

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: Catalis Technologies Canada Ltd.

Supplier Corporate Jurisdiction: 10328 81 Ave NW, Ste 203 Edmonton, AB T6E 1X2

(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

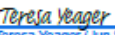
By: 
Tyler Hannemann (May 29, 2026 08:37:35 MDT)

Name: Tyler Hannemann
Title: General Manager

By: 

Name: Stéphanie Dion
Title: Manager of Procurement

Supplier Legal Name: Catalis Technologies Canada Ltd.

By: 
Teresa Yeager (Jun 8, 2026 10:16:09 MDT)

Name: Teresa Yeager
Title: Chief Executive 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]

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: Catalis Technologies Canada, Ltd.
Address: 10328 81 Ave NW, Ste 203
Edmonton, AB AB T6E 1X2
Contact: Naomi Skopec
Email: proposals.canada@catalisgov.com
Phone: 888-403-4240
HST#:

Submission Details

Created On: Thursday February 12, 2026 06:27:59
Submitted On: Tuesday March 24, 2026 11:23:55
Submitted By: Naomi Skopec
Email: proposals.canada@catalisgov.com
Transaction #: 80c3276a-35b1-44cc-8834-0a08ba7411aa
Submitter's IP Address: 147.243.202.232

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):	Catalis Technologies Canada Ltd.
2	Proponent Address:	10328 81 Ave NW, Ste 203 Edmonton, AB T6E 1X2
3	Proponent website address:	https://catalisgov.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):	Amina Dimassi, Account Executive, amina.dimassi@catalisgov.com
6	Proponent's other contacts for this proposal if any (name title address email address & phone):	N/a
7	Proponent GST registration number:	717548929RT0001
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.	<p>Catalis is a recognized leader in providing tailored solutions for municipalities, with over 45 years of experience partnering with local governments to streamline operations and enhance service delivery. As a trusted SaaS provider, we've empowered over 800 government entities across Canada to improve citizen engagement, automate workflows, and boost operational efficiency.</p> <p>We provide a comprehensive portfolio of purpose-built solutions that support municipalities with leading solutions for Citizen Engagement, Planning & Development, Public Works, Finance, and CAMA. As a customer-driven service provider, our trusted advisors are dedicated to delivering advanced solutions that improve everyday municipal operations. Catalis manages the full solution lifecycle; including design, development, implementation, hosting, and ongoing support and maintenance – ensuring continuity, accountability, and a seamless client experience.</p> <p>With a proven track record of delivering successful, timely, and cost-effective solutions, Catalis is dedicated to building long-lasting partnerships grounded in trust and reliability. We actively collaborate with clients throughout the development process to ensure our solutions align closely with their unique goals. As we continue to innovate, Catalis remains a dependable partner in advancing municipal operations and enhancing citizen services, always welcoming feedback to better serve the communities we support.</p> <p>We are a true one-stop partner for municipalities, offering a comprehensive range of solutions that work together to create a cohesive and efficient technology environment. Each of our offerings is built to complement the others, enabling smooth communication, data sharing, and collaboration across all areas of local government. This connected approach streamlines operations and provides municipalities with the flexibility to expand or integrate as their needs evolve—all while maintaining consistency, reliability, and ease of use.</p> <p>Catalis demonstrates its dedication to service by upholding its core values: Customer Centricity, Innovation, Striving for Excellence, Empowerment, Collaboration, and Accountability. These guiding principles inform every aspect of solution development, ensuring that Catalis delivers intuitive, reliable, and secure tools specifically tailored to address the unique and complex demands of the public sector.</p>
10	Where is your headquarters located?	10328 81 Ave NW, Ste 203 Edmonton, AB T6E 1X2
11	Do you have 250 or more full time employees in Canada?	No
12	Provide all "Suspension or Debarment" from public entities in Canada your organisation is currently subject to.	N/a

Bill S-211 declaration

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

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

Building Ontario Businesses Initiative Act (BOBIA) - declaration

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

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

Geographical coverage for offering

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

Line Item	Province/Territory	Do you currently offer services in this area? *	List locations serving this province
1	Alberta	<input checked="" type="radio"/> Yes <input type="radio"/> No	
2	British-Columbia	<input checked="" type="radio"/> Yes <input type="radio"/> No	
4	Manitoba	<input checked="" 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.	Catalis has successfully implemented over 800 solutions to municipal governments in Canada. Based on this experience, Catalis has developed a detailed process to ensure that new clients are onboarded on a realistic timeline and budget (typically 5-months). Our Catalis ERP solution's have been successfully implemented or continuing new implementations for on-prem and our cloud product. Catalis has a proven track record and are proud to deliver one of the fastest and highest-quality ERP implementations in Canada.
Describe the services you offer public sector clients for ERP implementation.	Canoe members are provided with a dedicated implementation team to support them through the transition process and after the go-live through to hypercare. From the start, a dedicated project manager is assigned to the implementation to help facilitate the process. The implementation typically follows a six-phase approach which includes: 1) Introduction - A kickoff meeting to cover expectations, and timelines in each phase and covering integral documents required for progression of the project and a new client questionnaire is given. 2) Introduction Follow-up - The client returns the questionnaire and all required documentation to the implementation team and Catalis will review and schedule any clarification meetings following. 3) Initial Data Pull & Trial Balances - During this phase, Catalis will create a conversion program to convert all the clients existing data into the solution. 4) Conversion Program - We then take all data and documents in Phase 3 and create a conversion program to transfer all data from the previous database to our solution. 5) Final Data Pull & Trial Balances - Once the conversion program is complete, we will need to complete a final data pull from the client. 6) Go-Live Support and Post Implementation Support - Training will take place after the system goes live. After training, clients have access to our Support Team to assist with ongoing end-user support..
Detail your experience managing multi-jurisdictional or group purchasing contracts.	Catalis has experience implementing group purchasing contracts in the United States with other products.
List the current third party certifications your firm has related to ERP implementations.	The current third party certifications Catalis has related to ERP implementations are listed: ERP Project Coordinators are Project Management Professional Certified.
List anything else you would like to include as part of your offering.	Hypercare Program: Catalis includes a hypercare program on the new ERP system as part of the White Glove Service for an ERP Implementation. This period included heightened attention that begins after a project goes live. During the period, designated Catalis Implementation Project members stay actively involved for up to 2 months to facilitate the municipalities' transition to steady day-to-day operation. Once this Hypercare period is complete, the client will be transitioned to Catalis' Support Team.

