timelines. In addition, we have significant experience helping organizations transition from legacy platforms such as PeopleSoft, Oracle EBS, JD Edwards, and SAP, all of which are still widely used across the Canadian public sector.</p> <p>We support clients across their entire ERP journey, from early planning and business case development, through implementation and go-live, and into ongoing support through Application Management Services (AMS). Many of our clients choose to stay with us long after go-live because of our responsiveness, practical mindset, and focus on delivering real, lasting value.</p> <p>We see our work as more than delivering a system. It's about building strong, lasting partnerships. We work alongside our clients as one team, sharing accountability, celebrating milestones, and enjoying the journey together.</p>
Describe the ERP implementation services you offer public sector clients.	<p>CloudAvanti provides comprehensive, end-to-end ERP implementation services designed specifically for public sector environments. Our services span the full lifecycle of transformation, including:</p> <ul style="list-style-type: none"> • Readiness assessments and business case development • Health Checks to review challenges and opportunities in an existing ERP solution • Technology advisory services • Business process review and future-state design • System configuration across ERP, EPM, HCM, and SCM modules • AI-enablement services • Integration design and development • Data migration and validation • Testing (unit, system integration, user acceptance, ongoing automated testing-as-a-service) • Organizational change management and communications • Training development and delivery • Go-live planning, cutover, and hypercare support • Ongoing Application Management Support services after a solution goes live <p>We understand the unique requirements of public sector organizations, including budget constraints, reporting obligations, audit requirements, and stakeholder accountability. Our services are structured to support these needs while remaining adaptable to each member's size, maturity, and internal capabilities.</p>

<p>Describe your standard implementation methodology, include typical key milestones.</p>	<p>CloudAvanti delivers ERP implementations using our AvantiLaunch™ methodology, a structured delivery framework which was purpose-built for Oracle Cloud implementations. This methodology has evolved over more than a decade of Oracle Cloud delivery experience and is designed to help clients maximize value from their Oracle Cloud platform while maintaining strong governance, transparency, and delivery discipline.</p> <p>AvantiLaunch™ consists of six core delivery phases:</p> <ol style="list-style-type: none"> 1. Mobilize: The Mobilize phase initiates the project and establishes the foundation for delivery. 2. Confirm: In the Confirm phase, CloudAvanti works closely with client stakeholders to validate requirements, confirm scope, and establish key delivery strategies including data, integrations, and environments. 3. Design & Prototype: This phase focuses on future-state design using Oracle leading practices, supported by iterative prototyping and validation with business stakeholders. 4. Test: Structured testing is conducted including system integration testing and user acceptance testing, supported by reusable test scripts and controlled defect management processes. 5. Deploy: The Deploy phase includes final data migration, cutover execution, and production go-live. 6. Support: Following go-live, CloudAvanti provides hypercare support and transitions the client into a sustainable operating model.
<p>Explain how you adapt your methodology for different member size and complexity of projects.</p>	<p>We recognize that Canoe members vary significantly in size, complexity and internal capacity, consistent with the breadth of clients our team has served across three decades. AvantiLaunch™ is designed to scale to meet the diverse needs of organizations at every point on that spectrum.</p> <p>For smaller municipalities and organizations, we streamline governance structures, reduce documentation overhead and leverage pre-configured accelerators to support faster, cost-effective implementations focused on practical configuration and rapid value delivery.</p> <p>For larger or more complex organizations, including multi-entity or multi-jurisdictional environments, we expand governance, introduce phased or modular deployments and implement more robust integration, data and change management strategies.</p> <p>We also tailor our approach based on client maturity and internal capacity, taking a more hands-on role where needed or working collaboratively alongside internal teams where that capacity exists. This flexibility means every member receives the right level of structure and support for their specific context.</p>
<p>Describe your approach to data migration for legacy systems.</p>	<p>Data migration is treated as an integrated, multi-phase activity within our AvantiLaunch™ methodology, spanning our Confirm, Design & Prototype, Test, and Deploy phases.</p> <p>During Confirm, we identify data sources, define data strategy, and establish governance for data ownership and validation. This includes early assessment of dependencies such as banking integrations and external systems, which are critical to downstream success.</p> <p>In Design & Prototype, we define data structures, mapping logic, and conversion requirements, aligned to Oracle Cloud data models. Data objects and conversion approaches are refined alongside solution design.</p> <p>During Test, we execute iterative mock conversions, validate results with business stakeholders, and reconcile outputs with a focus on accuracy and completeness.</p> <p>In Deploy, final data migration is executed as part of cutover, supported by controlled validation and reconciliation processes prior to go-live.</p> <p>Throughout all phases, we work collaboratively with client teams to improve data quality, resolve issues early, and instill confidence in the data at go-live.</p>
<p>Describe your project management office structure and the tools you use to track progress and share updates with clients.</p>	<p>Our project management office (PMO) structure is embedded within our AvantiLaunch™ methodology and aligned to a disciplined governance and delivery framework designed for public sector programs.</p> <p>At the core of our approach is a clearly defined governance structure, established during the Mobilize phase, which outlines roles, responsibilities, decision rights, escalation paths and meeting cadence. This includes coordination across project management teams, functional and technical workstreams, and client stakeholders to maintain alignment and accountability throughout the project lifecycle.</p> <p>We manage delivery using structured project control mechanisms, including:</p> <ul style="list-style-type: none"> • A fully integrated project workplan with defined milestones and dependencies • RAID logs to track risks, actions, issues and decisions • Deliverables tracking and formal acceptance processes • A Requirements Traceability Matrix (RTM) to maintain alignment between requirements, design and testing <p>These artifacts, maintained within the Avanti Delivery Hub, provide a consistent and transparent view of project health, supporting proactive management of risks and dependencies from mobilization through go-live.</p>
<p>Describe how you handle dispute resolution during an active implementation.</p>	<p>Dispute resolution is managed through the same structured governance and escalation framework established at the outset of every AvantiLaunch™ engagement.</p> <p>Issues are first addressed at the appropriate working level, supported by formal tracking mechanisms including RAID logs, decision registers and the Avanti Delivery Hub, which maintains a transparent and auditable record of all risks, issues and decisions throughout the project lifecycle. Where resolution cannot be achieved at the working level, items are escalated through defined governance forums agreed with the client at mobilization, supporting timely decision-making while maintaining alignment across stakeholders.</p> <p>Our governance model is designed so that disputes rarely escalate beyond the working level. By surfacing issues early, tracking them formally and resolving them through structured forums, the combined project team maintains momentum and protects relationships throughout the engagement. Where disagreements do arise, CloudAvanti approaches them collaboratively, focusing on shared outcomes and our client's long-term interests rather than contractual positions.</p>
<p>Detail your quality assurance and testing protocols before system go live.</p>	<p>Quality assurance is embedded throughout the AvantiLaunch™ lifecycle, with validation occurring continuously rather than being deferred to a single testing phase.</p> <p>During Design & Prototype, early validation is achieved through iterative configuration previews and stakeholder walkthroughs, supporting alignment on future-state processes before full build completion.</p> <p>Formal testing is conducted during the Test phase, including system integration testing and user acceptance testing.</p> <p>Real-time visibility into test execution, defect trends and overall coverage is provided through prebuilt dashboards integrated directly into the Avanti Delivery Hub, giving project leadership an objective basis for readiness decisions throughout the testing phase. All test artifacts, defect logs and formal sign-off documentation are maintained centrally within the Hub, creating a transparent and auditable record throughout the testing lifecycle.</p> <p>Testing is governed by controlled entry and exit criteria at each cycle, confirming that the required quality level has been reached before progressing. Testing assets including automated test scripts are reusable after go-live, supporting ongoing regression testing for Oracle quarterly updates and future enhancements.</p> <p>A formal Go-Live Readiness Review is conducted prior to deployment, confirming that system configuration, integrations, data migration and user readiness are complete before go-live.</p>

