

PROGRAM AGREEMENT

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

Supplier Legal Name: CentralSquare Canada Software Inc.

Supplier Corporate Jurisdiction: 155 Wellington Street West Toronto, ON M5V 3J7
(the "**Supplier**"), as of

Date of Agreement: May 1, 2026 regarding

RFP No. CAN-2026-002

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 (May 22, 2025 08:51:59 MDT)
Name: Tyler Hannemann
Title: General Manager

By: 
Name: Stéphanie Dion
Title: Manager of Procurement

Supplier Legal Name: CentralSquare Canada Software Inc.

By: 
Ron Anderson (May 20, 2025 20:01:54 PDT)
Name: Ron Anderson
Title: Chief Revenue Officer

SCHEDULE "A"
RFP PARTICULARS

PART B – RFP PARTICULARS

A. THE “DELIVERABLES”

SOLUTIONS-BASED SOLICITATION

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

The objective of this RFP is to identify and engage qualified suppliers capable of delivering 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: CentralSquare Canada Software Inc.
Does your company conduct business under any other name? If yes, please state: CentralSquare Technologies, FDM Software, TriTech Software Systems
Address: 155 Wellington Street West
Toronto, ON M5V 3J7
Contact: Proposals Department
Email: proposals@centralsquare.com
Phone: 858-799-7824
Fax: 910-401-1837
HST#:

Submission Details

Created On: Friday February 13, 2026 07:22:06
Submitted On: Tuesday March 24, 2026 14:19:13
Submitted By: Proposals Department
Email: proposals@centralsquare.com
Transaction #: 6ef033d9-af65-44b8-9808-c5ae7f5f76ae
Submitter's IP Address: 147.243.243.133

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

Corporate Profile

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

Bill S-211 declaration

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

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

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	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? Does your business either, i. has its headquarters or main office in Ontario, or ii. has at least 250 full-time employees in Ontario at the time of the applicable procurement process.	<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 type="radio"/> Yes <input type="radio"/> No	
2	British-Columbia	<input type="radio"/> Yes <input type="radio"/> No	
3	New-Brunswick	<input type="radio"/> Yes <input type="radio"/> No	
4	Manitoba	<input type="radio"/> Yes <input type="radio"/> No	
5	Newfoundland and Labrador	<input type="radio"/> Yes <input type="radio"/> No	
6	Northwest Territories	<input type="radio"/> Yes <input type="radio"/> No	
7	Nova-Scotia	<input type="radio"/> Yes <input type="radio"/> No	
8	Nunavut	<input type="radio"/> Yes <input type="radio"/> No	
9	Ontario	<input type="radio"/> Yes <input type="radio"/> No	
10	Prince Edward Island	<input type="radio"/> Yes <input type="radio"/> No	
11	Québec	<input type="radio"/> Yes <input type="radio"/> No	
12	Saskatchewan	<input type="radio"/> Yes <input type="radio"/> No	
13	Yukon	<input type="radio"/> Yes <input type="radio"/> No	

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>CentralSquare has been implementing ERP in Canada for 50 years. Currently, 700 Canadian local government agencies and districts use CentralSquare solutions--these have been implemented by CentralSquare.</p> <p>NavilLine has been in active use in the Canadian public sector for over 20 years and has evolved through multiple technology generations, regulatory cycles, and operating model shifts. The platform has progressed from on-premises deployments to a modern, vendor-hosted SaaS delivery model, with continuous updates and enhancements informed by public-sector client feedback. This longevity has allowed the platform to mature functionally while maintaining continuity for public entities with long operational lifecycles.</p> <p>99% of sales in the last 3 years have been for public sector. CentralSquare has an implementation team dedicated to public sector municipal and utility space. That includes teams that implement specialized functionality in that area including Property Tax, Utility Billing, Permitting, Licensing, and Code Enforcement. 7,500 public sector organizations use CentralSquare in North America.</p> <p>NavilLine maintains a significant installed base across Canada, with adoption spanning multiple provinces and a wide range of public-sector entities. The solution is used by organizations with varying scale, service complexity, and governance structures, supporting both single-entity deployments and broader, multi-departmental environments. This installed base reflects sustained use rather than short-term adoption, with many clients operating NavilLine as their system of record for core administrative functions.</p>
Describe the services you offer public sector clients for ERP implementation.	<p>CentralSquare is offering a comprehensive set of ERP software services centered on the NavilLine full suite, including NavilLine Finance, NavilLine Work Management, NavilLine Community and NavilLine Revenue (Utility Billing and Property Tax), delivered as an integrated, vendor-hosted SaaS ERP platform.</p> <p>The services offered focus on providing Canoe members with a modern, public-sector-ready ERP environment that supports core administrative and operational functions through a single, unified system. CentralSquare also provides implementation of its NavilLine Revenue bundle which can be implemented separately for Property Tax, Utility Billing, Unified Cash Receipting, Portal and eBilling. CentralSquare provides the ERP software, ongoing platform operations, security, updates, and vendor accountability required to support long-term use across diverse public-sector organizations.</p> <p>At a high level, the services include:</p> <ul style="list-style-type: none"> • Provision of an integrated ERP software suite - CentralSquare delivers an OEM-provided ERP platform that natively supports financial management, payroll, utility billing, tax and community-facing administrative functions within a cohesive data model. The solution is designed to operate as the system of record for core administrative processes without reliance on disconnected standalone products. • SaaS hosting, maintenance, and lifecycle management - The ERP platform is delivered as a vendor-hosted SaaS solution, with CentralSquare responsible for system availability, security controls, performance monitoring, and ongoing product updates. This approach supports continuous improvement while reducing infrastructure and maintenance burden for Canoe members. • Included support plan - The subscription includes a support plan offered by CentralSquare providing one accountability point. All the software modules and the support are developed and provided by one vendor with tight alignment between product, delivery, and customer outcomes. • Configurable, public-sector-focused functionality - The services include configurable business rules, workflows, controls, and reporting aligned with public-sector governance, auditability, and operational requirements. This allows member organizations to adopt standardized ERP practices while accommodating jurisdiction-specific needs. • Secure access, data stewardship, and compliance alignment - CentralSquare's services incorporate role-based access controls, audit trails, and data handling practices appropriate for Canadian public-sector environments. These services support member obligations related to privacy, security, and accountability throughout the ERP lifecycle. • Long-term support and program participation - CentralSquare supports Canoe's procurement-group model by enabling voluntary adoption, scalable onboarding, and consistent service delivery for current and future members. The services are structured to support repeatable deployments, predictable governance, and sustained value realization over the term of the program agreement. <p>Together, these services provide Canoe members with access to a mature, integrated ERP solution backed by a single vendor responsible for software delivery, SaaS operations, and ongoing platform evolution.</p>
Detail your experience managing multi-jurisdictional or group purchasing contracts.	CentralSquare has worked with group and co-operative purchasing throughout North America and has an existing tracking and reporting system in place in the sales cycle and CRM platform to manage. Existing contracts include Sourcewell, TIPS, and TXShare.
List the current third party certifications your firm has related to ERP implementations.	<p>CentralSquare's proposed solution leverages infrastructure and operational controls that align with recognized Canadian and international security standards applicable to cloud-deployed public administration ERP systems. The underlying cloud infrastructure and managed hosting services support independently assessed and audited security programs commonly relied upon by Canadian public-sector organizations, including the following certifications and Assessments</p> <ul style="list-style-type: none"> • PCI DSS Level 1 • SSAE21 SOC 1 & SOC 2 Type 2 (12-month cycles, FORVIS) • CSA Level 1 • Annual maturity reviews and AWS cloud assessments (Coalfire)
List anything else you would like to include as part of your offering.	CentralSquare provides turnkey migration paths for those organizations already on CentralSquare solutions looking to modernize. This provides low risk, accelerated implementations with cost savings. More information is available in the pricing section.