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 *
Catalis ERP cloud	<input checked="" type="radio"/> Yes <input type="radio"/> No	6	3	Alberta, Municipality 10,000+ population Alberta, Regional Services Commission, 800 total utility accounts Alberta, Unincorporated Municipality, 156 population In addition to these we have done 200+ implementation across the provinces of AB, MB and BC.

Program offering

Describe your program offering.

Question	Response *
Provide a high level profile of your company.	Catalis is a leading provider specializing in ERP and Public Works solutions for small to mid-sized municipal governments across Canada. With a public sector legacy dating back to 1978 we have helped over 800 municipalities enhance their operations through our innovative government digital solutions. Catalis was formed in 2022 through the consolidation of MuniSight, MuniWare All-Net, Townfolio, and CAMAloT. Catalis Technologies Canada Ltd. has now grown from 15 to over 70 employees primarily based in Edmonton. Catalis is proud to be a trusted Canadian provider partnering with hundreds of municipalities across Canada, with our ERP solutions exclusively dedicated to Western Canada.
Describe the ERP implementation services you offer public sector clients.	Catalis offers a "white glove" end to end ERP implementation service to all public sector municipality clients. Our implementation team is dedicated to each project through start to finish of services, following a structured, low-risk implementation. The team assigned to each project consists of public-sector expertise professionals, including project managers, data migration leads, and technical specialists. As with any ERP implementation, the ERP Cloud implementation journey will have ups and downs as changing these types of systems impacts deeply embedded operational workflows. Throughout the process, clients are supported by our experienced team of dedicated professionals who can prepare municipal staff on what to expect, and successfully help them navigate changes. Our team will provide full support throughout all phases of the implementation process and continue through our guided go-live program.
Describe your standard implementation methodology, include typical key milestones.	Each implementation follows 6 main phases: Phase 1 Introduction: Project kickoff with the Catalis Project Manager review of timelines and implementation steps. This sets the stage for the implementation and gives the client an idea about what all to expect and where all their participation would be needed throughout the process. Phase 2 Introduction Follow-Up: The documents based on the information shared with the clients is collated and any gaps in understanding are closed. Phase 3 Initial Data Pull & Trial Balances: Client provides system backup and requested reports. Catalis builds the client specific conversion program based on the legacy system and validates the data based on the provided reports. Phase 4 Conversion Program & Module Walkthroughs: Initial data conversion is completed and the data loaded into the ERP. Data walkthroughs are conducted to verify the conversion done module wise with the client and soft trainings are provided. During the period conversion program is build Catalis takes about 4-6 weeks for it. Phase 5 Final Data Pull & Data Upload: Another round of data pull is done, and changes and recommendations are applied based on the feedback received and then the final version of the data is uploaded into the live instance. Phase 6 Training & Guided Go-Live: Post go-live Catalis provides up to 60 days of Guided Go-live support. Ongoing training continues followed by a formal transition from the Implementation team to the Support team
Explain how you adapt your methodology for different member size and complexity of projects.	Based on the extensive experience that Catalis has with ERP implementations, we know the resources and time that would be needed for each implementation. We take into consideration the size of the municipality, the modules subscribed to and the legacy system they are coming from while doing capacity planning and schedule planning. This planning is done for an entire year at the start of each year and takes into account any risks and the mitigation needed for each project. Due to this, we are able to give each implementation the attention and dedication needed in order to make it successful..