<p>Describe your strategy for organizational change management and user adoption. Also describe how you measure user adoption.</p>	<p>CloudAvanti's organizational change management (OCM) strategy is integrated throughout our AvantiLaunch™ methodology, ensuring that change is not treated as a standalone activity but as a continuous thread across all phases of delivery.</p> <p>We offer flexible, tiered levels of change management support, ranging from client-led models - where we provide targeted tools, templates, and advisory guidance - to fully CloudAvanti-led OCM delivery, where we take responsibility for strategy, communications, stakeholder engagement, and adoption planning. This approach allows us to align with each member's internal capabilities, capacity, budget, and preferences.</p> <p>Whether client-led or CloudAvanti-led, our approach focuses on early stakeholder engagement, clear communication, and practical enablement. During Mobilize and Confirm, we identify key stakeholders, assess change impacts, and establish a structured change strategy supported by communication and engagement plans. Throughout Design & Prototype and Test, we actively involve business users in workshops, solution validation, and user acceptance testing to build familiarity and ownership of the future-state solution.</p> <p>We emphasize aligning technology with business processes, ensuring that users understand not only how the system works, but how it supports their day-to-day responsibilities. Where appropriate, we establish change champion networks and role-based engagement strategies to reinforce adoption across the organization.</p> <p>User adoption is measured through a combination of qualitative and quantitative indicators, including participation in training and testing, completion of readiness activities, and post-go-live feedback. Where available, we also leverage system usage data and user feedback to identify adoption gaps and target additional support following go-live.</p>
<p>List the training delivery methods you offer, as well as the customized training tools for Members.</p>	<p>Training is a core component of our broader change and enablement strategy, designed to equip users with both system knowledge and the confidence to perform their roles effectively within the new solution.</p> <p>For members who require additional support, CloudAvanti provides the following training services:</p> <ul style="list-style-type: none"> Change Impact Assessment: Identifying how roles, responsibilities and processes will change across the organization Training Strategy and Plan: Defining the overall approach, audience groups, delivery methods and timeline Training Curriculum Development: Building role-based, process-aligned training materials that reflect the configured system and the member's specific business processes Training Coordination and Logistics: Managing scheduling, communications, venue or virtual platform coordination and attendance tracking End-User Training Delivery: Facilitating instructor-led or virtual training sessions directly with end users across functional areas, supporting members who prefer CloudAvanti to lead training execution rather than relying solely on internal resources <p>Across all engagements, regardless of the level of training support required, CloudAvanti provides:</p> <ul style="list-style-type: none"> User Reference Guides: Concise, practical guides supporting day-to-day system navigation after go-live Knowledge Transfer Approach: A structured plan for transitioning system knowledge from the CloudAvanti team to client staff throughout the engagement Knowledge Transfer Sessions: Targeted sessions with internal teams covering configuration, design decisions and support procedures Train-the-Trainer Delivery: Equipping internal champions and core project team members to deliver and sustain training independently, supporting long-term scalability and internal ownership <p>Training content is built using project deliverables including configurations, test scripts and real-world scenarios to confirm relevance and practical application. We also guide clients to leverage available Oracle training resources, including no-cost Oracle instructional materials included with the Oracle Cloud subscription and optional Oracle University courses available virtually and in-person, strengthening internal capability and supporting long-term platform sustainability.</p>
<p>Explain how you assess user readiness before the system goes live.</p>	<p>User readiness is assessed through formal checkpoints embedded within the Test and Deploy phases of AvantiLaunch™, confirming that users, processes and supporting structures are prepared for transition.</p> <p>During the Test phase, business users execute real-world scenarios through User Acceptance Testing to confirm that processes, configurations and data meet operational needs. UAT also provides valuable hands-on experience, building user confidence and familiarity with the system prior to go-live.</p> <p>Readiness is further evaluated by assessing organizational capacity and staffing alignment, confirming that key roles are defined and resourced to support both go-live and ongoing operations. In parallel, we assess user knowledge and preparedness through training completion, participation in testing and targeted validation activities. User role mapping and security assignments are confirmed to align system access with individual responsibilities.</p> <p>A formal Go-Live Readiness Review brings together all readiness dimensions, covering system, data, integrations, organizational capacity and users, to support a structured go/no-go decision.</p> <p>Defining the Future Support Model</p> <p>A distinctive element of CloudAvanti's readiness approach is helping clients define their long-term support model before go-live, not after. Unlike traditional ERP programs where a replacement cycle eventually resets the organization, Oracle Fusion Cloud is a permanent platform. Once live, the focus shifts from implementation to continuous improvement, quarterly update management and platform evolution. CloudAvanti's Support Readiness Assessment defines the internal roles and responsibilities required to sustain and enhance Oracle Fusion Cloud over the long term, giving members a clear operating model from day one and supporting a confident, well-structured transition to steady-state operations.</p>
<p>Explain how you ensure resource continuity throughout the duration of a project.</p>	<p>CloudAvanti places a strong emphasis on team continuity, recognizing that consistency in delivery resources is critical to project success. Our clients become advocates for CloudAvanti because they experience the same senior practitioners from mobilization through go-live, and that outcome depends entirely on our commitment to maintaining continuity throughout every engagement.</p> <p>Our delivery model is built around named, committed key resources. Core leadership and key functional practitioners remain engaged across the full project lifecycle, from Mobilize through Support, providing continuity in decision-making, design understanding and client relationships. This is not a model where senior resources scope the engagement and transition delivery to junior staff. The people who design the solution are the people who build and deliver it.</p> <p>Resource continuity is further supported by structured delivery artifacts developed as part of our AvantiLaunch™ methodology, including design documents, configuration workbooks and governance logs, creating a centralized and accessible knowledge base that protects delivery continuity even when individual availability changes.</p> <p>We proactively plan resource allocation at the outset of every engagement and maintain internal alignment throughout delivery to minimize the risk of unplanned changes. Where changes are unavoidable, our structured onboarding approach and centralized artifacts allow incoming resources to reach full productivity quickly without disrupting project momentum.</p>
<p>Describe your process for replacing a team member if a member requests a change.</p>	<p>CloudAvanti approaches resource changes with a focus on responsiveness, transparency and minimal disruption to project momentum.</p> <p>In the event that a team member must be replaced, whether at the client's request or due to unforeseen circumstances, CloudAvanti will identify a qualified replacement with equivalent or stronger Oracle Cloud expertise and domain experience relevant to the engagement. The replacement resource is presented to the client for review and approval before any transition begins, and the client has the opportunity to meet the incoming team member in advance of their project start date.</p> <p>Transition is supported through structured knowledge transfer, drawing on the centralized project documentation, configuration workbooks, design decisions and governance artifacts maintained within the Avanti Delivery Hub throughout the engagement. This means incoming resources have immediate access to a complete and current record of project history, reducing ramp-up time and protecting delivery continuity.</p> <p>Our commitment is that any resource change is managed in a way that maintains delivery quality and protects the client's investment in the program to date.</p>
<p>Detail your experience managing multi-jurisdictional or group purchasing contracts.</p>	<p>We note that this question also appears earlier in the questionnaire. To avoid repetition, we have briefly recapped key points from our earlier response and expanded here on our delivery, governance and operational approach within multi-jurisdictional and group purchasing environments.</p> <p>CloudAvanti's leadership team brings extensive experience operating within public sector cooperative purchasing models, including multi-jurisdictional contracts and Vendor of Record programs, through prior roles with global systems integrators. We also serve several commercial clients with operations spanning multiple Canadian provinces, giving us direct experience managing delivery consistency, reporting and stakeholder coordination across jurisdictions.</p> <p>Building on this experience, our approach to operating within a Canoe-style environment is grounded in strong delivery discipline and governance, including:</p> <ul style="list-style-type: none"> Structured engagement models that align to both the overarching Canoe agreement and Member-specific requirements, with clarity in roles, responsibilities and decision-making Consistent delivery methodology with flexible application, tailoring our approach to each Member while maintaining quality and repeatability across jurisdictions Clear financial and performance tracking, including disciplined reporting, forecasting and audit-ready documentation aligned to program expectations Scalable resource models supporting multiple Members concurrently while maintaining continuity and delivery quality Proactive stakeholder coordination maintaining alignment across Member teams, Canoe stakeholders and delivery partners throughout each engagement <p>We recognize that Canoe's model enables Members to define their own engagement approach. Our delivery model is designed to operate effectively within this flexibility, providing structured and reliable implementation services while adapting to each Member's governance, pace and internal capabilities.</p> <p>If selected, CloudAvanti will treat the Canoe program as a primary go-to-market channel, working proactively with Canoe to develop member-facing materials, participate in outreach and education events, and maintain a dedicated point of contact for member inquiries. As members initiate engagements, our structured onboarding approach will help each member define their needs, understand their options and move efficiently from initial conversation to a well-scoped statement of work.</p>

<p>List anything else you would like to include as part of your offering which is complementary to the main offering of ERP Implementation Services?</p>	<p>In addition to Oracle Fusion Cloud implementation, CloudAvanti offers a range of complementary capabilities designed to support Canoe members across their entire ERP journey.</p> <p>Technology Advisory: For members earlier in their ERP journey or looking to maximize the value of an existing Oracle Cloud investment, CloudAvanti provides structured technology advisory services covering current state assessments, process maturity diagnostics, cloud readiness assessments, implementation health checks and business transformation visioning labs. These services help members make informed, defensible decisions about their technology direction before committing to implementation.</p> <p>AI Enablement Leveraging Oracle Cloud: CloudAvanti helps members assess and activate Oracle's native AI capabilities following implementation, covering Generative AI configuration and deployment within Oracle Fusion Cloud, delivered Oracle AI agents across finance, HR and procurement workflows, and custom AI agent development leveraging Oracle AI Agent Studio. This service positions members to move beyond system modernization into intelligent automation, leveraging the Oracle platform they have already invested in rather than introducing separate AI tooling.</p> <p>Advanced Data Services: CloudAvanti's Advanced Data Services offering provides data extraction, transformation and loading capabilities that most large firms do not offer directly. Using proprietary pre-built extraction scripts, transformation tools and payroll reconciliation capabilities, we reduce the burden on client teams and lower the risk of data quality issues during migration.</p> <p>Application Management Services Following go-live: CloudAvanti provides comprehensive AMS support covering issue resolution, enhancement delivery, ongoing optimization and Oracle quarterly update management. Our Testing Automation Platform automates 20 to 30 percent of functional test scripts during implementation, increasing to up to 80 percent for quarterly update testing under AMS, significantly reducing the ongoing cost and effort of platform sustainment.</p> <p>Proprietary Tooling: All of the above is supported by CloudAvanti's proprietary toolset, including the Avanti Delivery Hub, Test Management Tool, Testing Automation Platform and Advanced Data Services accelerators, hosted on Oracle Cloud Infrastructure for enterprise-grade security and reliability.</p>
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ERP software solution selection support process