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 *
NaviLine	<input checked="" type="radio"/> Yes <input type="radio"/> No	CentralSquare has implemented NaviLine for hundreds of customers; 15 of those are Canadian public-sector clients.	There are currently 7 implementations in progress.	For cybersecurity and confidentiality reasons, CentralSquare does not disclose customer names on publicly accessible platforms that are not under its control. More information is available on request. Below are populations of some of the more recent implementations: 132,000 136,803 76,581 104,688 68,300 187,300

Program offering

Describe your program offering.

Question	Response *
Provide a high level profile of your company.	CentralSquare Technologies is the trusted provider and implementor of public sector software in North America. Our comprehensive, cloud-based platform connects public safety and public administration, helping communities of all sizes run more safely and effectively every day. More than 8,000 agencies rely on CentralSquare to manage critical operations – from dispatch to records, permitting to payroll. We serve with purpose and stand together with our heroes, committed to supporting the public sector with software built for impact.
Describe the ERP implementation services you offer public sector clients.	<p>CentralSquare provides comprehensive implementation services for our public-sector solutions. Our implementation methodology is designed to ensure predictable delivery, strong governance, and long-term operational success. CentralSquare has listed their key services below, and in brackets identified the service categories used in the terminology in the RFP which includes ERP solution roadmap, organizational change management, business process engineering, data governance and migration, technical architecture and configuration, quality assurance and deployment, and post-deployment technical support.</p> <p>Key implementation services include:</p> <ul style="list-style-type: none"> • Project management and governance (ERP solution roadmap) - CentralSquare provides structured project management, delivery governance, and risk management throughout the implementation. This includes project planning, milestone tracking, issue escalation, and coordination with client stakeholders to ensure accountability and transparency. • Business process discovery and solution configuration (Business process engineering) - Through the Business Process Review workshops that occur at the beginning of the implementation, we assess the legacy business processes and make best practice recommendations. Our team of implementation experts will guide the client through the configuration of the system to ensure system compliance and optimized setup. Configuration review workshops will be held for each functional area to gather necessary changes to the configuration and those changes will be updated through an iterative process until the stated functional requirements are met. • Data migration and validation support (Data governance and migration) - Implementation services include data migration planning, execution, and validation. CentralSquare supports clients in defining data scope, validating data quality, and ensuring accurate migration into the ERP system, while the client retains ownership of data decisions and validation. • Integration planning and coordination (Technical architecture and configuration) - CentralSquare designs and coordinates integrations between the ERP platform and third-party systems where required. This includes defining integration architecture, supporting testing, and coordinating with third-party software vendors when external technical participation is necessary. • Testing and quality assurance (Quality assurance and deployment) - CentralSquare supports system testing and user acceptance testing to ensure configured functionality meets business requirements. This includes test planning, issue management, and readiness validation prior to go-live. • Training and user enablement (Organizational change management) - Implementation services include role-based training and knowledge transfer to support user readiness and adoption. Training is aligned with configured business processes and public-sector operational roles. • Go-live and post-implementation stabilization (Post-Deployment technical support) - CentralSquare provides go-live support and post-implementation stabilization services to ensure a smooth transition to production, minimize disruption to public services, and address early operational issues. Ongoing incident management, software patching, and performance monitoring to ensure the system remains stable and secure is part of the CentralSquare subscription in its OEM solutions.
Describe your standard implementation methodology, include typical key milestones.	<p>CentralSquare implementation uses a four-stage approach featuring critical service delivery artifacts that ensures consistent and predictable results. The following sections describe the four stages of implementation from contract signing through post Go-Live activities. We place a heavy emphasis on training, quality, and change management throughout the entire implementation.</p> <p>Stage 1: Analysis – To begin, we jointly perform a comprehensive analysis of your current state processes related to core system functionality. This allows for prescriptive recommendations to maximize efficiencies. In this stage, we also begin the process of data conversion by analyzing your legacy data. This sets the stage for data conversion success. Our Workflow Analysis is aligned with industry best practices so that your business processes are more timely, accurate, and provide easier access to information. Major Activities in Stage 1 include:</p> <ul style="list-style-type: none"> • Workflow Analysis • Technical and Functional Requirements Analysis • Data Migration Mapping <p>Stage 2: Configuration – During this phase, we will continue to work with your team to configure the system in accordance with the objectives defined during discovery. We build a test plan specific to your system and modules and start iterative testing that continues throughout implementation. Testing validates that we have successfully satisfied your functional requirements and that your users can execute a defined business process. During Configuration, our data conversion team guides you through data conversion process. Major Activities in Stage 2 include:</p> <ul style="list-style-type: none"> • Build Environment • Configure Environment • Perform Unit Testing • Conduct Administrative Workshops • Perform Data Conversion <p>Stage 3: Testing – Testing is a collaborative effort between your core team and the CentralSquare consultants to assess your team's readiness for Go Live. We have a library of testing scenarios we can leverage; we also encourage the use of specific scenarios that best fit the client. We prepare your team to take ownership of the system via knowledge transfer and continued change management efforts. Throughout, we train your end users on the systems and their processes so they are well prepared to use the system at go-live. Major Activities in Stage 3 include:</p> <ul style="list-style-type: none"> • Testing • Fix Issues and Retest • System Sign-Off • Knowledge Transfer/User Training • Go-Live Readiness <p>Stage 4: Deployment – Deployment begins with the completion of your production environment. Change management is essential, and efforts around planning, training, and communication continue in this phase. With the client's involvement, we conduct a mock Go Live to ensure your actual Go Live is successful. After your team and our team both conclude that we're ready, Go Live. Major Activities in Stage 4 include:</p> <ul style="list-style-type: none"> • Production Environment Configuration • Plan Cutover Schedule and Communications • Pre-Launch Testing • Go Live + Communication