Describe your approach to data migration for legacy systems.	Our data-migration process is iterative, validation-driven, and collaborative, typically completed through two to three full migration loads. Data migration begins at project kickoff with receipt of the client's database. We leverage our existing migration tools that map all modules and business processes from third-party legacy systems into Catalis ERP. After each load, the data migration team works closely with the implementation and client teams to identify and remediate bad data, including duplicates, unusable or incorrect historical data, formatting issues, and referential integrity gaps. Once data is loaded into Catalis ERP, the implementation team validates configurations, customizations, and end-to-end functionality across all modules and reconciles reports and record volumes against the legacy system. This cycle of migration, validation, correction, and reconciliation is repeated for each load until data quality and functionality are fully stabilized.
Describe your project management office structure and the tools you use to track progress and share updates with clients.	At Catalis, the PMO operates with: - A dedicated Project manager led structure, the PM is responsible for tracking and managing scope, timelines, schedules and risks that come along the way. - Tools like RAID logs, GANTT chart and shared document repositories to maintain clear communication and transparency. - At each phase check in with clients is done to ensure buy-in and alignment with the progress in addition to weekly check in meetings. - A strong emphasis on transparency, accountability, and client partnership
Describe how you handle dispute resolution during an active implementation.	When an implementation is in progress, Catalis handles disputes through a structured escalation and communication process that the assigned Project Manager leads. We keep track of problems with tools like task lists and RAID logs, and we talk about them at regular check-in meetings to make sure they get fixed quickly. Risks or concerns about the project's scope are found early on, looked over with the client, and solved by getting more information, assessing the impact, and making sure that everyone is on the same page about the project's scope and deadlines.
Detail your quality assurance and testing protocols before system go live.	Technical Implementation Team <ul style="list-style-type: none"> • We have dedicated technical implementation and dedicated Data QA teams that are responsible for quality assurance and testing protocols before system goes live. • Data Quality Assurance (Data Team) • Our Data team is responsible for ensuring that the data provided to Catalis by the Canoe client is loaded into the Catalis ERP correctly. Data team QA is done in three main stages. <ul style="list-style-type: none"> • Initial Data Load: The team is checking for correct data formats, data accuracy. The data team ensures all tables are accurately populated. They also check for duplication and data loss issues. • Feedback Implementation: Implementing data changes as required by the client or the technical team. • Final Data Load: The team ensures that all data is provided and data required changes have been applied. • Functionality Quality Assurance (Technical Team) • Technical implementation team conducts five types of functionality tests: • Documentation Review: The Technical team will meet with the client to review all reports provided that will be used during QA to ensure that we are validating data against correct and accurate reports. • Initial Pass QA: Module specific data validation, checking screens and comparing reports). The goal here is to ensure the loaded data is in the system correctly and that our system is working with the loaded data. • Client-Facing Data Walkthroughs: (Comparing Catalis ERP data with the client's existing system). The goal here is to ensure systems are matching. • Final Pass QA: Another module specific data validation right before the client goes live. • Client Training and Validation: The goal here is to ensure that the data loaded into our system works with the client's workflows. It is also during this time that the client signs off on the conversion booklet. <ul style="list-style-type: none"> • Risk Mitigation • Issues are logged throughout the process in a RAID (Risks, Assumptions, Issues, Dependencies) log. • Issues are resolved based on the source • Issues with data provided are communicated back to the client by the project coordinator. • Issues with the migration itself are owned and resolved by the data team. • Issues with the system are owned and resolved by the product team • The technical team owns configuration issues.
Describe your strategy for organizational change management and user adoption. Also describe how you measure user adoption.	Change management begins at project kickoff with clear communication, defined roles, and consistent use of project tools such as task lists, risk logs, and regular check-in meetings to set expectations and reduce disruption. Any requirement is reviewed, its impact is analyzed and shared with client and then the change is adopted if it benefits the product and customer both, since we need to maintain standardization in order to support different municipalities. User adoption is driven through progressive training, beginning with soft training during initial data conversion and continuing through go-live and post-implementation. Training is delivered in stages—basic navigation, hands-on data entry, train-the-trainer, and online resources—and is aligned to user roles and system modules. Recorded sessions and extended hypercare support ensure users have access to guidance as they transition to daily system use. User adoption is measured through system usage during training and hypercare, active participation in hands-on exercises, and a post-hypercare functionality questionnaire that identifies user strengths, gaps, and support needs. These inputs allow Catalis to assess adoption readiness and tailor ongoing support following the transition from the Implementation team to the Support team.
List the training delivery methods you offer, as well as the customized training tools for Members.	We offer a five stage training plan- Stage 1 – Module Training: 90 minutes instructor led trainings are organized for each module where we delve into business user specific scenarios. Stage 2 – Workflow Training: These sessions are more hands-on and conducted on actual client data based on their day-day operations during that time. These can be virtual or in-person. Stage 3 – SME Development: During this stage we look into empowering the client team. 1-2 SME's from the client-side are identified who are given more intensive trainings so that they can help their team mates and avoid any delays/ confusions that might arise. Stage 4 - Guided Go-Live: Based on the training hours availed, more process specific trainings are given when needed to align municipal workflows to system capabilities. The clients are given access to recorded training videos and learning library for knowledge base access. Stage 5 - Continuous Enablement & Customer Community: Post go-live, we provide ongoing enablement through webinars, advanced training, and access to our learning portal to ensure teams continue to optimize workflows and adopt new capabilities. Customers also engage in user groups, conferences, and support resources that foster collaboration, shared best practices, and long-term success.
Explain how you assess user readiness before the system goes live.	User readiness is determined by the feedback and results from each of the implementation stages. - Kickoff: Right at the project kick off clients are provided with access to a sandbox environment, so they become familiar with the user interface. - Client-Facing Data Walkthroughs: During the data walkthroughs the goal is for the users to be familiar with how their data looks like in our system. - Client Training and Validation: Clients are provided with module training, so they understand how our system works for their processes. The client is also provided with access to our Help portal. Clients are expected to confirm that their data is in the system correctly and sign off on a conversion booklet. During this time the client has access to the production environment and their own data. - Two Month Guided Go-Live Support: During these two months the client will have direct access to the implementation of additional training as needed, and on-call support until they are able to move the general support team..

<p>Explain how you ensure resource continuity throughout the duration of a project.</p>	<p>Dedicated Implementation Team</p> <ol style="list-style-type: none"> 1. Technical Resourcing Model & Redundancy Primary and Secondary Specialist model with a dedicated lead and fully trained backup to eliminate single points of failure. Cross-trained team across migration workflows, data models, and legacy systems to ensure seamless transitions. We maintain a minimum of two technically trained resources per module to ensure coverage, continuity, and consistent support. 2. Standardized Technical Documentation & Knowledge Management Centralized documentation including data mappings, transformation logic, scripts, validation queries, and SOPs. Enables consistent execution and rapid onboarding with minimal ramp-up time. 3. Capacity Planning & Technical Load Management Structured planning to align resources with prioritized go-lives. Ongoing monitoring of workload, effort tracking, and coordination with project teams. <p>We ensure resource continuity for the Data Migration Team through standardized processes, cross-training, and strong documentation.</p> <ol style="list-style-type: none"> 1. Staffing Model & Cross-Training <ul style="list-style-type: none"> • We use a Primary + Secondary Specialist model, assigning a dedicated migration owner supported by a fully trained backup to avoid single-person dependency. • All specialists are cross-trained on the full end-to-end migration process, SOPs, tools, modules, and multiple legacy systems, allowing any team member to seamlessly take over and maintain continuity. 2. Standardized SOPs, Documentation & Knowledge Repository <ul style="list-style-type: none"> • We maintain comprehensive, centralized documentation—including SOPs, scripts, templates, learning materials, and video walkthroughs—ensuring any specialist can quickly step into a project with minimal ramp-up time and consistent execution. 3. Automation-Driven Delivery <ul style="list-style-type: none"> • We leverage automation, standardized SOPs, and reusable scripts to reduce reliance on individual expertise and ensure consistent execution across all migration phases. • Because processes are significantly automated and repeatable, resource transitions do not impact project timelines or delivery quality. 4. Resource Forecasting & Load Balancing <ul style="list-style-type: none"> • We conduct monthly and quarterly planning to forecast migration workloads across all clients. Our team focuses on one go-live at a time, ensuring resources are not spread thin and multitasking does not impact the project of highest priority. • We monitor capacity, track hours per project, and align team schedules with Project Coordinators. Continuous process improvement and automation allow us to reduce migration time and stay ahead of schedule. 5. Transition Planning & Rapid Onboarding <ul style="list-style-type: none"> • If a resource must be reassigned, we follow a structured transition process that includes brief handoff reviews, shadowing, and walkthroughs of SOPs, scripts, prior migration passes, and issue logs. • Our investments in automation, training videos, and a comprehensive knowledge repository ensure new or reassigned specialists become effective quickly with minimal disruption.
<p>Describe your process for replacing a team member if a member requests a change.</p>	<p>If a member requests a change in project resources during an active implementation, Catalis addresses the request through the assigned Project Manager, who serves as the primary point of contact. The request is reviewed to understand the concern, assess project impact, and ensure continuity of scope, timelines, and knowledge transfer. When a change is approved, Catalis ensures a structured transition, including documentation handover and client introduction, to maintain momentum and minimize disruption to the implementation.</p>
<p>Detail your experience managing multi-jurisdictional or group purchasing contracts.</p>	<p>Catalis has extensive, proven experience managing multi-jurisdictional and group purchasing contracts through long-term participation in national and regional purchasing cooperatives serving government entities. As an established BuyBoard contract holder, Catalis has successfully supported agencies across North America by ensuring consistent contract compliance, streamlined procurement, and scalable deployment of government technology solutions.</p> <p>Our approach goes beyond contract administration. Catalis prioritizes a member-first approach to drive awareness, adoption, and sustained engagement among cooperative members through coordinated outreach, targeted education, and proven demand-generation practices tailored specifically to public sector audiences. We have worked closely with BuyBoard to align messaging, refine engagement strategies, and adapt activities based on member needs, ensuring the contract delivers measurable value.</p>
<p>List anything else you would like to include as part of your offering which is complementary to the main offering of ERP Implementation Services?</p>	<p>N/A</p>