Question	Answer *
Describe your process for conducting a business needs assessment for a public sector member.	<p>For clarity, CloudAvanti is exclusively aligned with Oracle Fusion Cloud, so we are not typically engaged to guide clients through a broad ERP platform selection process. However, the four activities referenced in this section, business needs assessment, technical specifications, fit-gap analysis, and total cost of ownership, are all highly relevant to how we engage with members and are described below in the context of our Oracle-focused delivery model.</p> <p>Our business needs assessment process is structured around a collaborative Discovery approach embedded within our AvantiLaunch™ methodology. Working closely with business and technical stakeholders across Finance, HR, Procurement, Supply Chain and IT, we conduct structured requirements-gathering workshops to:</p> <ul style="list-style-type: none"> • Document business requirements, pain points and operational inefficiencies • Identify regulatory and governance requirements including PSAS, audit obligations and procurement policies • Assess data quality, system landscape and integration needs • Align on strategic objectives, success criteria and key outcomes <p>A core principle of our approach is fit-to-standard. Oracle Fusion Cloud is built on decades of leading-practice process design across finance, workforce, procurement and supply chain. Rather than simply mapping existing processes into a new system, CloudAvanti uses our requirements-gathering workshops to introduce members to Oracle's built-in leading practices early, helping stakeholders understand what the platform does natively and where their current processes can be improved rather than simply replicated. This fit-to-standard orientation reduces customization risk, lowers long-term maintenance overhead and positions members to take full advantage of Oracle's continuous platform innovation through quarterly updates.</p> <p>We complement these workshops with prototype-led sessions using Oracle-delivered business process flows, giving stakeholders early visibility into future-state possibilities and helping anchor design decisions in leading practice rather than legacy process thinking.</p> <p>The outcome is a validated set of business requirements and a prioritized roadmap, grounded in both operational realities and Oracle leading practices, forming the foundation for <u>scoping, planning and delivery</u>.</p>
Explain how you develop technical specifications for an ERP software.	<p>Building on the Discovery outputs, we develop detailed technical specifications during the Design phase, with a particular focus on Oracle Cloud RICEFW components: Reports, Integrations, Conversions, Extensions, Fast Formulas and Workflows.</p> <p>CloudAvanti maintains a rich repository of pre-built functional specifications, technical specifications and development objects accumulated across our Oracle Fusion Cloud implementations. These assets, including pre-built integration templates, data conversion frameworks and report designs, accelerate the specification and build process and reduce the effort required from member teams. Our team has extensive experience designing and delivering Canadian banking integrations with all major Canadian financial institutions, covering EFT payment files, bank statement imports, positive pay and corporate card integrations aligned with Canadian Payments Association standards.</p> <p>Our approach to technical specification development includes:</p> <ul style="list-style-type: none"> • Reports: Defining reporting requirements, data sources, security and output formats such as OTBI and BI Publisher, in alignment with financial, operational and regulatory reporting needs • Integrations: Identifying inbound and outbound data flows, interface patterns such as real-time versus batch, and integration methods such as REST/SOAP APIs and file-based integrations, along with error handling and monitoring requirements • Conversions: Defining data migration scope, data mapping, transformation rules, cleansing requirements and reconciliation processes to confirm data integrity at go-live • Fast Formulas: Documenting payroll and HR business logic including jurisdiction-specific rules, collective agreements and policy-driven calculations that require configuration through Oracle Fast Formula <p>In parallel, we define the overall technical architecture, including:</p> <ul style="list-style-type: none"> • Integration architecture and middleware strategy where applicable • Environment strategy covering development, test and production instances • Security model and role design • Data governance and retention considerations <p>We take a structured and collaborative approach, using RICEFW design documents and working sessions with member stakeholders to validate requirements, confirm assumptions and confirm that technical specifications are clearly understood before build begins. This approach confirms that all technical components are well-defined, aligned to business needs and designed for long-term maintainability within the Oracle Cloud framework.</p>
Describe your methodology for conducting a fit gap analysis between member needs and software capabilities.	<p>Fit-gap analysis is conducted as a core activity within our Design phase, using a structured, scenario-based approach that is highly collaborative with member stakeholders.</p> <p>We begin by mapping prioritized business requirements to Oracle Cloud capabilities and validating them through configured demonstrations and real-world scenarios. Each requirement is then classified as:</p> <ul style="list-style-type: none"> • Fit: Standard functionality fully meets the requirement • Partial Fit: Requirement can be met through configuration and minor process adjustments, fully documented • Gap: Requirement not met by standard functionality, fully documented and assessed <p>For all Partial Fits and Gaps, we document the requirement, current state, proposed approach and any associated impacts to process, cost or timeline.</p> <p>A defining element of our fit-gap approach is our commitment to fit-to-standard. Oracle Fusion Cloud is built on decades of leading-practice process design across finance, workforce, procurement and supply chain. Rather than treating every gap as a development problem to solve, our AvantiLaunch™ methodology guides member stakeholders through a structured evaluation of whether their current process should be adopted into Oracle's leading practice, rather than the other way around. This means we respectfully challenge existing ways of working, demonstrate Oracle's delivered capabilities in context, and help members understand the long-term benefits of adopting the platform's built-in process design over custom solutions.</p> <p>Based on our experience delivering Oracle Fusion Cloud implementations across Canadian public sector organizations, we are confident that the vast majority of member ERP requirements can be met through configuration and adoption of leading practices without customization. This approach reduces delivery risk, accelerates timelines and produces a more resilient, future-ready solution that continues to benefit from Oracle's continuous quarterly innovation.</p>
Detail your approach to calculating the total cost of ownership for software solutions.	<p>Our approach to Total Cost of Ownership is aligned to the full lifecycle of the solution, enabling members to make informed and defensible investment decisions. We begin by establishing a clear understanding of the member's current-state cost baseline, including legacy system costs, support models and any known inefficiencies. This provides an important reference point for evaluating future value.</p> <p>We then work collaboratively with members to assess TCO across several key dimensions:</p> <ul style="list-style-type: none"> • Implementation Costs: Detailed estimates covering design, build, integrations, data migration, testing, training and change management, aligned to the agreed scope and delivery approach • Software and Infrastructure Costs: Subscription pricing, environment strategy covering development, test and production instances, integration platforms and any supporting technologies required for the solution • Ongoing Operating Costs: Post-go-live support including Application Management Services, internal support models, release management and continuous improvement activities • Organizational Impacts and Efficiencies: Quantifying expected benefits such as process automation, reduced manual effort, improved data accuracy and streamlined reporting • Legacy System Decommissioning: Identification of systems that can be retired and associated cost savings across infrastructure, licensing and support <p>We model TCO over a multi-year horizon, reflecting the full lifecycle of an ERP investment and enabling members to understand both near-term costs and long-term value.</p> <p>To support decision-making, we provide:</p> <ul style="list-style-type: none"> • Scenario-based estimates covering low, expected and high ranges to highlight key cost drivers • Transparent assumptions and sensitivities, allowing members to understand how changes in scope, complexity or resourcing impact overall cost • Phased investment views where applicable, to support staged implementations aligned with budget cycles and organizational readiness <p>Our TCO analysis is closely tied to the outcomes defined during Discovery and Fit-Gap (i.e. Mobilize and Confirm phases), so that cost is always evaluated alongside value rather than in isolation.</p>
How do you confirm your firm's neutrality regarding partnerships or financial incentives you may receive from software OEMs?	<p>CloudAvanti maintains neutrality through a transparent, client-first advisory approach.</p> <p>While we are exclusively focused on Oracle Fusion Cloud, CloudAvanti does not receive financial incentives, commissions or kickbacks from Oracle tied to the recommendations we make or the solutions we deliver. Our guidance is based solely on what best aligns with the member's needs, priorities and long-term success.</p> <p>We reinforce this neutrality by:</p> <ul style="list-style-type: none"> • Anchoring all recommendations in documented business requirements and fit-gap outcomes • Clearly articulating trade-offs, assumptions and alternatives where they exist • Maintaining full transparency with members regarding our role and partnership model • Confirming that all solution decisions are driven by business value rather than external influence <p>Our focus is on helping members make informed, objective and defensible decisions that align with their governance requirements and stand up to public sector scrutiny.</p>

Member access to program offering

Question	Response
<p>List the steps required for Canoe Members who want to engage with your firm to discuss their ERP implementation needs. Begin from initial contact to providing a price proposal and quotation.</p>	<p>Our approach is designed to be simple, collaborative, and flexible, ensuring Members receive clear guidance from initial contact through to a well-informed proposal.</p> <ol style="list-style-type: none"> 1. Initial Contact & Intake: Members connect with CloudAvanti directly or through Canoe. We schedule an introductory discussion to understand objectives, timelines, and key considerations. 2. Preliminary Discovery: We conduct targeted discussions with business and IT stakeholders to understand current systems, pain points, and desired outcomes. At this stage, we also share relevant experience and leading practices. 3. High-Level Solution Alignment: We align on scope across ERP pillars (e.g., Finance, HCM, SCM, EPM), deployment approach, and any known constraints. Where helpful, we may provide light-touch demonstrations or examples to support early understanding. 4. Indicative Scope & Approach: Based on initial inputs, we outline a preliminary implementation approach, including key phases, timelines, and delivery model aligned to our AvantLaunch™ methodology. 5. Refinement & Validation: We review assumptions collaboratively with the Member, refine scope, and confirm priorities to ensure alignment before moving to pricing. 6. Price Proposal & Quotation: We provide a clear and transparent proposal, including scope, delivery approach, timeline, pricing structure (e.g., T&M, Fixed Fee and/or phased estimates), and key assumptions. <p>Throughout this process, we work closely with Members and Canoe to ensure the approach is aligned, transparent, and tailored to the Member's needs and procurement preferences.</p>
<p>List all the information you require at minimum from Canoe members in order to provide a project plan and subsequent price proposal to Members.</p>	<p>To develop a high-level project plan and indicative pricing, we require a focused set of core inputs:</p> <ul style="list-style-type: none"> • Scope and Objectives: Clear understanding of in-scope business processes (e.g., Procure-to-Pay, Record-to-Report, Hire-to-Retire), key pain points, business transformation needs, and desired outcomes. This allows us to align requirements to the appropriate Oracle Cloud pillars and applications. • Current System Landscape: Existing ERP and surrounding systems, including any known integrations or dependencies. • Organization Profile: Size, number of users, geographic footprint, and high-level organizational structure. • Timeline Nuances: Desired go-live timeframe, preferences regarding big bang approach vs. phased sequencing, and any external constraints (e.g., fiscal year, regulatory deadlines). • User Volumes by Function and Role: Supporting more precise effort estimates (especially if software cost guidance is requested) and alignment to solution design. • Availability of Resources & Pace of Change: Availability of internal SMEs and project team members, as well as the organization's capacity to absorb change. This is critical to developing a timeline and delivery approach that is aligned with how the Client team actually works. • Change Management and Training Expectations: Member's preferred approach to organizational change, user adoption, and training (e.g., internal capacity, preferred delivery model) • Known Complexity Factors: Union environments, regulatory requirements, multi-entity structures, or other considerations. • Data Migration Expectations: High-level understanding of data volumes, legacy systems, and any known data quality considerations. <p>With this information, we can provide a practical, experience-based project plan and pricing range, aligned to similar public sector implementations and tailored to the Member's capacity and priorities.</p>
<p>List the information which would be helpful but not mandatory for your firm to provide a project plan and price proposal to Members.</p>	<p>While not required, additional detail allows us to increase accuracy, reduce assumptions, and further tailor our approach:</p> <ul style="list-style-type: none"> • Detailed Business Requirements: Including functional requirements, reporting needs, and success criteria. • Integration and Data Details: Interface logic, data transformation rules, data quality considerations, and any known complexities related to data structures or dependencies. • Internal Resourcing Model: Availability of SMEs, project team structure, and governance expectations. • Budget Range or Funding Constraints: To help align scope and phasing with financial parameters. • Existing Documentation: Any process documentation, current-state assessments, system architecture diagrams or prior ERP evaluations the member has already completed, which can accelerate discovery and reduce early-phase effort • Preferred Vendor Engagement Model: Whether the member prefers fixed-fee or time-and-materials pricing, and any internal procurement or contracting requirements that may shape the proposal structure <p>Providing this additional information enables us to move from indicative estimates to more precise planning and pricing, while maintaining alignment with member priorities and constraints.</p>