<p>Explain how you adapt your methodology for different member size and complexity of projects.</p>	<p>CentralSquare adapts its ERP implementation methodology based on client size and project complexity, while maintaining a consistent governance framework and delivery ownership. Adaptation is achieved by scaling scope, resourcing, sequencing, and engagement—not by changing accountability or lowering delivery standards.</p> <p>For smaller clients or limited-scope projects, CentralSquare emphasizes efficiency and rapid adoption by:</p> <ul style="list-style-type: none"> • Streamlining discovery and configuration cycles • Consolidating project roles to reduce internal staffing demands • Limiting data migration to operationally necessary history • Delivering focused, role-based training <p>For mid-sized clients with more complex requirements, CentralSquare scales the methodology through:</p> <ul style="list-style-type: none"> • Expanded discovery efforts and configuration timelines to better address cross-functional dependencies • Increased stakeholder coordination and decision checkpoints • More comprehensive data migration and reconciliation • Broader training aligned with expanded functional responsibilities <p>For larger clients with highly complex environments, CentralSquare further adapts by:</p> <ul style="list-style-type: none"> • Phased or sequenced deployments to manage risk • Increased formality of governance structures and escalation paths • Expanded project management, technical, and change resources • Advanced data migration and cutover strategies • Coordinated management of multiple integrations <p>Regardless of size, CentralSquare maintains:</p> <ul style="list-style-type: none"> • CentralSquare-led governance and delivery accountability • Clear decision authority and role definition • Standardized quality, risk, and escalation controls • Alignment with public-sector governance, audit, and service continuity requirements <p>By scaling effort rather than ownership, CentralSquare delivers a right-sized implementation approach that supports diverse Canoe members while ensuring predictable, sustainable outcomes.</p>
<p>Describe your approach to data migration for legacy systems.</p>	<p>The CentralSquare Technical Consulting team provides comprehensive Data Conversion tools and services to ensure that your Naviline system is populated with accurate and meaningful data from your legacy systems. Data Conversion is conducted using a proven, well-structured methodology using a robust set of tools and extraction techniques.</p> <p>CentralSquare will work with your team to create a data conversion plan which will document what data conversion will take place during the project. Using Naviline's conversion tools, data conversion will be something that you are in complete control of.</p> <p>The Data Conversion plan will consider the number of years of transactional history that will be retained within Naviline and the optimal approach for extracting and converting 'good data' from your legacy systems. CentralSquare works with your municipality to make effort-benefit decisions based upon the desired volume of data to convert and the practical business rationale for having data within Naviline. The key drivers in any data conversion strategy are years of history and volume of data. Each of these elements will add time and effort to the data conversion process.</p> <p>CentralSquare has a tremendous amount of expertise with data migrations from the popular legacy Diamond/GP solution and our proposed Naviline ERP solution. As the vendor for both the Diamond/GP and Naviline software solutions, our technical services teams understand the database structures of both solutions inside-and-out, and we are confident that our conversion processes are the most comprehensive and efficient, limiting costs and reliance on third-party vendors and saving you both time and money.</p> <p>We understand that each client may use their legacy systems in a unique way, so each migration of legacy data will go through a discovery process using a full backup copy of the database from the production system. This includes the identification and record count of all tables with data in them, the identification of which tables hold pertinent data that needs to be converted, and a field-by-field mapping process to determine which fields need to be carried in and to which table and field in the system. The data mapping process will be iterative and collaborative with opportunities for the client to review the migrated data into the system. Validation of data and recommendations on data not suitable for transfer will be provided.</p> <p>Once we determine what data needs to be brought into Naviline, we use Naviline's proprietary data conversion process. We provide training and conversion assistance during this process, so you aren't on your own for this important stage in the implementation.</p> <p>As part of our data conversion budget, we incorporate time to assist the client's IT Team in becoming familiar with our data conversion solutions.</p>
<p>Describe your project management office structure and the tools you use to track progress and share updates with clients.</p>	<p>Our proven four-phased approach to project management includes initiation, planning, monitor and control, and closeout. From kickoff to closeout, we follow industry standards to provide you with the highest level of service. To keep you up to date, your CentralSquare project manager will conduct weekly status meetings throughout the implementation. They will also serve as your first escalation point for all project needs.</p> <p>Phase 1: Initiation – This phase begins with the transition from sales to delivery. To facilitate a smooth handoff, we ensure all information captured during the sales cycle is successfully communicated to our service delivery team. Project management and service delivery teams carefully review the statement of work and contract to ensure all details are understood and aligned. Major Activities in Phase 1 include:</p> <ul style="list-style-type: none"> • Sales to Delivery Transition • Project Team Secured • Initial Project Plan and Project Setup <p>Phase 2: Planning – With handoff complete, planning begins with a Project Team Kickoff where we work together to align the project work with the outcomes identified in the statement of work and contract. We establish formal project governance to ensure that CentralSquare and Agency stakeholders are informed and involved throughout the project via regular status updates and quarterly review meetings that address project health.</p> <p>With a focus on change management, we work with you to create a communication plan that supports end-user adoption. This phase ends with the construction of an integrated project plan providing clear task ownership and the assignment of resources. Major Activities in Phase 2 include:</p> <ul style="list-style-type: none"> • Project Kickoff • Project Governance Established • Outcomes Aligned • Change Management Plan Created • Communication Plan Created • Team Aligned to Final Plan <p>Phase 3: Monitor & Control – In this phase, our project management and service delivery teams work with your staff resources to execute the project plan. Implementation tasks such as review and analysis, configuration, testing, and deployment, occur in this phase. Major Activities in Phase 3 include:</p> <ul style="list-style-type: none"> • Issues and Risks Management • Quality Assurance Reviews • Project Teams to Plan Management • Stakeholder Reviews and Escalation • Budget and Timeline Management <p>Phase 4: Closeout – As the project approaches Go Live, we begin the transition from our Project Management and Services teams to our Support team. Our methodology ensures you have a seamless customer experience from one function to the next. Following project completion, your Account Manager is your advocate and works closely with you to make sure we are highly supportive and responsive partners. Major Activities in Phase 4 include:</p> <ul style="list-style-type: none"> • Sign-off on Deliverables • Knowledge Transfer Plan • Introduction to Customer Support • Post-Deployment Activities • Project Audit to Contract