ERP software solution selection support process

Question	Answer *
Describe your process for conducting a business needs assessment for a public sector member.	Business needs assessment is completed by the sales and solution engineering team. This is done during discovery calls. During the discovery calls, the sales and solution engineer team determine the current business processes of the members, gaps with their existing systems and opportunities for our system. The scope of work and contract are drafted based on the business needs for the public sector members. The members will then sign off on the scope of work and contract. This information is transferred to the implementation teams (Project Manager, Data and Technical Implementation) via a transfer of trust meeting..
Explain how you develop technical specifications for an ERP software.	We don't sell custom software, so all technical specifications are owned by the development and product team. These team follow standard roadmap process of requirements gathering, development, QA and release. We have quarterly roadmaps and weekly product releases. If during the sales discovery process, we determine that there is a gap between a prospects business need and our software we will have the product team review the requirements and determine feature impact relative to our entire client base. Product updates are emulated based on effort and impact.
Describe your methodology for conducting a fit gap analysis between member needs and software capabilities.	As mentioned in the answer for business needs assessment. This is determined by the sales and solution engineering team. This is done during discovery calls. During the discovery calls, the sales and solution engineer team determine the current business processes of the members, gaps with their existing systems and opportunities for our system. The scope of work and contract are drafted based on the business needs for the public sector members. The members will then sign off on the scope of work and contract. This information is transferred to the implementation teams (Project Manager, Data and Technical Implementation) via a transfer of trust meeting..
Detail your approach to calculating the total cost of ownership for software solutions.	Catalis' approach to calculating the total cost of the software services is determined based off factors such as ongoing software hosting, anticipated feature enhancements/upgrades and ongoing support. These costs are determined within the initial sale and factored into the Catalis Canoe approved pricing.
How do you confirm your firm's neutrality regarding partnerships or financial incentives you may receive from software OEMs?	Not applicable; under this contract, Catalis will implement proprietary software and will not act as a reseller for other software OEMs.

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.	Once a Canoe member is interested in Catalis ERP Cloud solution, they will contact the designated sales representative on the contract. The Catalis representative will schedule a discovery discussion with the member to discuss their specific operational needs, priorities, and timelines. We will scope their service and tailor an agreed-upon next step. This ensures we are all aligned on expectations, deliverables, and milestones. Next step, the Canoe member and Catalis will schedule a demonstration to showcase the ERP Cloud solution. Additional demonstrations and technical follow-ups can be scheduled to ensure alignment between municipal expectations and Catalis capabilities. After the member has decided to move forward with Catalis, we will provide a proposal/quotation to the annual fees and implementation costs. Once the member has approved and signed the contract moving forward, Catalis will schedule in their agreed upon implementation start date. The Catalis representative will then introduce the member to the Catalis project manager assigned to their implementation. Our team will then follow the implementation steps; kick-off call, implementation process, and go-live. Our implementation team is dedicated exclusively to deploying the Catalis ERP Cloud platform. Working side by side with the member team they configure and implement the system according to the agreed-upon scope of work ensuring a smooth rollout strong knowledge transfer and a confident transition to go-live.
List all the information you require at minimum from Canoe members in order to provide a project plan and subsequent price proposal to Members.	<p>The information required from Canoe members are listed below:</p> <ul style="list-style-type: none"> - Current ERP/financial system provider - Current ERP function modules and desired modules required for the new ERP (finance, utilities, payroll, taxation, etc.) - If interested in payroll, the number of full-time employees on payroll and current payroll processes - Desired implementation timeline and or target go-live date - List of integration requirements for current software's or desired integration requirements - Data migration requirements and source system for existing data - Desired historical data retention requirements - Data format and export capabilities of the current system - Number of staff required for training - Preferred training format; in-person, on-site, or hybrid <p>Once this information is gathered, Catalis will develop a proposal for the Canoe member.</p> <p>Integration Requirements</p> <ul style="list-style-type: none"> - List of existing systems requiring integration (e.g., GIS, permitting, asset management, document management, payment processors) <p>Data Transfer Requirements</p> <ul style="list-style-type: none"> - Source systems for existing data - Estimated volume of data to be migrated (financial history, customer records, utility accounts, payroll, vendors, etc.) - Desired historical data retention - Data format and export capabilities of the current system <p>Training Requirements</p> <ul style="list-style-type: none"> - Number of staff requiring training - Preferred training format (in-person, on-site, virtual, or hybrid) - Identification of key project stakeholders and availability <p>Once this information is gathered, Catalis will develop a detailed project implementation plan and utilize the information for a tailored pricing proposal for the member.</p>
List the information which would be helpful but not mandatory for your firm to provide a project plan and price proposal to Members.	Timeline of client anticipated project start and go live date