Scalability and staffing

Question	Answer *
<p>Explain how you will manage multiple, simultaneous implementation projects for different members who may have similar competing timelines. With legacy software sunseting by 2029, there will be increased demand and a bottle neck effect for demand for ERP Implementation services.</p>	<p>CloudAvanti is structured to support multiple concurrent ERP implementations across public sector organizations, including periods of increased demand driven by legacy system replacement timelines.</p> <p>Our approach combines portfolio-level planning, standardized delivery, and scalable resourcing, including:</p> <ul style="list-style-type: none"> • Centralized portfolio governance to prioritize, sequence and monitor active engagements across members • Standardized delivery through our AvantiLaunch™ methodology, promoting consistency, repeatability and efficient onboarding of new projects regardless of volume • A rich library of pre-built accelerators, templates, test scripts and RICEFW assets that reduce per-engagement effort and allow our delivery teams to operate more efficiently across concurrent programs • Phased resource allocation, allowing key roles to transition between projects where appropriate and aligned with member expectations as engagements progress through lifecycle stages • Parallel workstream delivery, enabling functional, technical and data teams to balance activities across multiple engagements • Early-stage planning and readiness assessments to help members align timelines with resource availability and reduce delivery risk <p>CloudAvanti also benefits from an extensive network of experienced Oracle Cloud practitioners, developed through our team's long-standing focus on Oracle applications. This network enables us to scale delivery capacity quickly during periods of peak demand, while maintaining alignment to our delivery standards and approach.</p> <p>We are planning for an anticipated increase in demand leading up to 2029 (based upon existing legacy ERP sunset cycles) and plan capacity through a combination of internal team growth, recruiting and development, partner alignment, and flexible staffing models to support Member needs.</p>
<p>Detail how you ensure consistent pricing and service levels across all participating members.</p>	<p>CloudAvanti maintains a structured approach to pricing and service delivery that supports consistency across Canoe members while allowing flexibility for member-specific requirements.</p> <p>Pricing consistency is supported through:</p> <ul style="list-style-type: none"> • Standard rate cards and role definitions that provide a consistent pricing foundation across all engagements, with the Canoe program agreement establishing the ceiling price for all member transactions • Transparent pricing models aligned to scope, complexity and delivery approach, available on either a fixed-fee or time-and-materials basis depending on member preference • Clearly defined scope and assumption frameworks so that pricing across engagements is structured on a consistent and comparable basis, with any member-specific factors explicitly documented <p>Service level consistency is supported through:</p> <ul style="list-style-type: none"> • AvantiLaunch™ methodology applied consistently across every engagement, providing the same governance structure, phase gates, deliverable standards and quality controls regardless of member size or complexity • Pre-built accelerators and templates that promote repeatable, high-quality delivery outcomes across concurrent engagements • Avanti Delivery Hub providing centralized visibility into project status, risks, decisions and deliverables, giving both CloudAvanti and member teams a consistent and transparent view of engagement health • Regular performance reviews with Canoe and members to monitor delivery quality, address emerging issues and confirm alignment to program standards throughout the engagement lifecycle <p>We recognize that Canoe members operate with varying levels of complexity, timelines and internal capacity. Pricing and service levels are therefore calibrated within this consistent framework to reflect the specific needs of each member engagement, with any deviations from standard assumptions clearly documented and agreed in advance.</p>
<p>Explain your staffing model and structure.</p>	<p>CloudAvanti's staffing model is designed to support scalable, multi-project delivery while maintaining continuity, accountability, and alignment with public sector client needs. Our structure includes:</p> <ul style="list-style-type: none"> • Senior, delivery-focused practitioners who are exclusively aligned to Oracle Cloud solutions, bringing deep functional and technical expertise across ERP, HCM, SCM, and EPM • Dedicated project teams for each engagement, including functional, technical, and project leadership roles to maintain clear accountability and continuity • Canada-led delivery model, with project managers, solution architects, and key functional leads based in Canada to support stakeholder alignment, governance, and responsiveness • Blended onshore and offshore resourcing, providing access to a broader talent pool while supporting quality, scalability, and cost-efficiency • Flexible resourcing approach, allowing team members to be deployed based on project phase, skillset, and demand across multiple engagements <p>This model supports consistent delivery while providing the flexibility to scale resources and align teams to the specific needs of each Canoe Member.</p>
<p>List the main categories of personnel for implementation project team and the certification required for each one. (technical leads, project managers etc.)</p>	<p>CloudAvanti deploys multidisciplinary teams with clearly defined roles and relevant certifications aligned to Oracle Cloud implementations, supported by hands-on delivery experience across public sector environments. For a list of our team's Oracle certifications, please see our response to your question about "current third party certifications" in the "Experience – Public Sector" section above. Our main categories of personnel with certifications are explained below:</p> <p>Project Leadership</p> <ul style="list-style-type: none"> • Project Manager: PMP or equivalent; experience delivering complex ERP programs • Program / Engagement Lead: Senior oversight of delivery, governance, and stakeholder alignment <p>Solution Architect</p> <ul style="list-style-type: none"> • Cross-pillar expertise spanning ERP, HCM, SCM, and EPM • Responsible for overall solution design, integration strategy, and alignment to business requirements <p>Functional Leads (ERP, HCM, SCM, EPM)</p> <ul style="list-style-type: none"> • Experience and certifications aligned to Oracle Cloud functional certifications across modules such as Financials (e.g., GL, AP, AR, Projects), HCM (e.g., Core HR, Payroll, Time & Labor), Procurement and Supply Chain, and EPM (e.g., Planning, Consolidation, EDM) • Deep domain knowledge and public sector delivery experience <p>Technical Leads and Specialists (including Data and Reporting)</p> <ul style="list-style-type: none"> • Experience and certifications aligned to Oracle Cloud technical certifications, including Integration Cloud, OCI, security, and reporting tools • Expertise in integrations, data migration, reporting (e.g., OTBI, BI Publisher), and environment management <p>Certifications across the team span a broad range of Oracle Cloud applications and technologies, including Financials, HCM, SCM, EPM, and Oracle Cloud Infrastructure. These are complemented by practical implementation experience delivering multi-pillar Oracle Cloud programs in complex, regulated environments.</p>
<p>Explain if and how you use contracted resources or sub-contractors to supplement your workforce.</p>	<p>CloudAvanti delivers the majority of its services through its core team of full-time employees and maintains a strong preference for building and retaining in-house capability to support continuity, quality, and accountability. Our model is designed to provide stable, experienced delivery teams that remain aligned with our methodology, governance practices, and client expectations.</p> <p>Where required, we occasionally supplement our team with targeted use of contracted resources or specialized partners to address specific skill requirements or short-term capacity needs. These resources are integrated into CloudAvanti delivery structures, with CloudAvanti retaining full accountability for delivery and outcomes. Where appropriate, we also look to transition high-performing contractors into full-time roles to strengthen long-term capability and team continuity.</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>CloudAvanti provides structured, responsive technical support services (during post-go-live Hypercare and for longer-term AMS Support) designed to meet the needs of public sector organizations operating mission-critical ERP environments. Our support model is built to ensure timely issue resolution, clear communication, and accountability throughout the support lifecycle.</p> <p>Support Channels</p> <ul style="list-style-type: none"> • Dedicated support email and ticketing system (we use CloudAvanti ticketing system but can also use our client's preferred ticketing system) • Direct access to assigned Client Success / Engagement Lead • Scheduled check-ins and governance forums (as applicable) • Emergency support via phone for critical issues <p>Hours of Availability</p> <ul style="list-style-type: none"> • Standard support: Monday to Friday, 8:00 AM – 6:00 PM (local client time) • Extended / after-hours support: Available for critical issues and key milestones (e.g., payroll, period close, go-live) • Optional enhanced support models (including 24/7 coverage) can be provided based on Member needs <p>Response and Resolution Targets (typical)</p> <ul style="list-style-type: none"> • Severity 1 (Critical): Response within 1-hour, continuous effort to resolution • Severity 2 (High): Response within 2–4 hours • Severity 3 (Medium): Response within 1 business day • Severity 4 (Low): Response within 2 business days <p>Resolution timelines are managed based on complexity, with regular status updates and clear ownership throughout.</p> <p>Escalation Path</p> <ul style="list-style-type: none"> • Level 1: Service Workstream/Track Lead • Level 2: Service Delivery Manager • Level 3: Engagement Lead / Executive Sponsor <p>CloudAvanti maintains clear escalation protocols to address issues promptly and transparently.</p> <p>Service-Level Commitments</p> <p>Service levels are defined collaboratively with each Canoe Member and formalized within the Statement of Work or support agreement. Our focus is on predictable response, proactive communication, and minimizing disruption to Member operations.</p>
<p>Describe your technical support model, including the distinction between ERP OEM-provided support and partner-provided support. Identify which types of issues are handled directly by your company.</p>	<p>CloudAvanti operates a partner-led support model, complemented by Oracle (OEM) support for platform-level matters.</p> <p>CloudAvanti (Partner-Provided Support): We serve as the primary point of contact for all support requests, including:</p> <ul style="list-style-type: none"> • Functional issues (e.g., process gaps, configuration questions) • Data issues (e.g., validation, reconciliation, reporting discrepancies) • Integration and interface issues • Security, role, and access concerns • Post-go-live stabilization and user support • Advisory support for optimization and enhancements <p>Oracle (OEM) Support: Oracle is engaged for:</p> <ul style="list-style-type: none"> • Platform defects or bugs • Infrastructure or environment-related issues • Performance issues requiring vendor intervention • Quarterly updates, patches, and system-level fixes <p>CloudAvanti manages all interactions with Oracle (OEM) on behalf of the Member, providing a seamless support experience.</p>
<p>Describe how support responsibilities are divided between your company and ERP OEM, including issue triage, root-cause analysis, and platform-level defects.</p>	<p>CloudAvanti provides end-to-end ownership of the support process, including triage and coordination with Oracle (OEM) where required.</p> <p>Issue Triage</p> <ul style="list-style-type: none"> • All issues are logged and assessed by CloudAvanti • Initial classification (functional, technical, integration, or platform-related) • Severity and business impact are assigned <p>Root Cause Analysis</p> <ul style="list-style-type: none"> • CloudAvanti leads root cause analysis for: <ul style="list-style-type: none"> ◦ Configuration and process issues ◦ Data and integration errors • Where required, we collaborate with Oracle to investigate platform-related causes <p>Platform-Level Defects</p> <ul style="list-style-type: none"> • If an issue is determined to be a platform defect: <ul style="list-style-type: none"> ◦ CloudAvanti logs and manages the Oracle service request ◦ We provide supporting documentation, replication steps, and business impact ◦ We actively track and escalate with the Oracle as needed ◦ We keep the Member informed throughout the lifecycle <p>This approach keeps things simple so that Members do not need to navigate multiple support channels or vendors.</p>
<p>Describe how technical support interacts with OEM update and release process, including communication of upcoming releases, support for regression issues, and schedule stability.</p>	<p>CloudAvanti actively manages the intersection between technical support and Oracle's quarterly update cycle to support stability and continuity for Canoe Members. As part of our AMS Support offering, we provide Release Management services to help Members prepare for, adopt, and optimize ongoing platform updates. These services include:</p> <p>Release Communication</p> <ul style="list-style-type: none"> • Proactive communication of upcoming releases, timelines, and key changes • Impact assessments aligned to each Member's configured solution • Guidance on new features, risks, and adoption options <p>Regression and Update Support</p> <ul style="list-style-type: none"> • Validation of critical business processes (e.g., payroll, financial close) post-update • Support for issue identification and resolution • Coordination with Oracle for regression defects where required <p>Testing and Release Readiness</p> <ul style="list-style-type: none"> • Automated testing-as-a-service to streamline regression testing and improve readiness • Reusable test scripts focused on high-risk processes • Support for Member-led testing strategies <p>Schedule Stability</p> <ul style="list-style-type: none"> • Alignment with Oracle release schedules and Member business cycles • Guidance on blackout periods and timing considerations • Support for structured validation to reduce disruption <p>Ongoing Optimization</p> <ul style="list-style-type: none"> • Identification of opportunities to leverage new functionality • Controlled adoption of enhancements aligned to Member priorities <p>This approach enables Members to stay current with Oracle updates while managing risk, effort, and pace of change.</p>