<p>Describe how you handle dispute resolution during an active implementation.</p>	<p>Within our Project Governance methodology, we define the structure for issue escalation and resolution, change control review and authority, and organizational change management activities.</p> <p>The preliminary governance structure provides a clear escalation path when issues and risks require escalation above the Project Manager level. Further refinement to the structure, the process, and specific roles and responsibilities may occur throughout the project. Changes to the governance will be mutually agreed upon, properly documented, and communicated to all impacted parties.</p> <p>Risk Identification and Planning - Risk management begins during the Planning Phase, where potential risks are identified collaboratively with the client during project kickoff and governance setup. These risks are documented in a centralized Risk Register, which includes key attributes such as:</p> <ul style="list-style-type: none"> • Risk description • Probability and impact ratings • Triggering events • Assigned owners • Go-Live blocker status • Mitigation strategies <p>This early identification ensures that risks are visible and actionable from the outset.</p> <p>Risk Monitoring and Mitigation - Throughout the project, risks are continuously monitored and updated using the "My Projects' Risks" dashboard within the Project Manager Workspace. This tool allows Project Managers to track risks across all assigned projects and ensures that mitigation plans are in place within five business days of any change in project health.</p> <p>Mitigation plans include:</p> <ul style="list-style-type: none"> • Defined action items with owners and due dates • Stakeholder approvals • Adjustments to project timelines or scope • Formal Change Orders when necessary <p>Risk response strategies include Accept, Avoid, Mitigate, and Transfer, depending on the nature and severity of the risk.</p> <p>Issue Management - Issues are tracked separately from risks once they materialize. CentralSquare uses a structured Issue Management process that includes:</p> <ul style="list-style-type: none"> • Logging issues in the Project Issue Log or client collaboration site • Assigning ownership and tracking status (Open, Active, Resolved) • Escalating Go-Live blocking issues <p>Issues are reviewed during regular status meetings with the client to ensure transparency and timely resolution.</p> <p>Change Order Management - During project delivery, it is understood that requests to modify the scope of deliverables may occur and CentralSquare has a clearly defined Change Order procedure. Either party may request changes to the Statement of Work (SOW) that alter the project scope. Upon completion of a Change Order, signed by both parties, an updated project schedule will reflect the impact. A Change Request includes:</p> <ul style="list-style-type: none"> • Request description – outlines the change item for the team to analyze • Request reason – states client impact • Expected completion date – provides delivery date and impact on the schedule • Expected value – describes how the change enhances the project, client experience, or cost/benefit
<p>Detail your quality assurance and testing protocols before system go live.</p>	<p>CentralSquare provides quality assurance (QA) throughout the implementation lifecycle. To ensure success and promote adoption of the system by all stakeholders, it is critical to ensure a project of this magnitude is progressing as planned according to the client's goals.</p> <p>CentralSquare assigns a dedicated project manager at the start of the project. Duties include:</p> <ul style="list-style-type: none"> • Review progress on all project deliverables and milestones outlined in the SOW • Assist with any identified areas of high risk • Hold a quarterly conference call with the Agency project team to get feedback on project progress • Communicate any challenges internally to CentralSquare leadership to resolve issues proactively • Provide feedback to project staff and managers on QA activity results • Help identify lessons learned to improve performance on future phases • Identify issues that impact project quality, timeline, and overall goals; document, track, communicate and resolve issues <p>During the initial planning phase of the project, we create a Communication Plan which includes a detailed escalation process. The CentralSquare Project Manager and core team of consultants, along with Agency staff, will maintain an issues log that is reviewed during each status meeting. Issues are monitored actively and prioritized. Should issues require escalation, the team will follow the process outlined in the Communication Plan.</p> <p>At the completion of the testing and training phases, we create a go-live plan which consists of a system-wide review to confirm that all the milestones have been met, everything been properly tested and issues resolved, we have practiced the migration and cutover activities during the Mock Go Live, that the production environment is ready for the final cut-over, and we've scheduled and communicated to all parties that the system is going live.</p> <p>As per standard contract, we provide a "Reliability Period" of post-go-live support. This is the time period in which the software is tested and confirmed reliable by successfully completed fifteen (15) continuous days in a live environment with no repeatable Priority 1 or Priority 2 issues.</p> <p>Testing Plan Overview - Our typical testing approach is to create an Acceptance Testing Plan, in partnership with the client, which includes all critical scenarios that need to be run through testing processes. This Plan will include user test scripts covering the various software functions</p> <p>Our assumption is that CentralSquare will be responsible for functional and integration testing, and the client will perform acceptance testing, per the Test Plan.</p> <p>The CentralSquare trainers and Project Manager help the client identify proper testing procedures and timelines to support the testing process. CentralSquare and the Agency will work together on the actual testing processes to validate the results and confirm that the configured solution meets the stated business requirements. To verify the configured solution meets the stated functional requirements.</p> <p>While there is effort for client staff to define the scenarios, the advantage is seeing and understanding the results prior to using the system in a live environment. Our experience has shown that having client staff run the tests with our support allows your team to practice and use the system in a mock live environment. This reinforces the training CentralSquare conducts with core users.</p> <p>During the testing phase, we:</p> <ul style="list-style-type: none"> • Collaborate with the System Administrator to maintain a log of issues, configuration problems, and software malfunctions identified during testing. • Resolve all such issues, problems, and malfunctions to client satisfaction. • Prove through test procedures that the installed and configured solution is functionally viable with all loaded data, reporting, and integration in place. • Demonstrate acceptance criteria items have been addressed • Finalize system readiness for Go Live transition from testing/development environment to production environment. • System Testing: CentralSquare does post-install testing on the application. Our technical team makes sure basic functionality is working prior to allowing our consultants onto the system. CentralSquare application experts test each module prior to starting any consulting or training. • Unit Testing: Unit testing is done once configuration and setup are complete for each module based on the client's requirements. We lead the unit testing and capture results in detailed testing result logs. • Integration Testing: Once all modules are configured and unit-tested to make sure they meet functional requirements; we assist the client with integration testing. This incorporates workflows, forms, interfaces, and key reports into the application to confirm modules are integrated and working as designed. • User Verification Testing: This is done just prior to Go Live by the client to ensure the system meets all the functional requirements and is ready for Go Live.
<p>Describe your strategy for organizational change management and user adoption. Also describe how you measure user adoption.</p>	<p>CentralSquare's implementation and project management methodology is intentionally designed to drive sustained user adoption—not just system go live. Adoption is achieved through a tightly integrated combination of project governance, organizational change management, role-based training, and continuous engagement throughout the implementation lifecycle, and is measured through observable participation, proficiency, and transition outcomes.</p> <p>Our organizational change management approach focuses on early and ongoing communication, planning for change, ensuring user understanding, and supporting the transition into day-to-day operations. From project initiation, we work with the client to communicate project objectives, scope, timelines, and expected impacts to end users. Departmental leaders and subject matter experts are actively engaged to serve as change champions, reinforce messaging, and provide feedback from their teams. This approach helps set expectations early, builds ownership, and reduces resistance to change.</p> <p>CentralSquare applies a blended methodology in which project management and implementation function as a single, coordinated process. This ensures user readiness, training alignment, and adoption considerations are addressed continuously rather than late in the project. The four project management phases—initiation, planning, monitoring and control, and closeout—include formal checkpoints to assess user engagement and readiness as part of overall project health.</p> <p>User adoption is further reinforced through role-based, process-focused training aligned to the configured system and validated business processes. Training is tailored by role and department and centered on real-world operational scenarios, ensuring users understand how to perform their daily work in the system. This practical approach increases user confidence and accelerates adoption at go-live.</p> <p>User adoption is measured using observable, outcome-based indicators reviewed as part of ongoing project governance. These include participation and engagement during training, successful execution of real-world scenarios during testing and validation, and stability at go-live with users performing daily operations without reliance on workarounds or parallel systems. Continued engagement with the system following go-live further demonstrates sustained adoption and successful transition into operations.</p> <p>By embedding change management into the implementation methodology, aligning project governance with user readiness, and measuring adoption through practical outcomes, CentralSquare ensures that organizational change and user adoption are actively driven, monitored, and achieved as part of overall project success.</p>

List the training delivery methods you offer, as well as the customized training tools for Members.	<p>During planning, CentralSquare works with your team to develop a training plan that aligns individual roles with the new processes being implemented. Training is delivered through a blended learning model that combines live instruction with on demand eLearning. CentralSquare provides train the trainer, end user, and system administrator training. While all options are available, the train the trainer model is recommended. Your organization selects staff who understand daily operations and are receptive to process improvement. CentralSquare's trainer consultants then equip these individuals with the knowledge and resources needed to train others. This approach is highly effective for larger organizations. Smaller organizations often prefer that CentralSquare deliver training directly to all end users.</p> <p>Training delivery varies slightly across applications because each solution has unique functions. To meet the objectives of each class, trainer consultants use a mix of established instructional methods, including:</p> <ul style="list-style-type: none"> • Demonstrations • Hands-on exercises • Group discussions • Problem-solving activities • Web sessions and check ins • Learning aids • Q&A • On-demand eLearning <p>The training approach is adjusted based on topic, class size, objectives, and available time. Training is scheduled so users gain the skills they need in time for upcoming tasks while avoiding information overload. Trainers also remain flexible regarding breaks, daily schedules, and other operational needs. Some topics are introduced after Go Live, once the system contains meaningful data.</p> <p>Successful implementations rely on strong collaboration between your team and CentralSquare. Training goes beyond showing users which buttons to press; trainer consultants work alongside your staff to understand processes, reinforce adoption, and ensure skills are applied correctly. To ensure every client has access to ongoing learning, supplemental education is also available through web conferencing and recorded sessions. Information about advanced classes is shared regularly, and users may request additional training through their sales or account managers.</p>
Explain how you assess user readiness before the system goes live.	<p>CentralSquare assesses user readiness for go live through a structured, multi-stage readiness framework embedded within our implementation and project management methodology. Readiness is evaluated progressively through testing, training, governance checkpoints, and formal go live assessments to ensure both the system and users are prepared for transition into production.</p> <p>User readiness is first assessed during iterative testing and validation activities, where client users execute real world workflows to confirm system configuration, data conversion accuracy, and alignment with business processes. Testing is conducted collaboratively and is explicitly used to assess readiness for go live, including knowledge transfer and user understanding of configured processes.</p> <p>Following testing, readiness is further validated through role-based end user training, delivered after configuration and testing activities are complete. Training focuses on day-to-day operational use of the system and is aligned to validated workflows. Completion of training is a prerequisite to final go live planning and supports user confidence and preparedness.</p> <p>CentralSquare also performs a formal Go Live Readiness Assessment prior to deployment. This assessment confirms that key readiness criteria have been met, including completion of testing, completion of end user training, agreement on a communications plan, and mutual acceptance of the go live schedule. Only after both CentralSquare and the client agree that readiness criteria have been satisfied does the project proceed to go live.</p> <p>As part of this readiness process, CentralSquare conducts a mock go live, which serves as a controlled rehearsal of the cutover process. This activity validates communication paths, confirms user preparedness, and ensures operational continuity prior to production deployment.</p> <p>By validating user readiness through testing outcomes, training completion, mock go live execution, and formal readiness sign off, CentralSquare ensures that users are prepared, confident, and able to perform daily operations effectively before the system goes live.</p>
Explain how you ensure resource continuity throughout the duration of a project.	<p>CentralSquare uses a defined Project Governance framework as part of our project management methodology. The purpose of the project governance is to define the resources required to adequately establish the business needs, objectives, and priorities of the project, communicate the goals to other Project participants and provide support and guidance to accomplish these goals. Project governance also defines the structure for issue escalation and resolution, change control review and authority, and organizational change management activities.</p> <p>The preliminary governance structure establishes a clear escalation path when issues and risks require escalation above the Project Manager level. Further refinement to the structure, the process and specific roles and responsibilities may occur throughout the project. Changes to the governance will be mutually agreed upon, properly documented, and communicated to all impacted parties.</p>
Describe your process for replacing a team member if a member requests a change.	<p>CentralSquare understands that personnel transitions may occur during the project. If changes to key personnel are necessary, CentralSquare will propose replacements who possess qualifications and experience comparable to or exceeding those of the original team members. CentralSquare will coordinate with the Agency prior to removing or reassigning any key personnel assigned to the project. This ensures continuity of service and minimizes disruption to project timelines. Any proposed changes will be communicated in advance, and transitions will be managed collaboratively to maintain project quality and schedule integrity. This approach guarantees that the Agency receives consistent expertise and support throughout the project lifecycle.</p>
Detail your experience managing multi-jurisdictional or group purchasing contracts.	<p>CentralSquare has worked with group and co-operative purchasing throughout North America and has an existing tracking and reporting system in place in the sales cycle and CRM platform to manage. Existing contracts include Sourcewell, TIPPS, and TXShare.</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>Not at this time.</p>