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>Our methods are devised to manage this increased volume without overloading resources, rushing deadlines for projects, and ensuring minimal disruption to the organizations. We do this by following the following approach:</p> <ul style="list-style-type: none"> - We think on a large scale by considering all upcoming projects instead of focusing on projects in isolation. This enables us to realistically plan timelines and resources without compromising on quality. - All of our implementations have defined phases which allows us to move between projects without causing bottlenecks for resources or delays in execution for intensive activities or otherwise. - We plan projects and risk mitigation in collaboration with clients to ensure that all key operations and scenarios are mitigated or accounted for in mutually collaborative approach. <p>Technical Implementation Team</p> <p>Capacity Planning & Prioritization: We manage multiple implementations through structured annual planning and phased quarterly delivery schedules, aligning resources with prioritized go-live timelines.</p> <p>Implementation Specialists are trained across all modules and project types, enabling flexible resource allocation and consistent delivery. We focus on one go-live at a time, ensuring dedicated attention during critical pre- and post-go-live phases to maintain quality and reduce risk.</p> <p>Clear Scheduling & Client Coordination: We coordinate closely with Product, Data Migration, and Support teams to ensure dependencies are met and timelines remain on track. Clients are supported with sandbox environments to validate configurations, test workflows, and confirm readiness prior to go-live.</p> <p>Data Migration Team</p> <p>Capacity Planning & Prioritization: We manage multiple simultaneous implementations through annual pre-planning and a phased quarterly migration schedule, with tentative go-live dates set for the entire year. We intentionally go live one project at a time, with focused attention before and after go-live to maintain quality and reduce risk. Data Migration Specialists are trained end-to-end across all project sizes and modules, enabling flexible resource allocation. Our experience migrating from numerous third-party systems—and continuously improving our in-house data migration tool—helps us scale efficiently as demand increases.</p> <p>Clear Scheduling & Coordination: Project Coordinators keep clients fully engaged through weekly calls, ensuring alignment on data-pull timing, testing readiness, and preferred go-live periods. We coordinate each project closely with Catalis Product, Implementation, and Support teams to avoid conflicts and maintain on-time delivery. Clients also have the flexibility to choose a go-live period that best fits their operational calendar. Early sandbox environments loaded with client data allow them to explore the system, practice processes, request enhancements, and confirm readiness, enabling us to adjust project timing without affecting other implementations.</p> <p>Automation to Reduce Workload: Our in-house ETL migration tool automates the migration and improves mapping accuracy with every implementation. Investments in automation, standardized SOPs, and reusable mapping libraries reduce manual effort and allow the Data Migration team to manage multiple timelines in parallel. Continuous improvements to our tooling and processes help us stay ahead of capacity and deliver predictable, repeatable results.</p> <p>Risk Monitoring & Early Escalation: We monitor risks continuously through structured checkpoints and readiness reviews. Any major data gaps, mapping issues, timeline blockers, or scope changes are escalated early to Product or Implementation leadership to avoid delays. During hypercare, we coordinate rapid triage across teams (Product, Implementation, Data), ensuring each project remains stable while allowing us to maintain momentum across other ongoing implementations.</p>
<p>Detail how you ensure consistent pricing and service levels across all participating members.</p>	<p>We provide the same level of service across all participating members who chose to partner with Catalis. Our support, development, implementation, professional services, and customer account management are available to all Canoe members. All of our services are managed in house and are not outsourced to third-party or consultants. This ensures a consistent service delivery for all clients.</p> <p>Pricing is calculated based off approved Canoe pricing and takes into account the project scope and integration needs. Catalis will follow the approved Canoe pricing methodology for members, ensuring consistency across all software agreements; this includes, support and hosting. Professional services is billed at a consistent rate across all members for any additional work completed post-implementation.</p>
<p>Explain your staffing model and structure.</p>	<p>The structure is organized into three core teams:</p> <ul style="list-style-type: none"> • Project Coordinator • Technical Implementation Team • Data Migration Team <p>Each team has defined responsibilities, integrated communication channels, and shared accountability for delivering a successful outcome.</p> <p>1. Project Coordinator The Project Coordinator is the primary point of communication, ensuring the project stays on schedule, within scope, and aligned with client objectives. Key responsibilities include:</p> <ul style="list-style-type: none"> • Managing timelines, milestones, and deliverables • Leading weekly status meetings and client touchpoints • Coordinating across all workstreams (product, implementation, data, training) • Tracking risks, issues, dependencies, and escalations • Ensuring alignment between client stakeholders and internal teams <p>2. Technical Implementation Team The Technical Implementation team configures the Catalis ERP solution based on client requirements. Core activities include:</p> <ul style="list-style-type: none"> • Validating requirements and confirming migrated data • Configuring modules and supporting system testing • Providing functional expertise during training • Advising on municipal best practices <p>Team Composition : Implementation Consultants, Implementation Manager</p> <p>3. Data Migration Team The Data Migration team oversees the full migration of legacy data into the Catalis ERP Cloud. Responsibilities include:</p> <ul style="list-style-type: none"> • Conducting data discovery, extraction, and profiling • Applying mapping, transformation, and migration rules • Reconciling migrated data against legacy reports <p>Team Composition: Data Migration Specialists, Data Migration Lead</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>Project Coordinator (Lead the Project) - Our Project coordinators have PMP certification. Implementation Manager (Lead the Technical Implementation) Implementation Specialists (Product Configuration, Data QA, Data Walk Throughs, Training) Data Team Lead (Lead the Data Migration Team) Data Migration Specialists (Migrate Historical Data)</p>
<p>Explain if and how you use contracted resources or sub-contractors to supplement your workforce.</p>	<p>N/A</p>