Risk identification and mitigation plan

The purpose is to show subject-matter expertise through clear identification and management of material risks ahead of time. Listing risks with high likelihood or high impact before mitigation will not reflect negatively on the Proponent. In fact, demonstrating a thorough understanding of ERP implementation risks and their management will show depth of expertise and practical experience. Proponents should use judgment and focus only on material risks that require specialized knowledge of ERP implementations.

Generic risk frameworks or methodologies, including general project risk management, transfer of risk to client via change order will not demonstrate specialized knowledge and will score poorly. Identified risks must relate directly to ERP implementation and be detailed enough to show validity and relevance. The Proponent must explain how mitigation measures avoided or minimized negative impacts on project outcomes.

Proponents should emphasize risk and issue avoidance or mitigation tactics that helped manage budget, schedule, and scope effectively without defacto transferring the risk to client.

Risk Description *	Proposed mitigation *	How this reduces deviation on project and impact on Member. *
Resistance to Change from Legacy Business Processes: When business expectations and old business processes don't align with delivered ERP functionality and leading practices, teams may push for customizations or late design changes. This can increase complexity, introduce rework, and impact timelines if not addressed early.	CloudAvanti works with Members early in the project to walk through business processes using Oracle leading practices and real system demonstrations. Together, we identify where standard functionality meets needs and where adjustments may be required, with a focus on simplifying processes and avoiding unnecessary customization. CloudAvanti will respectfully challenge the business users with "why wouldn't this work" type questions that will help them to envision new and better ways of meeting their business needs in their new ERP solution. Decisions are documented and validated with stakeholders to support alignment before build begins.	This approach helps both CloudAvanti and the Member align early on what the system will deliver, reducing the likelihood of late-stage changes that can impact schedule and effort. By working collaboratively to adopt standard functionality where appropriate, the project remains more predictable and easier to support over time. It also supports the Member in moving beyond legacy ways of working and taking advantage of leading practices embedded within the Oracle Cloud solution. This shift not only reduces complexity during implementation but also positions the organization to realize longer-term value from the platform without introducing unnecessary customization.
Poor Data Quality from Legacy Systems: Legacy data is often incomplete, inconsistent, or outdated, which can create issues during migration. If not addressed early, this can affect reporting accuracy and user confidence after go-live.	CloudAvanti partners with Members to assess and improve data quality early in the project, including data profiling, cleansing, and validation activities. We support a phased migration approach with multiple mock conversions and reconciliation checkpoints, so both teams can review and confirm data accuracy before final cutover. Our pre-built integration templates and experience with all major Canadian financial institutions and common public sector systems accelerate this process.	Addressing data quality early reduces the chance of issues surfacing late in testing or after go-live, where they are more disruptive and time-sensitive to resolve. It allows both CloudAvanti and the Member to work through data questions in a structured way rather than under time pressure. This leads to a smoother transition into the new system, with more reliable reporting and greater confidence from end users in the system outputs.
Integration Complexity: Integrating multiple legacy and third-party systems at the same time increases technical complexity and coordination effort. This can lead to delays, data inconsistencies, or interface failures if not carefully managed.	CloudAvanti works with Members to define the integration landscape early, including identifying critical interfaces, data flows, and dependencies. We prioritize integrations based on business importance and phase delivery where appropriate, using standard integration patterns and iterative testing to validate each interface before go-live.	By jointly prioritizing and sequencing integrations, the project can focus effort on what is most important for initial operations, reducing pressure on timelines and resources. This approach also allows issues to be identified and resolved earlier, rather than accumulating late in the project. It supports more stable system operations at go-live, reducing the need for manual workarounds and helping the Member maintain continuity in key business processes.
Delayed Decisions and Stakeholder Misalignment: ERP projects require timely input and decisions from multiple stakeholders across the organization. Delays or misalignment can slow progress and create downstream impacts to build, testing, and deployment, with potential impact to the target go-live date.	CloudAvanti establishes a clear governance and decision-making structure at the outset, including defined roles, escalation paths, and regular checkpoints. We work with Members to plan workshops, review sessions, and decision timelines in advance, and provide clear options and recommendations to support efficient decision-making. The Avanti Delivery Hub maintains a centralized and transparent record of all decisions, risks and issues throughout the engagement. CloudAvanti establishes a clear governance and decision-making structure at the outset, including defined roles, escalation paths, and regular checkpoints. We work with Members to plan workshops, review sessions, and decision timelines in advance, and provide clear options and recommendations to support efficient decision-making. The Avanti Delivery Hub maintains a centralized and transparent record of all decisions, risks and issues throughout the engagement.	A structured approach to governance helps both CloudAvanti and the Member stay aligned and maintain momentum throughout the project. Timely decisions reduce the need to revisit earlier work and help keep downstream activities such as configuration and testing on track. It also creates transparency around priorities and dependencies, making it easier to manage expectations and adjust plans collaboratively where needed.
System Changes from Oracle Updates Impact Operations: Quarterly Oracle updates can introduce changes that affect configured processes or integrations. Without proper review and testing, these updates can disrupt critical business activities such as payroll or financial close.	CloudAvanti incorporates release management into both implementation and post-go-live support, including advance review of Oracle updates, impact assessments, and targeted regression testing, including automated testing through our Testing Automation Platform, which supports up to 80 percent test automation for quarterly update cycles under Application Management Services. We work with Members to identify critical processes and support testing activities, including the use of automated testing where appropriate to streamline validation.	By planning for updates as part of the overall support model, both CloudAvanti and the Member can address potential impacts in a controlled and timely way. This reduces the likelihood of unexpected issues during critical business cycles. It also supports a more predictable operating environment, allowing the Member to adopt new functionality at a pace that aligns with their priorities and capacity.