ERP software solution selection support process

Question	Answer *
Describe your process for conducting a business needs assessment for a public sector member.	Not applicable. CentralSquare assumes this section is for vendors providing vendor selection support services. CentralSquare only provides implementation services for CentralSquare software solutions.
Explain how you develop technical specifications for an ERP software.	Not applicable. CentralSquare assumes this section is for vendors providing vendor selection support services. CentralSquare only provides implementation services for CentralSquare software solutions.
Describe your methodology for conducting a fit gap analysis between member needs and software capabilities.	Not applicable. CentralSquare assumes this section is for vendors providing vendor selection support services. CentralSquare only provides implementation services for CentralSquare software solutions.
Detail your approach to calculating the total cost of ownership for software solutions.	Not applicable. CentralSquare assumes this section is for vendors providing vendor selection support services. CentralSquare only provides implementation services for CentralSquare software solutions.
How do you confirm your firm's neutrality regarding partnerships or financial incentives you may receive from software OEMs?	Not applicable. CentralSquare assumes this section is for vendors providing vendor selection support services. CentralSquare only provides implementation services for CentralSquare software solutions.
	Not applicable. CentralSquare assumes this section is for vendors providing vendor selection support services. CentralSquare only provides implementation services for CentralSquare software solutions.
	Not applicable. CentralSquare assumes this section is for vendors providing vendor selection support services. CentralSquare only provides implementation services for CentralSquare software solutions.

Member access to program offering

Question	Response
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.	The Canoe member should notify the account executive who they are working with to procure the purchase. This CentralSquare Representative knows what steps to take to ensure the sale is properly documented for a buying cooperative procurement.
List all the information you require at minimum from Canoe members in order to provide a project plan and subsequent price proposal to Members.	Normally the buying cooperative provides a portal for members and vendors to access the member list, contracts, and details on the membership. As mentioned above, the Canoe member needs to notify their CentralSquare Representative on their intentions to procure through Canoe.
List the information which would be helpful but not mandatory for your firm to provide a project plan and price proposal to Members.	Their CentralSquare Representative would explain the process and what needs to happen to procure through Canoe.

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>CentralSquare manages multiple concurrent ERP implementations through a delivery model specifically designed to support large-scale transition programs driven by planned obsolescence and platform sunseting. With legacy ERP solutions scheduled to sunset by 2029, CentralSquare recognizes that many members—particularly those currently operating on CentralSquare’s Diamond/GP ERP, which has been widely adopted across Canada—will be pursuing modernization initiatives within overlapping timeframes.</p> <p>To address this anticipated surge in demand, CentralSquare plans and staffs implementations at a portfolio level rather than treating projects as isolated engagements. Capacity planning is aligned to implementation phase and complexity, allowing discovery, configuration, data conversion, testing, and deployment activities to be sequenced across multiple members without over-allocating critical resources. This phase-based staffing model prevents bottlenecks during peak delivery periods and ensures that each member maintains a stable, dedicated core project team.</p> <p>CentralSquare’s long-standing experience supporting both the Diamond/GP ERP system and the Naviline ERP platform enables a uniquely efficient transition path for members moving off Diamond/GP. CentralSquare has developed data migration techniques specifically suited to extracting, transforming, and validating historical data from Diamond/GP into the Naviline ERP environment. This reduces uncertainty, accelerates transition timelines, and allows multiple migrations to be executed in parallel with consistent outcomes.</p> <p>To further support delivery at scale, CentralSquare emphasizes configuration over customization when transitioning Diamond/GP members to Naviline. Leveraging deep expertise in both systems, CentralSquare aligns legacy processes to Naviline’s configurable framework rather than replicating historical customizations. This approach reduces development effort, shortens implementation timelines, and improves long-term sustainability while enabling CentralSquare to support multiple members concurrently without degradation of service quality.</p> <p>By combining advance capacity planning, phase-based staffing, purpose-built data migration techniques, and a configuration-first delivery approach, CentralSquare is able to assist members in transitioning from Diamond/GP to Naviline at scale. This ensures predictable delivery outcomes despite increased demand, overlapping schedules, and industry-wide ERP modernization pressures.</p>
<p>Detail how you ensure consistent pricing and service levels across all participating members.</p>	<p>CentralSquare ensures pricing and service consistency by delivering ERP implementations through standardized service offerings aligned to defined scope, deliverables, and outcomes. Implementation services are based on established work plans and role definitions rather than bespoke staffing models for each engagement.</p> <p>Service levels are governed by consistent delivery standards, project controls, and quality checkpoints applied uniformly across all members. This ensures that no member is disadvantaged by timing, volume, or concurrent project demand.</p> <p>By maintaining standardized pricing constructs and delivery expectations, CentralSquare avoids variability in cost, service quality, or project support while still accommodating differences in member size and complexity. Explain your staffing model and structure.</p>
<p>Explain your staffing model and structure.</p>	<p>CentralSquare’s staffing model is built around dedicated, role-based implementation teams supported by centralized oversight. Each ERP implementation is assigned a stable core team responsible for delivery continuity from initiation through go-live.</p> <p>Delivery teams are supported by centralized leadership, methodology governance, and technical oversight to ensure consistency across projects. This structure enables scalability without reliance on ad hoc staffing or short-term resourcing decisions that increase delivery risk.</p> <p>The model prioritizes continuity, accountability, and repeatable outcomes rather than rotational or pooled staffing approaches.</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>CentralSquare ERP implementations are delivered by specialized personnel with defined responsibilities aligned to ERP delivery best practices.</p> <p>Key role categories include:</p> <ul style="list-style-type: none"> • Project Managers responsible for overall delivery governance, schedule control, and risk management • Functional Consultants responsible for module configuration, process alignment, and user readiness • Technical Leads responsible for integrations, environments, and technical architecture • Data Conversion Specialists responsible for data assessment, transformation, validation, and reconciliation • Quality Assurance and Testing Leads responsible for validation of solution readiness • Change Management and Training Specialists responsible for adoption and readiness <p>Each role is staffed by personnel who meet CentralSquare’s internal qualification standards for ERP delivery, including role-specific training, demonstrated implementation experience, and solution expertise. Certification requirements are aligned to role responsibilities and solution domain to ensure delivery quality and accountability.</p>
<p>Explain if and how you use contracted resources or sub-contractors to supplement your workforce.</p>	<p>CentralSquare performs contractual ERP implementation services using in-house professional services resources. This ensures direct accountability, consistent delivery standards, and control over project outcomes.</p> <p>Contracted or sub-contracted resources are not relied upon to deliver core implementation services. When specialized expertise is required for non-core activities, it is governed under CentralSquare oversight and does not replace primary delivery accountability.</p> <p>This approach avoids dilution of responsibility, reduces coordination risk, and ensures that members receive consistent service from teams directly accountable to CentralSquare.</p>