Technical Support

Question	Answer *
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.	This systematic approach ensures that each customer request receives the attention they deserve and is promptly routed to the appropriate team member with the necessary expertise. These processes also enable better tracking of customer interactions, ensuring continuity, and providing valuable insights for future product improvements. The support team can handle a wide variety of technical issues at rapid speed, provide in-depth product knowledge, and offer personalized guidance tailored to each customer's unique needs.
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.	We support our software and its usage. Some support for module workflow assistance and data updates etc. can be billable. Making sure the client environment/equipment and servers (for On-Prem) are client's responsibility
Describe how support responsibilities are divided between your company and ERP OEM, including issue triage, root-cause analysis, and platform-level defects.	Catalis serves as both the solution provider and the ERP OEM. As a result, all support responsibilities are fully owned and managed within a single organization, eliminating the need for third-party escalation. All support requests are initiated through Catalis' centralized support team, which performs initial triage, issue classification, and prioritization. Issues related to configuration, user workflows, or data are resolved directly by our support and implementation teams. For more complex issues, including root-cause analysis and platform-level defects, cases are escalated internally to our product engineering team. Because Catalis develops and maintains the core ERP platform, our engineering team has direct access to the codebase and can rapidly diagnose, remediate, and deploy fixes without dependency on an external OEM. This unified support model enables: <ul style="list-style-type: none"> • Faster resolution times • Clear accountability • No vendor handoffs or delays • Continuous feedback between support, product, and engineering
Describe how technical support interacts with OEM update and release process, including communication of upcoming releases, support for regression issues, and schedule stability.	Catalis serves as both the solution provider and the ERP OEM, so technical support is fully integrated with our product and release management processes. Our support team works directly with product and engineering to stay informed of upcoming releases, enhancements, and fixes. Release communications including feature updates, maintenance schedules, and impact summaries are proactively shared with clients in advance. Because support, product, and engineering operate within a single organization, regression issues are identified and escalated immediately. Our teams collaborate in real time to validate issues, perform root-cause analysis, and deploy fixes without reliance on a third-party vendor. This integrated model ensures: <ul style="list-style-type: none"> • Rapid identification and resolution of regression issues • Clear, proactive communication around releases • Stable and predictable release schedules • No delays caused by external OEM dependencies

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. *
Poor data quality in the ERP (e.g., duplicate vendors/customers, inconsistent asset codes) will compromise migration accuracy if not proactively addressed.	Clean and standardize data prior to migration (focus on resident, ratepayer, vendor naming conventions and duplication). Execute structured data validation workshops with client stakeholders. Enforce automated validation checks within the conversion program.	Conducting data clean up ensures that the information in the system is easy to access/understand, and representative of the municipality in its most current state. It makes the data validation process after conversion smoother for the client, and reduces risk of re-work and downstream operational impacts due to inconsistent or incomplete data. In short, ensures accurate, current-state data at go-live, reduces rework, and prevents downstream operational disruption.
Municipal departments (e.g., finance, public works, utilities) often operate independently with entrenched processes. ERP standardization can face resistance, leading to shadow systems or process workarounds.	<ul style="list-style-type: none"> • Embed department SMEs into design authority roles • Use process demonstrations with real municipal scenarios, not generic demos • Track and resolve process exceptions explicitly rather than allowing workarounds • Provide role-based training tied to actual job tasks • reintroduction of bad data 	Improves adoption and reduces reliance on legacy tools or manual processes. This protects realization of business benefits and avoids hidden scope creep caused by post-go-live fixes.
During planning, municipalities often underestimate the time required for cross-department alignment and decision-making (e.g., finance, HR, utilities, procurement). This leads to late design decisions, which cascade into timeline delays and unplanned scope expansion, especially when dependencies (e.g., integrations, data readiness) were not fully accounted for.	<ul style="list-style-type: none"> • Establish a decision governance framework with defined turnaround times and escalation paths • Use integrated master planning that includes data migration, integrations, and testing—not just configuration • Conduct readiness checkpoints before each phase (design, build, test) • Introduce rolling-wave planning with short planning horizons tied to validated deliverables • Pre-identify high-impact decisions (e.g., CoA, payroll rules) and fast-track them early 	Prevents bottlenecks caused by delayed decisions and avoids downstream rework. This keeps the project on schedule and minimizes scope creep driven by late-stage changes, ensuring predictable delivery timelines and reduced pressure on municipal staff
The selected ERP solution may not fully support municipal-specific requirements out-of-the-box (e.g., fund accounting nuances, grant tracking, union payroll rules, public sector procurement compliance). This often results in late discovery of gaps, leading to unplanned customization or process workarounds.	<ul style="list-style-type: none"> • Conduct fit-to-standard validation workshops using real municipal scenarios, not generic demos • Build early prototypes for high-risk functional areas (finance, payroll, procurement) • Maintain a capability gap register with quantified impact (cost, timeline, operational risk) • Prioritize configuration over customization, with strict design authority governance • Validate reporting outputs (e.g., financial statements) directly from the system during design 	Identifies system limitations early, allowing informed decisions before building begins. This avoids costly redesigning and uncontrolled customization, stabilizing budget and scope while ensuring the system meets municipal operational needs.
As departments see ERP capabilities during the project, they often request additional features, reports, or process changes (e.g., new workflows, expanded integrations, enhanced reporting). In municipalities, this is amplified by multiple stakeholders and governance layers, leading to an incremental scope of expansion that impacts timeline and budget.	<ul style="list-style-type: none"> • Define a clear baseline scope aligned to business outcomes, not just features • Implement a value-based change control process (prioritizing regulatory or high-impact items) • Use backlog prioritization to defer non-critical enhancements to post-go-live phases • Provide early visibility through walkthroughs and trainings to surface requests sooner • Align stakeholders on "minimum viable product" go-live scope 	Controls scope of growth without blocking necessary changes. Ensures critical functionality is delivered on time while lower-priority enhancements are managed separately, protecting budget, schedule, and overall project success.