Situational questions

Many Canadian public entities face a common challenge. They must modernize aging, highly customized ERP systems while maintaining operational stability, protecting sensitive data, working within limited budgets and managing significant organizational change. For example, many municipal systems are approaching end of life, including Dynamics GP. They also face staffing shortages, limited consulting capacity, complex integrations, and pressures to adopt cloud, SaaS, and emerging technologies without disrupting essential services.

Using this scenario, describe how your team would lead a public sector entity through this modernization challenge. Avoid using marketing material in your response.

Question	Answer *
Describe how the project team would plan and manage the transition from an on-premise or hybrid architecture to a modern cloud or SaaS platform.	<p>CloudAvanti manages the transition using our AvantiLaunch™ methodology, a structured six-phase approach purpose-built for Oracle Fusion Cloud and designed to support a smooth, low-risk move from legacy systems to a modern cloud platform.</p> <p>A key enabler of our transition approach is our Advanced Data Services offering, which includes pre-built data extraction scripts, transformation tools and conversion accelerators developed specifically for migrations from the legacy platforms most commonly found across Canadian public sector organizations, including PeopleSoft, JD Edwards, Oracle E-Business Suite and SAP. Rather than building migration logic from scratch, our team leverages these proven assets to accelerate extraction, cleansing and loading activities, reduce the burden on member teams and lower the risk of data quality issues surfacing late in the project.</p> <p>Mobilize: Establish governance, confirm scope, and identify key systems, integrations, and data sources - delivering strong alignment from the outset.</p> <p>Confirm: Define future-state processes using Oracle Cloud demonstrations, helping the member move away from legacy constraints and align to leading practices.</p> <p>Design & Prototype: Configure the solution using a fit-to-standard approach, develop early prototypes, and initiate integration and data planning to accelerate decisions.</p> <p>Test: Validate the full solution through data migration cycles, integration testing, and user acceptance testing to determine readiness.</p> <p>Deploy: Execute cutover, migrate production data, and activate integrations with a controlled go-live approach.</p> <p>Support: Stabilize the environment through hypercare, resolve issues, and transition knowledge to the member team.</p> <p>Overall, our approach focuses on adopting leading practices, reducing complexity, and maintaining operational continuity – resulting in successful transitions, not just system migrations.</p>

<p>Describe how the project team would support data cleansing, migration, and integration with other systems.</p>	<p>CloudAvanti treats data and integrations as critical success factors, not technical afterthoughts. Our approach is supported by our Advanced Data Services offering and a rich repository of pre-built conversion tools, extraction scripts and integration templates accumulated across Oracle Fusion Cloud implementations for organizations migrating from platforms including PeopleSoft, JD Edwards, Oracle E-Business Suite and SAP.</p> <p>Data Cleansing and Migration</p> <ul style="list-style-type: none"> • Early Data Assessment: Identify data sources, quality issues, ownership and gaps early in the project, establishing a clear baseline before migration planning begins • Practical Data Cleansing Strategy: Focus on what is needed rather than what is available, prioritizing active, accurate and relevant data to reduce migration risk and member effort • Iterative Migration Cycles: Conduct multiple mock conversions with reconciliation checkpoints to validate accuracy and completeness well before final cutover • Clear Ownership Model: Define responsibilities between CloudAvanti and the member to maintain accountability for data quality and validation throughout the migration lifecycle • Payroll Reconciliation Tool: Our embedded payroll reconciliation accelerator supports parallel payroll validation and streamlines the reconciliation activities that are traditionally the most time-consuming during implementation <p>Integration Design & Delivery:</p> <ul style="list-style-type: none"> • Design a standardized integration architecture using Oracle Integration Cloud, drawing on our pre-built integration templates to accelerate development • Prioritize stability and maintainability over custom point-to-point solutions, reducing long-term technical debt • Engage third parties such as Canadian financial institutions, payroll providers and other key interfaces early to avoid delays, informed by our team's extensive experience delivering integrations with all major Canadian banks using CPA005 and related 'EFT' file formats • Apply iterative integration testing across SIT and UAT cycles to confirm interface reliability before go-live <p>This approach produces a controlled and well-validated transition into the production environment, with data integrity and integration stability confirmed before cutover rather than discovered after.</p>
<p>Describe how the project team would address cybersecurity, privacy, and regulatory requirements during the transition.</p>	<p>Security and compliance are built into the solution from the outset - not added later. Our approach includes:</p> <ul style="list-style-type: none"> • Security-by-Design: Role-based access controls, segregation of duties, and least-privilege principles are embedded into the system configuration. • Alignment with Canadian Regulations: We design solutions in alignment with applicable privacy frameworks (e.g., provincial legislation, PIPEDA), including data residency considerations where required. • Leverage of Oracle Cloud Security: Oracle Cloud provides enterprise-grade security capabilities (encryption, identity management, audit logging), which we configure to align with member policies. • Data Governance and Access Controls: Clear definition of data ownership and access, supported by auditable controls and approval workflows. It is important to note that we do not store client data on our laptops as our standard operating procedures. • Ongoing Risk Validation: Security and compliance are reviewed throughout design, testing, and pre-go-live readiness. <p>In addition, CloudAvanti is ISO 27001 certified, reflecting our commitment to meeting the security and compliance expectations of your members.</p> <p>Overall, our approach helps members to not only meet regulatory requirements, but also strengthen their overall security posture as part of their transition to the cloud.</p>
<p>Describe how the project team would approach organizational change management to support user adoption.</p>	<p>As a client's solution takes shape through AvantiLaunch, our focus turns to helping the organization adopt it in a way that fits their capacity, culture, and pace of change. We offer a flexible Change Management model, recognizing that Canoe members vary widely in their internal change management capabilities. Our support can range from:</p> <ul style="list-style-type: none"> • Lightweight guidance - providing tools, templates, and practical advice for teams that prefer to lead change internally • To more hands-on OCM leadership - where we actively support planning, communications, stakeholder alignment, and adoption activities <p>Rather than positioning OCM as a separate activity, we integrate it into delivery. During Confirm and Design, users are introduced to the future system through working sessions and prototypes. This builds familiarity early and allows teams to gradually transition from current processes to new ways of working.</p> <p>Our training model follows the same flexible philosophy:</p> <ul style="list-style-type: none"> • Train-the-Trainer - the most common approach, enabling internal teams to take ownership and scale knowledge across the organization • CloudAvanti-led training - where we develop and deliver structured sessions directly to end users • Hybrid models - combining both approaches based on capacity and preference • Hands-on-Keyboards - end users build their capabilities and confidence by driving the testing activities throughout the project <p>Training is role-based and grounded in real scenarios from the member's environment, making it practical and directly relevant.</p> <p>We also guide members to leverage Oracle's built-in training resources, which are often underutilized:</p> <ul style="list-style-type: none"> • Instructional videos and guided learning content included with the Oracle Cloud subscription • Optional Oracle University courses covering functional and technical areas, available both virtually and in-person <p>This helps extend learning beyond the project and supports long-term capability building.</p>
<p>Describe how the project team would assess the current legacy environment, including customizations, integrations, data quality, and risks.</p>	<p>CloudAvanti's approach to assessing the legacy environment is deliberately focused and forward-looking. Rather than conducting exhaustive current-state documentation, we focus on understanding the specific elements of the existing environment that will influence future-state design decisions, data migration planning and integration sequencing. Our experience delivering Oracle Fusion Cloud implementations across Canadian public sector organizations has demonstrated that the platform's extensive configurability means customizations are rarely required. Our goal is to help members move toward Oracle leading practices, not to replicate legacy processes in a new system.</p> <p>During Mobilize and Confirm, we develop a practical understanding of:</p> <ul style="list-style-type: none"> • Applications and Integrations: We identify core systems, upstream and downstream interfaces and any known dependencies that may affect sequencing or cutover planning. Rather than treating existing customizations as requirements to carry forward, we use our fit-to-standard workshops to evaluate whether Oracle's delivered capabilities can meet the same need more sustainably. • Data Quality and Structure: We assess key data sets including suppliers, customers, assets and financial structures to identify gaps, inconsistencies or duplication that will affect migration planning. Our Advanced Data Services offering includes pre-built extraction scripts and conversion tools developed for migrations from platforms commonly found across Canadian public sector organizations including PeopleSoft, JD Edwards, Oracle E-Business Suite and SAP. • Risk Identification: We highlight areas that may introduce delivery risk, such as undocumented integrations, reliance on key individuals or manual processes that will need to be redesigned. These findings are captured in our RAID log from the outset and tracked throughout the engagement.
<p>Describe how the project team would manage competing demands on internal staff and limited resourcing.</p>	<p>Projects can only be successful if they work for the member's team. We recognize that project participants are also responsible for day-to-day operations. Our approach is to fit into that reality, not compete with it.</p> <p>We do this in a few practical ways:</p> <ul style="list-style-type: none"> • Planned involvement: Providing forward visibility of when specific roles are needed, with suggested backfilling/support for key project resources • Focused sessions: Short, well-prepared workshops with clear outcomes • Defined responsibilities: So there is no confusion about who owns decisions, data, or validation • Parallel progress: Advancing configuration, data, and integrations at the same time to shorten timelines <p>We also adapt our delivery style based on capacity. Some members prefer more hands-on involvement, while others rely on us to carry more of the build and coordination effort. The goal is steady progress without overwhelming internal teams.</p>
<p>Describe how the project team would control costs, timelines, and risks while maintaining essential operations.</p>	<p>With the project underway, our focus is on keeping delivery predictable and aligned with the member's priorities, including their budget. We approach this as a shared responsibility, actively looking out for the member's best interests and helping guide decisions that balance cost, timeline and long-term value. Successful outcomes for our members are the foundation of CloudAvanti's reputation and growth, so our commitment to delivery discipline is both principled and practical.</p> <p>Cost and Scope Discipline: We promote a fit-to-standard approach that reduces customization, implementation effort and ongoing support costs. Clear scope alignment early in the project, supported by formal change control through AvantiLaunch™ phase gates, helps avoid gradual scope expansion that can quietly impact both budget and schedule. Our pricing model, available on either a fixed-fee or time-and-materials basis, provides members with cost certainty appropriate to their engagement structure.</p> <p>Early Visibility: Prototype-led walkthroughs provide early insight into how the system will work, allowing stakeholders to validate direction and make informed decisions before significant effort is invested. This reduces rework and keeps the project on track during the phases where scope changes are least disruptive.</p> <p>Active Risk Management: Risks are identified early and managed as part of day-to-day delivery through our RAID log, with regular escalation through the governance forums established at mobilization. The Avanti Delivery Hub provides centralized visibility into open risks, decisions and project health, allowing both CloudAvanti and the member to adjust quickly and avoid surprises.</p> <p>Operational Awareness: We remain mindful of ongoing operations throughout delivery, aligning workshop schedules, testing cycles and cutover activities to minimize disruption to essential services while maintaining steady implementation progress.</p>