Technical Support

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

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. *
Risk 1: Schedule Risk - Schedule Risk is the most frequent and material risk observed during ERP implementations and is typically driven by misaligned scope expectations, delayed decisions, dependencies on data readiness, and competing demands on member staff. In ERP projects, schedule risk often manifests when upstream activities such as requirements confirmation, data preparation, or design approvals are delayed, creating downstream impacts across testing and deployment phases.	CentralSquare mitigates Schedule Risk through early scope validation, milestone-based planning, and disciplined governance. Project schedules are developed based on validated scope and sequencing dependencies rather than optimistic assumptions. Decision points, client responsibilities, and data readiness activities are explicitly identified and tracked. Schedule variance is reviewed continuously, with early intervention when critical path activities are at risk.	By identifying Schedule Risk early and tying it directly to scope, data readiness, and decision dependencies, CentralSquare prevents small delays from cascading into major project impacts. This approach minimizes re-planning, avoids compressed testing cycles, and reduces disruption to member operations while maintaining predictable delivery timelines.
Risk 2: Development and Solution Complexity Risk - Development risk represents a high-impact ERP implementation risk and is commonly associated with solution complexity, integration dependencies, and evolving functional expectations. This risk increases when requirements are not validated early or when customization is introduced without full understanding of long-term impacts.	CentralSquare mitigates Development Risk by prioritizing configuration over customization and conducting early fit-gap validation. Solution design decisions are reviewed collaboratively to ensure alignment with standard system capabilities. Formal change control is enforced to manage scope evolution, and integrations are assessed early to identify technical dependencies and sequencing requirements.	By reducing unnecessary customization and validating requirements early, CentralSquare limits scope expansion and avoids late-stage rework. This containment of development risk stabilizes timelines, controls cost growth, and ensures the solution remains supportable, reducing long-term operational burden on the member.
Risk 3: Data Conversion Risk - Data Conversion is a high-impact ERP implementation risk due to variability in legacy data quality, structure, and completeness. While fewer in number than schedule or development risks, data conversion issues can significantly disrupt testing, user confidence, and go-live readiness if not addressed early.	CentralSquare mitigates Data Conversion Risk through early data assessment, defined data standards, and iterative mock conversions. Data ownership and preparation responsibilities are clearly established, and conversion assumptions are validated well before formal testing cycles begin. Data quality issues are identified early and addressed incrementally rather than deferred.	Early and iterative data validation prevents late-stage surprises that commonly delay testing and deployment. This reduces schedule compression, avoids last-minute remediation efforts, and supports a smoother transition to the new system with minimal disruption to member operations.
Risk 4: Customer Readiness and Sentiment Risk - Customer Readiness and Sentiment Risk arises when users are not adequately prepared for new processes, system changes, or operational impacts introduced by an ERP implementation. This risk can affect adoption, productivity, and perceived project success if not addressed proactively.	CentralSquare addresses Customer Readiness and Sentiment Risk through structured change management, clear communication of upcoming changes, and early engagement with key stakeholders. Readiness assessments are used to identify adoption risks, and training is aligned to real-world business processes rather than generic system navigation.	By improving readiness and adoption before go-live, CentralSquare reduces post-implementation disruption, support escalations, and productivity loss. This enables members to realize value sooner while maintaining service continuity.
Risk 5: Resource and Capacity Risk - Resource risk occurs when member staff availability is constrained by operational responsibilities, leading to delays in reviews, testing, or decision-making. In ERP implementations, this risk can compound schedule and scope issues if not managed proactively.	CentralSquare mitigates Resource and Capacity Risk by clearly defining member responsibilities, sequencing activities to align with operational cycles, and minimizing rework through structured validation. Work plans are designed to focus member effort on critical decision points rather than continuous ad hoc involvement.	This approach limits strain on internal staff, reduces delays caused by competing priorities, and helps maintain momentum without increasing burden on the member or shifting delivery risk back to them.

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>CentralSquare plans and manages the transition from an on premise or hybrid environment to a modern cloud or SaaS platform through a structured, phased migration approach integrated into our implementation and project management methodology. This approach is designed to minimize operational disruption, reduce technical risk, and ensure continuity of business processes throughout the transition.</p> <p>The transition begins with planning and readiness activities during project initiation and analysis. CentralSquare works with the client's IT and functional teams to confirm the current hosting architecture, identify in scope applications and integrations, and define the target cloud or SaaS environment. For SaaS deployments, CentralSquare leads the provisioning, hosting, and management of the application and database infrastructure, reducing internal IT burden and establishing a standardized, secure hosting foundation.</p> <p>Environment preparation and configuration are performed in advance of cutover. CentralSquare provisions cloud environments, establishes required connectivity, and configures applications based on validated business requirements. Where applicable, existing configurations, reports, and templates from the on-premise environment are reviewed and prepared for transition to the cloud platform to maintain functional continuity.</p> <p>Data migration and integration transition are managed through controlled, iterative activities. Legacy data is migrated using test conversions and validation cycles prior to final cutover, allowing users to review results and confirm accuracy. Existing integrations and interfaces are assessed and updated to point to the new cloud endpoints, ensuring dependent systems remain operational during and after the transition.</p> <p>Prior to go live, CentralSquare executes a formal cutover and go live plan, which includes completion of critical operational activities, final data refreshes, validation of access, printing, reporting, and confirmation of key business processes. A mock or rehearsal go live is conducted when applicable to validate procedures, communication paths, and system readiness before production deployment.</p> <p>Go live and post go live support are provided to ensure a stable transition. CentralSquare supports the production cutover, monitors system operation, and assists client staff during the initial operational period before transitioning the solution to the ongoing application support team.</p> <p>Throughout the transition, project governance and change management are used to manage risks, coordinate responsibilities, and address organizational impacts associated with moving to a cloud or SaaS model. This ensures stakeholders remain informed, issues are escalated appropriately, and users are prepared to operate in the new environment from day one.</p>