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>Catalis delivers cloud implementations through a structured, phased migration approach. We do not operate hybrid environments, our on-premise and cloud systems are fully separate ensuring clean data structures, simplified integrations, and reduced long-term complexity.</p> <p>We lead a controlled transition process with full visibility at every stage:</p> <ol style="list-style-type: none"> 1. Plan & Prepare Define scope, success criteria, and cutover strategy. Establish environments, access, and readiness controls. 2. Trial Migration & Validation Execute a full data migration into a sandbox using automated ETL. Validate data accuracy, reconcile results, and refine mappings with client approval. 3. Production Migration & Cutover Perform controlled production loads with reconciliation (e.g., trial balance validation) and execute a structured go-live to Catalis Cloud. 4. Guided Go-Live & Optimization Provide intensive post-go-live support with proactive monitoring, rapid issue resolution, and targeted training to stabilise operations. <p>This approach ensures a predictable transition, validated data at go-live, and minimal disruption to municipal operations.</p>
Describe how the project team would support data cleaning, migration, and integration with other systems.	<p>Catalis leads a structured data migration process that includes extraction, cleansing, validation, and integration.</p> <p>We work directly with the legacy ERP to extract required data and partner with client stakeholders to clean and validate it prior to migration. A trial and final migration are executed with QA checks and detailed validation walkthroughs to ensure accuracy before go-live.</p> <p>Integrations with third-party systems (e.g., banking, utilities, payment providers) are established as part of onboarding to enable secure and reliable data and payment flows.</p> <p>Following go-live, we provide a dedicated guided go-live period to resolve integration issues, stabilize the system, and ensure a smooth transition.</p>
Describe how the project team would address cybersecurity, privacy, and regulatory requirements during the transition.	
Describe how the project team would approach organizational change management to support user adoption.	See answer to "List the training delivery methods you offer", as well as the 'customized training tools for Members.'
Describe how the project team would assess the current legacy environment, including customizations, integrations, data quality, and risks.	<p>Our project team performs a structured assessment of legacy third-party systems (e.g., Microsoft GP, Diamond, Bellamy, iCity, etc.) to understand how they store, manage, and process data. The assessment focuses on functional usage, customizations, integrations, data quality, and risks impacting migration.</p> <ol style="list-style-type: none"> 1. System Review We document modules in use, business processes, configuration, and available extraction methods (reports, database access, documentation). This establishes a clear view of how each source system operates. 2. Customizations & Configuration Each customization (custom fields, processes, setup) is evaluated for usage, complexity, and how it impacts extraction and mapping to the new platform. 3. Data Quality Assessment We profile database for completeness, accuracy, duplicates, validity, and historical volume. We review master data, transactional data, and reporting structures to determine cleansing requirements and readiness for migration. 4. Constraints & Risks We assess vendor limitations (e.g., restricted access, limited staff), documentation gaps, custom logic without SME knowledge. Risks are scored, and mitigation actions are defined early. <p>We collect standardized inputs, including system access, reports, configurations, and supporting documentation, and work with client stakeholders to define scope, data requirements, and migration approach.</p> <p>Our team performs detailed data profiling at the module and table level to assess completeness, accuracy, duplicates, validity, and historical volume. Data that should not be migrated is identified and reviewed with the client, with clear recommendations for remediation.</p> <p>All findings, including system analysis, data quality assessments, risks, and reconciliation considerations are documented and shared in a Conversion Booklet to ensure full transparency and alignment prior to migration.</p>
Describe how the project team would manage competing demands on internal staff and limited resourcing.	See answer to "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.
Describe how the project team would control costs, timelines, and risks while maintaining essential operations.	<p>The project team controls costs, timelines, and risks by:</p> <ul style="list-style-type: none"> - Making sure that the scope and change control are clear - Keeping track of progress with project plans, RAID logs, and weekly status reports - Using RAID logs and structured escalation to manage risks ahead of time and collaboratively with clients - Using a phased implementation approach to keep important operations on track and aligned for clients and the project team. <p>This disciplined PMO method makes sure that delivery is always on time and that business goes on as usual and clients stay confident throughout the project lifecycle.</p>

<p>Situation: A Member is transitioning to a new ERP system. This includes the Finance module.</p> <p>Using plain language, propose the ideal sequence for implementing the various Finance module components. Your response should include: -which component of the Finance module should go first, second and third etc; -why are you recommending this order?</p> <p>Do not state that the sequence: "depends on the client".</p>	<p>When implementing the Finance components of a new ERP system, all modules are typically implemented concurrently during a system conversion due to their tight integration. However, the modules are structured so that certain components form the foundation for others. This structure informs the recommended sequence for configuration, rollout, and training.</p> <ol style="list-style-type: none"> 1. System Profile Establishes overall system configuration and ensures seamless integration across all modules. 2. Central Name Creates a single, consistent source of truth for customer and vendor information used by all modules. 3. General Ledger (GL) Forms the financial foundation; all other modules post transactions to the GL, so the chart of accounts and reporting structure must be set early. 4. Accounts Payable (AP) Manages vendor invoices and payments; depends on GL and Central Name for accurate posting and vendor data. 5. Accounts Receivable (AR) Supports billing and incoming payments; integrates with GL and Central Name for accurate revenue tracking. 6. Cash Receipts (CR) Processes incoming payments, applies them to invoices, manages deposits, and posts to the GL. 7. Primary Revenue Modules (Tax and Utility) Build on Central Name and Core Financial modules; enable key municipal revenue functions. 8. Project Costing & Tangible Capital Assets (TCA) Provides structure for tracking project expenses and capital assets; many modules tie back to these. 9. Payroll & Online Timesheets Ensures payroll expenses can be distributed to the correct GL accounts and linked to projects and equipment usage. 10. Purchase Orders (PO) Implemented after core financials, Project Costing, and TCA so commitments and expenditures can be properly tracked and posted. 11. Additional Modules (if in scope) Examples: Physical Assets, other operational systems. 12. Secondary Revenue Modules Business Licensing, Animal Licensing, Cemetery, Gravelling — lighter dependencies and can be added later.
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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.	Catalis will execute a targeted engagement strategy focused on municipal decision-makers. This includes CAOs, CFOs, IT Directors and finance leaders positioning Canoe contract as a streamlined and compliant procurement pathway for ERP modernization. We will collaborate with Canoe on joint marketing initiatives such as webinars, member communications, conference participation and co-branded digital content to drive awareness and adoption. Our sales team and dedicated Customer Success Managers will proactively engage Canoe Members with tailored outreach, education sessions, and executive briefings aligned to their specific operational and regulatory needs.
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?	Catalis views Canoe as a strategic partner and believes contract success is achieved through collaboration, transparency, and shared promotion of member value. To effectively demonstrate value, Catalis would look to Canoe for support in the following: Clear member communication, member eligibility confirmation, collaborative marketing opportunities, reporting and administrative alignment, and a strategic feedback loop.
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.	Catalis will conduct structured internal enablement sessions for our sales team. This will include contract overview training, pricing and compliance guidelines and positioning of the Canoe agreement as a streamlined procurement vehicle for public sector and non-profit clients, reinforced through quarterly refreshers and updated playbooks. We'll incorporate Canoe contract utilization into pipeline reviews and sales governance processes to ensure consistent awareness, correct positioning and compliant use across all qualified opportunities.
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.	Catalis will execute a structured onboarding plan that includes internal alignment with Sales, Finance, Legal and Customer Success. Formal contract coding within our CRM and billing systems and coordination with Canoe on launch communications and promotional activities. Ongoing monitoring will include monthly sales reporting, quarterly internal compliance reviews, administrative fee reconciliation, and regular touchpoints with Canoe to assess contract utilization, member engagement and promotional effectiveness.
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?	Catalis will actively monitor adoption and utilization of the Canoe contract through internal tracking, sales enablement processes, and defined performance metrics. The Canoe agreement will be configured in the CRM and will be considered for any eligible municipalities. Catalis will monitor KPI's including adoption metrics, revenue metrics, compliance metrics, and engagement metrics. Catalis views the Canoe agreement as a strategic growth channel and will manage its performance to ensure maximum value for Canoe members.
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.)	Catalis values opportunities to engage directly with Canoe Members and evaluates participation in select member events where there is a strong alignment with our public sector ERP focus. Sponsorship and attendance decisions would be assessed based on strategic fit, member engagement potential and overall return on investment.
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.	All Canadian tradeshows, our own customer user groups, all RFP submissions