<p>Situation: A Member is transitioning to a new ERP system. This includes the Finance module.</p> <p>Using plain language, propose the ideal sequence for implementing the various Finance module components. Your response should include:</p> <ul style="list-style-type: none"> -which component of the Finance module should go first, second and third etc; -why are you recommending this order? <p>Do not state that the sequence: "depends on the client".</p>	<p>The recommended sequence prioritizes financial control and reporting first, followed by upstream transaction processes, and concluding with advanced planning, governance and performance management.</p> <p>Phase 1 - Core Financials Foundation: General Ledger, Accounts Payable, Accounts Receivable, Cash Management, Fixed Assets, Tax General Ledger is implemented first as it defines the chart of accounts, accounting rules and reporting structure. The remaining Phase 1 modules complete the financial control framework, establishing auditable financials, standardized accounting policies and stable period close before any upstream processes are introduced.</p> <p>Phase 2 - Financial Operations and Spend Management: Expenses, Procurement, Supplier Portal, Project Costing With the foundation in place, the focus shifts to controlling how transactions are generated. Procurement and Expenses introduce structured spend management at the point of entry. Supplier Portal improves data quality. Project Costing supports capital projects, grants and program-based accounting. This phase reduces manual corrections and strengthens budgetary control.</p> <p>Phase 3 - Advanced Governance and Planning: Source to Contract, Planning and Budgeting, Inventory This phase introduces enhanced governance and forward-looking financial management. Source to Contract strengthens procurement compliance. Planning and Budgeting enables integrated forecasting. Inventory supports valuation and financial integration. Together these capabilities align operational activities with financial objectives.</p> <p>Phase 4 - Financial Close Optimization & Reporting: Enterprise Data Management, Account Reconciliation, Narrative Reporting, Analytics The final phase focuses on close efficiency, data governance and enterprise reporting. Enterprise Data Management controls financial hierarchies and master data. Account Reconciliation improves balance sheet integrity. Narrative Reporting and analytics support internal and external reporting, improving audit readiness and reducing close timelines.</p> <p>Overall Sequencing Logic: Establish financial control, standardize transaction generation, introduce governance and planning, then optimize reporting and analytics. This reduces implementation risk, supports early delivery of auditable financials and aligns with public sector expectations for control, transparency and accountability.</p> <p>Oracle Fusion Cloud Composable Architecture: Oracle Fusion Cloud's composable architecture is a key enabler of this approach. Built on a unified data model with open APIs and modular application design, each module shares common master data, security architecture and reporting infrastructure. New capabilities introduced in later phases integrate seamlessly with the existing foundation, and future expansion into HCM, SCM and EPM requires no rework of the financial core. For public sector organizations managing phased investment cycles, this architecture provides a future-ready platform that grows alongside organizational priorities.</p> <p>A Note on Multi-Pillar Implementations: The sequence above addresses Finance specifically. CloudAvanti has delivered many implementations where Finance was deployed alongside HCM and SCM as part of an integrated multi-pillar program. In those contexts, the Phase 1 Finance foundation remains the starting point, with HCM and SCM workstreams running in parallel and converging at key integration points including payroll costing, procurement-to-pay and project capitalization.</p>
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Environmental and social governance ESG

Question	Response *
Describe your corporate ESG initiatives.	<p>CloudAvanti is committed to operating in a responsible, sustainable, and ethical manner, with a focus on delivering positive outcomes for your members, our clients, our people, and the communities we serve. ESG principles are embedded into how we deliver services and manage our business.</p> <p>Environmental Responsibility: As a cloud-focused services firm, our environmental footprint is inherently lower than traditional on-premise models. We promote the adoption of Oracle Cloud solutions, supporting energy-efficient infrastructure and reducing the need for client-owned data centres. Internally, we operate with a digital-first approach, reducing travel through virtual delivery and leveraging remote collaboration tools to lower emissions.</p> <p>Social Responsibility: Our people and client relationships are central to our approach. We foster an inclusive, collaborative environment that values diverse perspectives and supports a distributed Canadian workforce. Each year, CloudAvanti hosts our Sustainability Day, where team members across Canada volunteer in local environmental and community conservation activities ahead of Earth Day. This annual initiative reflects our commitment to giving back to the communities in which we live and work.</p> <p>Supporting Communities: We are committed to supporting the communities in which our clients operate. In past engagements, we have partnered with municipalities and universities to hire local co-op students, providing hands-on experience and contributing to local talent development. We have also partnered with organizations such as PLATO Testing, Canada's largest majority Indigenous-owned software testing firm, to deliver quality assurance services while supporting training and career development opportunities for First Nation, Inuit, and Métis individuals.</p> <p>Governance and Ethical Practices: CloudAvanti operates with a strong emphasis on integrity, transparency, and ethical business practices. We are committed to fair and responsible conduct in all of our engagements, including adherence to procurement integrity, avoidance of conflicts of interest, and respect for client confidentiality. We promote accountability across our organization and expect the same from our partners, ensuring that our work is delivered in a manner that reflects the values of the public sector organizations we serve.</p>

Addenda, Terms and Conditions

PART D -TERMS AND CONDITIONS OF THE SOLICITATION PROCESS

Proponents should structure their proposals in accordance with the instructions in the Procurement Portal.

A proponent who submits conditions, options, variations, or contingent statements, either as part of its proposal or after receiving notice of selection, may be disqualified.

1.1.1 Ability to Provide Deliverables

The Proponent has carefully examined the Solicitation documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the Solicitation for the rates set out in its proposal.

1.1.1.2 Non-Binding Pricing

The Proponent has submitted its pricing in accordance with the instructions in the Solicitation. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

1.1.2 Proposals in English

All proposals are to be in English only.

1.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the proponent's proposal, but not attached, will not be considered to form part of its proposal.

1.1.4 Past Performance

In the evaluation process, Canoe may consider the proponent's past performance or conduct on previous contracts with Canoe or other institutions.

1.1.5 Information in SOLICITATION Only an Estimate

Canoe and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this Solicitation or issued by way of addenda. Any quantities shown or data contained in this Solicitation or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this Solicitation.

1.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

1.1.7 Proposal to be Retained by Canoe

Canoe will not return the proposal or any accompanying documentation submitted by a proponent.

1.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

Canoe makes no guarantee of the value or volume of work to be assigned to the selected proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. Canoe may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

1.1.9 Trade Agreements

Proponents should note that (based on the Members looking to purchase under this Solicitation) this procurement process is subject to the requirements of:

- Comprehensive Economic and Trade Agreement between Canada and the European Union, Chapter 19 (Government Procurement)
- Canadian Free Trade Agreement, Chapter 5 (Government Procurement)
- New West Partnership Trade Agreement, Article 14 (Procurement) and Part V, Section C (Exceptions: Government Procurement)
- Trade and Cooperation Agreement Between Ontario and Quebec, Chapter 9
- Atlantic Procurement Agreement
- Ontario Broader Public Sector (BPS) Procurement Directive

1.2 Communication after Issuance of Solicitation

1.2.1 Proponents to Review Solicitation

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

1.2.2 All New Information to Proponents by Way of Addenda

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

1.2.3 Post-Deadline Addenda and Extension of Submission Deadline

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

1.2.4 Verify, Clarify, and Supplement

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

1.2.5 Restricted Communications

Proponents that fail to comply with the requirement to direct all communications to the Solicitation Contact may be disqualified from the Solicitation process. Without limiting the generality of this provision, Proponents may not communicate with or attempt to communicate with the following (unless instructed to by the Solicitation Contact):

1. any RMA director, officer, employee or agent (other than the Solicitation Contact);
2. any member of the Evaluation Team;
3. any expert or advisor assisting the Evaluation Team; or
4. any other elected official of any level of government, including any advisor to any elected official.

1.2.6 Authorized Communications, Amendments, Waivers

Proponents are advised that from the date of issue of the Solicitation through any award notification:

1. only the Solicitation Contact is authorized by CANOE to amend or waive the requirements of the Solicitation pursuant to the provisions of this Solicitation; and
2. under no circumstances shall a Proponent rely upon any information or instruction from any commissioner, officer, employee, agent of CANOE or RMA unless the information or instruction is provided in writing by the Solicitation Contact.

1.3 Notification and Debriefing

1.3.1 Notification to Other Proponents

Once an agreement is executed by Canoe and a proponent, the other proponents may be notified directly in writing and will be notified by public posting of the outcome of the procurement process.

1.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the Solicitation Contact and must be made within sixty (60) days of such notification. The Solicitation Contact will contact the proponent's representative to schedule the debriefing. Debriefings may occur in person at Canoe's location or by way of conference call or other remote meeting format as prescribed by Canoe.