<p>Describe how the project team would support data cleaning, migration, and integration with other systems.</p>	<p>CentralSquare supports data cleaning, migration, and integration through a structured, collaborative approach embedded within our implementation methodology. This approach combines early data assessment, guided data preparation, iterative migration and validation, and controlled integration testing to ensure data accuracy and continuity of operations.</p> <p>Data Cleaning and Preparation - Data cleaning begins during discovery and data migration analysis. CentralSquare works with client subject matter experts to review legacy data sources, identify in scope data, and assess data quality, completeness, and suitability for migration. During this process, data anomalies or records not suitable for conversion (such as incomplete or invalid records) are identified and reviewed with the client so they can be corrected or excluded prior to migration.</p> <p>CentralSquare provides data mapping templates and guidance to support consistent field by field mapping from the legacy system to the target system. This collaborative approach enables the client to clean and prepare data while maintaining ownership and visibility into the results.</p> <p>Data Migration - Data migration is executed using CentralSquare's proven data conversion utilities. Migration is performed iteratively, beginning with test conversions that allow users to review converted data, validate accuracy, and provide feedback before final migration.</p> <p>Multiple migration cycles are supported, including an initial test conversion, one or more review and validation cycles, and a final production conversion at go live. This iterative approach reduces risk and ensures data is validated by the users who rely on it for daily operations.</p> <p>System Integration - Integration with other systems is planned and validated alongside data migration. CentralSquare supports integrations using standard import/export routines, REST based APIs, and scheduled data exchanges, depending on system requirements. Existing interfaces are reviewed, updated, and tested to ensure they continue to function correctly after migration and cutover to the new system.</p> <p>Integration testing is coordinated as part of the overall testing phase, allowing end-to-end business processes, such as financial posting, billing or payroll, or asset updates, to be validated before go live.</p> <p>Validation, Testing, and Go Live Support - Data accuracy and integration stability are confirmed through formal testing and acceptance activities. Issues identified during testing are logged, resolved, and validated prior to go live. Final data migration is executed as part of the go live cutover, followed by support during the initial operational period to ensure stability and continuity.</p> <p>By combining guided data preparation, iterative migration, structured validation, and controlled integration testing, CentralSquare ensures data quality, minimizes transition risk, and delivers a reliable foundation for ongoing system operations.</p>
<p>Describe how the project team would address cybersecurity, privacy, and regulatory requirements during the transition.</p>	<p>CentralSquare addresses cybersecurity, privacy, and regulatory requirements during the transition through a security by design approach that is embedded within our cloud hosting, implementation, and governance framework. Security and compliance considerations are incorporated from project initiation through post go live operations to ensure the protection of sensitive data and adherence to applicable regulations throughout the transition.</p> <p>Cybersecurity During Transition - CentralSquare's transition approach is governed by its enterprise cybersecurity program, which aligns with the NIST Cybersecurity Framework and incorporates layered physical, administrative, and technical controls. Security requirements are reviewed as part of implementation planning to ensure that hosting architecture, access controls, encryption, monitoring, and incident response procedures are in place prior to migration and go live.</p> <p>CentralSquare hosts solutions in secure cloud environments using a shared responsibility model, where the cloud provider is responsible for physical infrastructure and platform security, and CentralSquare manages application security, access controls, and data protection. This model ensures continuous protection of customer data throughout the transition process.</p> <p>Data Protection and Privacy - Data privacy is addressed through documented data handling, encryption, and access management controls. Customer data is encrypted in transit and at rest, and access is restricted through role-based permissions and audited controls. These safeguards apply during data migration, testing, and production operations to protect sensitive and personally identifiable information.</p> <p>CentralSquare collaborates with each customer to meet applicable privacy requirements, recognizing that data handling obligations may vary by jurisdiction. Privacy requirements are reviewed during implementation to ensure appropriate safeguards, retention practices, and incident reporting procedures are applied.</p> <p>Regulatory Compliance - CentralSquare maintains compliance with a broad range of regulatory and audit standards relevant to public sector clients. Independent audits are conducted regularly, and audit reports are available upon request to support customer compliance and oversight needs.</p> <p>By embedding cybersecurity controls, privacy protections, and regulatory compliance into the transition planning, cloud hosting model, and project governance structure, CentralSquare ensures that security and compliance requirements are consistently met before, during, and after the transition to a cloud or SaaS platform.</p>
<p>Describe how the project team would approach organizational change management to support user adoption.</p>	<p>CentralSquare approaches organizational change management as a formal, structured discipline embedded within the implementation methodology to drive strong and sustained user adoption. Change management activities are integrated throughout the project lifecycle and aligned with project governance, training, and readiness milestones to ensure users are prepared, engaged, and supported through the transition.</p> <p>Change management begins with the establishment of clear sponsorship and governance structures. CentralSquare works with the client to identify a Customer Sponsorship Team and key project leadership roles responsible for championing the change, allocating resources, and reinforcing the importance of the project across the organization. This structure provides visible leadership support, clear escalation paths, and accountability for adoption outcomes throughout the implementation.</p> <p>CentralSquare's organizational change management strategy is built around four primary focus areas: communicating the change, planning for change, ensuring understanding of the change, and implementing the change. Early in the project, we support the development of communication plans that inform users of project objectives, timelines, training opportunities, and their role in testing and adoption. This proactive communication helps set expectations and reduce resistance before system changes occur.</p> <p>Change planning includes identifying departmental champions and subject matter experts who actively participate in workshops, testing, and training. These individuals serve as advocates for the new system within their teams and provide critical feedback to the project team, helping to surface concerns and address resistance early in the process.</p> <p>Ensuring user understanding is reinforced through role based, process focused training and hands on participation during testing and validation. Users are trained on real world workflows configured for their departments, which increases confidence and readiness prior to go live. Identifying users who may be resistant to change allows the project team to provide targeted support during the transition.</p> <p>Organizational change management continues through deployment and go live, where adoption is reinforced through structured cutover planning, user support, and ongoing communication. Change impacts and adoption risks are managed through formal project governance and change control processes.</p>
<p>Describe how the project team would assess the current legacy environment, including customizations, integrations, data quality, and risks.</p>	<p>CentralSquare assesses the client's current legacy environment through a structured discovery and analysis phase that is embedded at the beginning of the implementation methodology. This assessment establishes a clear understanding of existing systems, workflows, data, integrations, and risks before configuration or migration activities begin.</p> <p>The assessment begins with a workflow and functional analysis, during which CentralSquare consultants work directly with client subject matter experts to review current state business processes and system usage. This includes identifying process variations, manual workarounds, and any legacy customizations that impact day to day operations. The results of this analysis define functional requirements, configuration objectives, and areas where legacy practices may require adjustment to align with standard system capabilities.</p> <p>Legacy data quality and structure are evaluated as part of the data migration analysis. CentralSquare reviews source data to identify migration candidates, assess data completeness and consistency, and determine suitability for conversion. Data is mapped field by field from the legacy system to the target system, and any data anomalies or quality issues identified during this process are documented and reviewed with the client. This evaluation is performed prior to test conversions to reduce risk and ensure data accuracy before go live.</p> <p>Customizations and integrations within the legacy environment are assessed during discovery and configuration planning. CentralSquare works with client technical and functional resources to identify existing interfaces, data exchange points, and system dependencies. These findings inform integration configuration, data conversion scope, and sequencing to ensure continuity of operations during transition.</p> <p>Risk identification is an explicit outcome of the assessment process. As workflows, data, and integrations are analyzed, potential risks related to data quality, process alignment, resource availability, and change impact are identified and tracked through project governance. These risks are reviewed collaboratively and mitigation strategies are incorporated into the implementation plan, testing strategy, and go live readiness activities.</p> <p>By combining workflow analysis, data quality evaluation, integration review, and structured risk identification during early project stages, CentralSquare ensures a comprehensive understanding of the legacy environment and proactively mitigates risks prior to configuration, migration, and deployment.</p>