Sales network

Question	Response *
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. a. Sales force. Please include details, such as the locations of your network of sales.	A) Sales Force: - Support, product, and implementation - Office in Edmonton, Alberta - Remote sales staff across Canada Catalis has a strong sales and support presence across Canada, with a dedicated team positioned to serve members in all regions. Our sales team is equipped to travel to remote and regional areas, ensuring hands-on support and engagement regardless of location.
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.	Catalis manages government sales through a specialized public sector sales team trained in municipal procurement processes, compliance requirements and long-cycle consultative selling. This is supported by structured onboarding and ongoing enablement focused on ERP modernization and regulatory alignment. In a group procurement context, we position contracts such as Canoe as compliant, pre-vetted purchasing vehicles, equipping our sales team with clear pricing governance, contract-use protocols and targeted marketing materials tailored to public sector decision makers.

Environmental and social governance ESG

Question	Response *
Describe your corporate ESG initiatives.	<p>Introduction Catalis' mission is to "Harness technology to empower all levels of government to make their greatest possible contribution to the citizens they serve". Our values include "Customer centricity, innovation, striving for excellence, empowerment, collaboration, and accountability." We believe our values, in particular our focus on both individual and corporate accountability, require a deep commitment to operational responsibility and environmental conscientiousness. With this in mind, we have created a Corporate Environmental Policy to ensure that we are working with a diverse group of suppliers that share our values and beliefs.</p> <p>Program Goals & Objectives Our Corporate Environmental Policy represents a commitment from leadership to employees, customers, and the community. Sustainability and protecting the environment are a priority at Catalis. Our approach to protecting the environment is to identify goals to address environmentally significant impacts from our products and business operations. Our most material environmental issues are energy and greenhouse gases, managing product end-of-life, and implementing circular economy principles to conserve resources.</p> <p>Commitments</p> <ol style="list-style-type: none"> Operate our business in a manner that reduces our impacts on the environment, prevents pollution, and protects the environment and resources. Manage the life cycle of our products, solutions, and services in an environmentally responsible manner. Maintain full compliance with applicable environmental laws, regulations, and other obligations. When our own requirements are more stringent, we operate to these higher standards. We require this same compliance of our partners and contractors. Continue to evaluate and review annually the impact of our business on the environment, set goals to reduce these impacts, and measure our progress; and report performance to our stakeholders and the public. Continually improve environmental and corporate social responsibility performance. <p>Formal Procedures</p> <ol style="list-style-type: none"> Establish baselines. Baselines will serve as reference points to measure progress. Establish targets: Catalis will set targets for each metric based on program objectives. Implement strategies: Catalis will implement strategies to achieve its targets. Strategies may include reducing waste, using energy-efficient technologies, sourcing sustainable materials, and complying with environmental regulations. Monitor progress: Catalis will regularly monitor progress towards achieving targets. This may involve tracking data, conducting audits, and reporting progress. Report performance: Catalis will report its performance to stakeholders annually. This report should include data on each metric, progress towards achieving targets, and any challenges the organization faced during the reporting period. <p>Metrics</p> <ol style="list-style-type: none"> Carbon footprint reduction: This metric measures the carbon footprint of the organization. Action steps include prioritizing hosting partners with measurable sustainability practices, monitoring the amount of energy used, and monitoring the distance traveled by employees for business purposes. Waste reduction: This metric measures the amount of waste produced. Action steps include identifying the type of waste produced, setting waste reduction targets, and implementing waste reduction strategies. Sustainable sourcing: This metric measures the amount of sustainable materials the organization sources. Action steps include identifying sustainable materials, setting sustainable sourcing targets, and implementing sustainable sourcing strategies. Compliance with environmental regulations: This metric measures Catalis' compliance with environmental regulations. Action steps include staying up to date with the latest environmental regulations, implementing compliance strategies, and conducting regular audits to ensure compliance. <p>At Catalis, we are committed to reducing our impact on the environment and protecting natural resources through our environmental responsibility program. By identifying our most material environmental issues, setting measurable goals, and implementing sustainable strategies, we strive to minimize energy consumption, greenhouse gases, and waste while preserving our planet's health for future generations. We will continue to evaluate our progress and seek opportunities for further improvements.</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.

- Teresa Yeager, Chief Executive Officer, Catalis Technologies Canada Ltd.

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