1.3.3 Procurement Protest Procedure

Any proponent with concerns about the Solicitation process is required to attend a debriefing prior to proceeding with a protest.

If, after attending a debriefing, the proponent wishes to challenge the Solicitation process, it should provide written notice to the Solicitation Contact in accordance with the procurement protest procedures below:

A bid dispute must be submitted within 5 Business Days of the circumstances giving rise to the dispute. To submit a bid dispute, proponents must deliver a written submission containing:

1. The name, address, and telephone number of the Proponent;
2. An indication that the bid dispute is authorized by an authorized signing officer or representative of the Proponent;
3. The Solicitation number;
4. Identification of the statute or procedure that is alleged to have been violated;
5. A precise statement of the relevant facts;
6. Identification of the issues to be resolved;
7. The Proponent's argument and supporting documentation; and
8. The Proponent's proposed resolution. All documentation must be addressed to:

Attention: General Manager, Canoe Procurement Group of Canada
Canoe Procurement Group of Canada
2510 Sparrow Drive, Nisku, Alberta T9E 8N5

EMAIL: proposals@canoeprocurement.ca

Once a bid dispute has been received, the General Manager, Canoe Procurement Group of Canada will initiate a review of the matter. The General Manager will complete that review and provide a response to the proponent as soon as reasonably possible, but generally within 10 Business Days.

That response shall be the final response from CANOE regarding the bid dispute.

Filing a bid dispute does not affect a Proponent's ability to participate in ongoing or future procurement opportunities with CANOE.

1.4 Conflict of Interest and Prohibited Conduct

1.4.1 Conflict of Interest

For the purposes of this Solicitation, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

1. in relation to the Solicitation process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
2. having or having access to confidential information of Canoe in the preparation of its proposal that is not available to other proponents;
3. having been involved in the development of the Solicitation, including having provided advice or assistance in the development of the Solicitation;
4. receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the Solicitation;
5. communicating with any person with a view to influencing preferred treatment in the Solicitation process (including, but not limited to, the lobbying of decision-makers involved in the Solicitation process); or
6. engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive Solicitation process or render that process non-competitive or unfair; or
7. in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
8. could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
9. could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

1.4.2 Disqualification for Conflict of Interest

Canoe may disqualify a proponent for any conduct, situation, or circumstances, determined by Canoe, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing supplier of Canoe may be precluded from participating in the Solicitation process in instances where Canoe has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

1.4.3 Disqualification for Prohibited Conduct

Canoe may disqualify a proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if Canoe determines that the proponent has engaged in any conduct prohibited by this Solicitation.

1.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Procurement Portal.

1.4.5 Proponent Not to Communicate with Media

Proponents must not, at any time directly or indirectly, communicate with the media in relation to this Solicitation or any agreement entered into pursuant to this Solicitation without first obtaining the written permission of the Solicitation Contact.

1.4.6 No Publicity or Promotion

CANOE does not wish any Proponent, including the Ranking Proponent, to make any public announcement or distribute any literature regarding this Solicitation or otherwise promote itself in connection with this Solicitation or any arrangement entered into under this Solicitation without the prior written approval of CANOE.

If a Proponent, including the Ranking Proponent, makes a public statement either in the media or otherwise that is contrary to CANOE's wishes noted above, then:

1. CANOE may disqualify that Proponent; and
2. although CANOE intends to treat all Proposals as confidential, CANOE may disclose any information about a Proponent's Proposal to provide accurate information and/or to rectify any false impression which may have been created.

1.4.7 No Lobbying

Proponents must not, in relation to this Solicitation or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the selected proponent(s).

1.4.8 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of Canoe; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this SOLICITATION.

1.4.9 Supplier Suspension

Canoe may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including, but not limited to, the following:

1. illegal or unethical conduct as described above;
2. the refusal of the supplier to honor its submitted pricing or other commitments;
3. engaging in litigious conduct, bringing frivolous or vexatious claims in connection with Canoe's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or

4. any conduct, situation, or circumstance determined by Canoe, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, Canoe will notify the supplier of the grounds for the suspension and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by Canoe in making its final decision.

1.5 Confidential Information

1.5.1 Confidential Information of Canoe

All information provided by or obtained from Canoe in any form in connection with this Solicitation either before or after the issuance of this Solicitation:

1. is the sole property of Canoe and must be treated as confidential;
2. is not to be used for any purpose other than replying to this SOLICITATION and the performance of any subsequent contract for the Deliverables;
3. must not be disclosed without prior written authorization from Canoe; and
4. must be returned by the proponent to Canoe immediately upon the request of Canoe.

1.5.2 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by Canoe. The confidentiality of such information will be maintained by Canoe, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by Canoe to advise or assist with the Solicitation process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this Solicitation, questions are to be submitted to the SOLICITATION Contact.

1.6 Procurement Process Non-Binding

1.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty, and without limitation:

1. this Solicitation will not give rise to any Contract-A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
2. neither the proponent nor Canoe will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this Solicitation.

1.6.2 No Contract until Execution of Written Agreement

This Solicitation process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and Canoe by this Solicitation process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

1.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of Canoe to enter into an agreement for the Deliverables.

1.6.4 Cancellation

Canoe may cancel or amend the Solicitation process without liability at any time.

1.6.5 Competition Act

Under Canadian law, a Proponent's Proposal must be prepared without conspiracy, collusion, or fraud. For more information on this topic, visit the Competition Bureau website at <http://www.cb-bc.gc.ca/eic/site/cb-bc.nsf/eng/01240.html>, and in particular, part VI of the *Competition Act*, R.S.C. 1985, c. C-34.

1.7 Rights of Canoe Procurement Group of Canada – General

In addition to any other express rights or any other rights which may be implied in the circumstances, CANOE reserves the right to (in its sole discretion):

1. make public the names of any or all Proponents;
2. request written clarification or the submission of supplementary written information from any Proponent and to incorporate such clarification or supplementary written information into the Proponent's Proposal;
3. waive formalities and accept Proposals that substantially comply with the requirements of this Solicitation;
4. contact or not contact any or all references provided by the Proponent;
5. verify with any Proponent or with a third party any information, or check references other than those provided by Proponents, as set out in a Proposal;
6. disqualify any Proponent whose Proposal contains misrepresentations or any other inaccurate or misleading information, or any Proponent whose reasonable failure to cooperate with CANOE impedes the evaluation process, or whose Proposal is determined to be non-compliant with the requirements of the Solicitation;
7. disqualify any Proponent that has a Conflict of Interest or Unfair Advantage, or where reasonable evidence of any Unfair Advantage or Conflict of Interest is brought to the attention of CANOE, and CANOE determines that no reasonable mitigation is possible, or that the Proponent has not taken sufficient steps to promptly address such matters to the satisfaction of CANOE;
8. disqualify any Proponent that is bankrupt or insolvent, or where bankruptcy or insolvency are a reasonable prospect;
9. disqualify any Proponent that has engaged in significant or persistent deficiencies in performance of any substantive requirement or obligation under a prior contract or contracts;
10. disqualify any Proponent if the Proponent, or any officers, directors or other key personnel of the Proponent:
 - a. are subject to final judgments in respect of serious crimes or other serious offences; or
 - b. have engaged in professional misconduct or acts or omissions that adversely reflect on the commercial integrity of the Proponent – including where there is any evidence that the Proponent or any of its employees or agents colluded with any other Proponent, its employees or agents in the preparation of its Proposal, or have made false declarations to CANOE;
11. disqualify any Proponent if the Proponent has failed to pay taxes;
12. make changes, including substantial changes, to this Solicitation provided that those changes are issued by way of addenda in the manner set out in this Solicitation;
13. accept or reject a Proposal if only one Proposal is submitted;
14. accept any Proposal in whole or in part;
15. reject a subcontractor proposed by a Proponent within a consortium;
16. reject a Proposal:
 - a. if CANOE or RMA has initiated a dispute, claim or litigation with that Proponent;
 - b. if that Proponent has initiated or is involved in a dispute, claim or litigation against CANOE or RMA that CANOE or RMA considers to be frivolous, vexatious, without merit and/or unreasonable;
 - c. if the Proponent has failed to satisfy an outstanding debt to CANOE or RMA;
 - d. if the Proponent has a history of illegitimate, frivolous, unreasonable or invalid claims;
 - e. if the Proponent provides incomplete, unrepresentative or unsatisfactory references; or
 - f. if CANOE determines that it would not be in the public interest to accept the Proposal;
 - g. select a Proponent other than the Proponent whose Proposal reflects the lowest cost to CANOE; or
 - h. cancel this Solicitation process at any stage (without providing reasons), and thereafter issue a new request for proposals, request for qualifications, engage in limited tendering, or take no further action in respect of the matters contemplated by this Solicitation.

By submitting a Proposal, the proponent authorizes the collection by CANOE of the information identified in this Solicitation which CANOE may request from any third party.

1.7.1 No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this Solicitation.

1.7.2 Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by Canoe to the advisers retained by Canoe to advise or assist with the Solicitation process, including with respect to the evaluation of this proposal.

1.8 Governing Law and Interpretation

These Terms and Conditions of the Solicitation Process (PART D):

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

End of PART D

I have the authority to bind the Proponent.

- Josh Mills, CEO and Managing Director, CloudAvanti 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
Addendum 02 CAN-2025-002 Fri March 6 2026 02:04 PM	<input checked="" type="checkbox"/>	11
Addendum 01-CAN-2026-002 Tue February 24 2026 04:24 PM	<input checked="" type="checkbox"/>	1

Schedule "B1"

PRICING

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

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

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

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

The Supplier will actively promote the Agreement to Members by:

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

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

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

Schedule "D"

SAMPLE SALES REPORT



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

CANOE SUPPLIER ADMIN FEE TEMPLATE
 Monthly Submission of Data Required

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