<p>Describe how the project team would manage competing demands on internal staff and limited resourcing.</p>	<p>CentralSquare manages competing demands on internal staff and limited client resourcing through structured project governance, clear role definition, realistic planning, and a delivery model that minimizes disruption of day-to-day operations. Our approach is designed to respect operational constraints while maintaining project momentum and accountability.</p> <p>Clear Roles, Responsibilities, and Governance - At project initiation, CentralSquare establishes formal project governance and resource planning in collaboration with the client. Roles and responsibilities for both CentralSquare and client staff are clearly defined, including identification of key subject matter experts, functional leads, and decision makers. This clarity ensures internal staff involvement is focused on activities where their expertise is required and avoids unnecessary demands on limited resources.</p> <p>Governance structures provide defined escalation paths and decision authority, allowing issues related to resourcing or competing priorities to be addressed promptly without disrupting overall progress.</p> <p>Realistic Planning and Resource Aware Scheduling - During the planning phase, CentralSquare and the client jointly develop an integrated project schedule and resource plan that accounts for operational workloads and availability of internal staff. Activities are sequenced to avoid peak operational periods where possible, and deliverables are prioritized based on critical path and dependency considerations. This ensures staff participation is predictable, time bound, and aligned with operational realities.</p> <p>CentralSquare Led Delivery to Reduce Client Burden - CentralSquare assumes primary responsibility for configuration, technical setup, data conversion support, and integration activities, allowing client staff to remain focused on daily operations. Client involvement is targeted to validation, decision making, and knowledge transfer activities rather than execution heavy tasks, significantly reducing the demand on internal resources.</p> <p>Focused Engagement of Subject Matter Experts - Client subject matter experts are engaged in short, purpose driven workshops, testing cycles, and training sessions rather than prolonged project activities. This approach allows internal staff to contribute effectively without requiring sustained time away from operational responsibilities. Participation expectations are clearly communicated in advance to support planning and workload management.</p> <p>Ongoing Monitoring and Adjustment - Resource constraints and competing demands are actively monitored through regular status meetings and project reporting. When conflicts arise, CentralSquare works with the client to adjust sequencing, re prioritize tasks, or refine scope through established change control processes, ensuring progress continues without overburdening staff.</p>
<p>Describe how the project team would control costs, timelines, and risks while maintaining essential operations.</p>	<p>CentralSquare controls costs, timelines, and risks through a disciplined project management framework that combines clear scope definition, formal governance, continuous monitoring, and proactive risk management—while ensuring that essential client operations remain uninterrupted throughout the implementation.</p> <p>Cost Control and Budget Management - Cost control begins prior to project execution through the establishment of a clear, contractually defined Scope of Work (SOW) that outlines deliverables, responsibilities, assumptions, and acceptance criteria. Each milestone deliverable is subject to a formal review and sign off process, ensuring alignment with scope and preventing unapproved work from impacting budget or schedule.</p> <p>Throughout the project, budget performance is actively monitored using documented cost management and reporting processes, which track contracted, planned, invoiced, and adjusted amounts. Budget status is reviewed regularly through project status reporting and governance meetings, allowing potential cost variances to be identified and addressed early.</p> <p>Schedule and Timeline Management - Project timelines are managed through a baseline project schedule developed jointly by CentralSquare and the client during the planning phase. This schedule defines tasks, dependencies, milestones, and resource commitments and is used as the authoritative reference for execution and progress tracking.</p> <p>Progress against the schedule is reviewed through regular status meetings and reports. When dependencies, resource availability, or operational constraints impact timing, adjustments are managed collaboratively through governance and change control processes to protect critical milestones while maintaining operational continuity.</p> <p>Risk Identification and Mitigation - Risk management is an ongoing, structured activity embedded within the project lifecycle. Risks related to scope, schedule, resourcing, technology, or operational impact are identified early, assessed for likelihood and impact, and documented in a risk log. For significant risks, mitigation or contingency plans are developed and reviewed regularly as part of project status and governance activities. Formal escalation paths ensure that risks affecting cost, timeline, or operations are addressed promptly at the appropriate decision-making level.</p> <p>Maintaining Essential Operations - CentralSquare's implementation approach is designed to minimize disruption to daily operations. Core operational systems remain in place until the new solution is fully tested and validated, and cutover activities are planned and executed in a controlled manner. Any deliverables that can be deferred without operational impact are documented and scheduled for post go live completion by mutual agreement, ensuring essential services continue uninterrupted.</p> <p>Governance and Oversight - Project governance provides the structure for decision making, issue resolution, and change control. All changes affecting scope, cost, or schedule are reviewed, approved, and documented through established governance processes, ensuring transparency and preventing uncontrolled impacts to the project or operations.</p> <p>By combining clearly defined scope, active cost and schedule monitoring, structured risk management, and disciplined governance, CentralSquare ensures that costs, timelines, and risks are effectively controlled while essential client operations are maintained throughout the implementation.</p> <p>Implementation Plan - During the outset of each implementation, a specific implementation plan schedule will be created with the contracted project tasks and specific dates aligned to resource availability.</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.</p> <p>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>A phased implementation is generally recommended for multi-module Naviline ERP projects. This approach reduces operational risk by allowing each department—such as General Ledger, Accounts Payable, Payroll, Property Tax, or Utility Billing—to transition in manageable segments. Completing setup, configuration, and validation for each function separately helps ensure data accuracy, provides focused user training, and allows staff to become comfortable with new workflows before the next area goes live.</p> <p>Certain foundational modules, such as Naviline GMBA (General Ledger), must be implemented within the first phase. The sequence of other phases is intentionally grouped by similar functions. For example, Utility Billing and Property Tax both include revenue collections, so are included in adjacent and/or overlapping phases.</p> <p>Our typical phasing approach is as follows:</p> <ul style="list-style-type: none"> Phase 1 – Core Finance (GL, AP, etc.) Phase 2 – Payroll Phase 3 – Property Tax Phase 4 – Utility Billing Phase 5 – Community <p>Phases can run concurrently, however, the kickoff and go-live for each phase are scheduled to be offset to limit operational strain.</p>

Engagement , Marketing and Training

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

Sales network

Question	Response *
<p>Describe your company's capability to meet the CANOE Member needs across Canada or for each geographical area the Proponent wishes to do business in. Your response should address at least the following areas.</p> <p>a. Sales force.</p> <p>Please include details, such as the locations of your network of sales.</p>	<p>CentralSquare employs over 1,200 industry professionals directly, including a sales force of 125 to meet the demands of multiple agencies and their unique needs for products and services proposed. These sellers are located throughout Canada and the USA. Within Canada CentralSquare has sales staff throughout the country and that is supported by staff in North America where required throughout the sales process. This sales force is made up of CentralSquare employees exclusively dedicated to sales who do not overlap into service or support functions.</p>
<p>Describe your how you manage government sales. Include details on the sales force and training structure and how you specifically address sales and marketing with public sector clients in a group procurement context.</p>	<p>CentralSquare exclusively sells to local government and utilities, and the sales force is trained in government sales as part of the onboarding and ongoing sales enablement processes.</p> <p>CentralSquare has a sales enablement team dedicated to assisting and training sales staff on local government requirements and aligning CentralSquare's solution offerings as it pertains to ERP.</p> <p>All sales follow an established sales methodology that every seller is trained in during onboarding with continual training throughout the year. Sales activities are reviewed and audited to ensure compliance and alignment with KPIs.</p> <p>CentralSquare has a solution consulting / engineering team that is trained on the specifics on the requirements this RFP addresses. This team is comprised of specialists with domain and product knowledge and who are engaged in every deal to educate buyers on the CentralSquare solution and how it has met objectives of other similar agencies.</p> <p>CentralSquare provides educational information and material to inform prospects of group procurement options, such as this contract if awarded to CentralSquare, as a CentralSquare preferred and supported method. This contract would be the primary contract in Canada used by CentralSquare for public sector ERP for agencies wanting to do group procurement.</p>

Environmental and social governance ESG

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

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.

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

Conflict of Interest

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

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

Yes **No**

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

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

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
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"/>	7

Schedule "B1"

PRICING

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

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

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

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

The Supplier will actively promote the Agreement to Members by:

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

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

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

Schedule "D"

SAMPLE SALES REPORT



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

CANOE SUPPLIER ADMIN FEE TEMPLATE
 Monthly Submission of Data Required

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